

GLASTONBURY TOWN COUNCIL AGENDA (AMENDED)
TUESDAY, MARCH 12, 2019 – REGULAR MEETING
7:00 P.M. – COUNCIL CHAMBERS, TOWN HALL
2155 MAIN STREET, GLASTONBURY

Council Members: Thomas P. Gullotta, Chairman; Lawrence Niland, Vice Chairman; Deborah A. Carroll; Dr. Stewart Beckett III; Kurt P. Cavanaugh; Mary LaChance; Jacob McChesney; George P. Norman; Whit Osgood

1. Roll Call.
 - (a) Pledge of Allegiance.
2. Public Comment.
3. Special Reports.
4. Old Business.
5. New Business.
 - (a) Action on 2019-2020 General Fund, Special Revenue Funds and Capital Improvement Budgets for presentation at the March 21, 2019 Final Budget Hearing.
 - (1) Recommend General Fund Appropriations and Transfers.
 - (2) Recommend General Fund Revenues, Transfers and Use of Fund Balance.
 - (3) Recommend Capital Improvement Program.
 - (4) Recommend Special Revenue Funds.
 - (5) Setting of Town Council Special Meeting and Final Budget Hearing for 7:00 p.m. on Thursday, March 21, 2019 – Council Chambers.
 - (b) Action on Agreement between Town of Glastonbury and Ambulance Service of Manchester (ASM) for paramedic services.
6. Consent Calendar.
 - (a) Action on Application for Change of Zone – 340 Hebron Avenue (set public hearing).
7. Town Manager's Report.
8. Committee Reports.
 - (a) Chairman's Report.
 - (b) MDC.
 - (c) CRCOG.
9. Communications.
 - (a) Sprint notice of intent to modify existing telecommunications facility located at 58 Montano Road.
 - (b) Notice of Exempt Modification from SAC Wireless regarding 58A Montano Road.
10. Minutes.
 - (a) Minutes of February 26, 2019 Regular Meeting.
11. Appointments and Resignations.
 - (a) Appointment of Gayle Kataja to the Commission on Aging to fill the unexpired term of Denise Weeks (D-2019).
12. Executive Session.
 - (a) Potential property acquisition.
 - (b) Draft terms and conditions for potential sale of Town-owned land – Eastern Boulevard.



Town of Glastonbury

2155 MAIN STREET • P.O. BOX 6523 • GLASTONBURY, CT 06033-6523 • (860) 652-7500
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Richard J. Johnson
Town Manager

ITEM #5(A)
03-12-2019 Meeting

March 8, 2019

The Glastonbury Town Council
2155 Main Street
Glastonbury, CT 06033

Re: **FY 2019-2020 Budget**

Dear Council Members:

At the March 12th meeting, Council is scheduled to take action on the proposed Operating, Debt & Transfer, Special Revenue, Revenues and Transfers, and Capital budgets to be presented at the Thursday, March 21st Final Budget Hearing. Action to adopt the budget is scheduled for the March 21st Special Meeting or Tuesday, March 26th Regular Council Meeting as needed.

Background information is presented below and on the attached pages.

General Fund

Appropriations and Expenditures

The combined Town, Education, and Debt and Transfer budget appropriations presented at the Annual Town Meeting (ATM) and now proposed by the Board of Finance are summarized on the attached page (Attachment 1).

Town Operations

The Town Operating budget proposed at the ATM and as now recommended is summarized below.

Town Operations	
ATM	\$1,225,971
BOF Deduct	(\$357,948)
	\$868,023
Deduct:	
Pension	(\$255,206)
Insurance	(\$480,481)
Net	\$132,336

Expenses

- Insurance Reserve Fund: \$250K
- Solid Waste Tip Fees: \$11/ton
- Minimum Wages: \$10.10 - \$11.25
 - Clinical Services - \$35K
 - Contingency - TBD

Wages: \$279,825
Capital Outlay: \$138,031
Utilities/Fuel: (\$16,180)
All Others: \$88,608

As shown, the budget now increases \$868,023 or 2.0% as compared to the \$1.22M or 2.92% proposed at the ATM. When costs for pension and insurances are deducted from the \$868,023, approximately \$132,000 is available for combined expenses totaling a net \$490,284 (blue).

- Combined wage accounts (FT, PT, OT, and unit pay) increase a modest 1.31% including the reduction of 1 full-time position.
- System-wide Capital outlay has remained level for fiscal years 16-19. This has reduced buying power and a concern is expressed for future O&M cost increases and inability to enact efficiency improvements.
- Continued energy efficiency allows for a system-wide decrease in utility and fuel accounts.
- All other system-wide accounts increase \$88,608. 28 line items over 29 operating areas.

The budget as now recommended does not fully fund the items noted above and will require budget reductions accordingly. Other variables such as health insurance, increasing solid waste fees, clinical services, and contingency are not funded (pink). This will likely require additional budget adjustments and proposed increases to fees and charges (e.g., solid waste fees).

Subject to final Council action, every effort will be made to enact budget reductions as applicable while sustaining service delivery levels.

Responses to Questions: The following responds to questions and discussion at the February 26, 2019 Budget Workshop.

Police Rifles – Over the next 4 years, the goal is to replace outdated rifles assigned to the Police Patrol Division. This matter has been thoroughly investigated by police staff and reviewed during my budget review with the Chief. The goal is to avoid costly repairs and cost effectively replace aging equipment.

Fleet Management – There are several goals to ongoing fleet management including fuel efficiency, cost avoidance (repairs, O&M costs, and downtime) improved productivity and avoiding annual spikes in spending requirements. Appropriations discussed in January-March are typically for expenditures 9-12 months subsequent. Fleet reassignments are based upon information available when expenditures are made. Trade-ins and reassignments discussed during the budget process will be adjusted to best achieve the goals noted above. This approach has worked very successfully and presents a well-managed system.

Information Technology – Annual allocations are guided by the Town's overall Procurement and Replacement Strategy. The attached memorandum by Director of Finance Julie Twilley does a good job highlighting the Town's overall strategy (Attachment 2).

- Information Technology is managed in accordance with well-established and successful standards.
- Server environment is almost entirely virtualized.
- Configuration and replacement schedules are in place for all work stations.
- Work stations are often reassigned to secondary uses at the Library, public information kiosks, etc.
- Not all proposed Capital outlay items are recommended (see attached list).
- Realized savings are allocated to expedite replacement to achieve operating efficiencies and avoid loss of productivity.

Operating Revenues – The opportunity to increase revenues directly related to operating expenditures is under review. In the past, this approach has successfully offset the need for budget reductions. I will have specific concepts for your review.

Debt and Transfer

Debt Service is budgeted to decrease \$1.3 million in FY2020. The appropriation and transfer to the Capital Reserve Fund is currently budgeted at \$5.75 million. An increase to \$6.25M was originally presented and is now recommended at \$6.0M by the Board of Finance. Debt Service is projected to remain relatively stable over the 2-3 years following FY2020. This is subject to change based on assumptions (e.g., land acquisition) and actual borrowing schedules and interest costs.

State Budget – Governor Lamont

Attachment 3 shows a comparison between operating revenues and expenses presented in January and as proposed by Governor Lamont. The budget presented in January assumed a \$1.2M unspecified decrease in state aid. The budget presented by Governor Lamont reduces ECS Funding by \$775,768 and establishes a new local expense of \$500,375 for the Teacher Retirement System (TRS).

Per state legislation enacted in 2017, ECS Funding was to decrease over the fiscal years 2019-2028. The original projection for FY2020 totaled \$5.6 million. Over the next 3 years, Governor Lamont is accelerating the rate of decrease. Under this scenario, Glastonbury's ECS funding in the coming year totals \$5.089M.

The Budget as now presented assumes \$5.089M in ECS (Governor Lamont) Funding and does not include monies for TRS.

Capital Improvement Program

The Capital projects proposed for July 1, 2019 are shown on Attachment 4. Several comments as follows:

Fire Rescue Boat – the vessel is 33-34 years old and originally purchased by the Department. I do not have specifics of the acquisition process and decision making. A report co-authored by Chiefs Porter and Thurz is attached (Attachment 5).

GHS Locker Rooms – The current proposal is to fund over 2 years, July 2019 and July 2020, with construction in spring/summer 2020. A \$1.0M appropriation is proposed for July 2019. Value engineering will continue over coming months and the July 2020 appropriation will be developed accordingly. The project can be phased over 3 or 4 years, however, this would delay construction until 2021, 2022, etc.

Financial Projections

The attached pages (Attachment 6) show financial projections for the budget proposed by the Town Manager and as recommended by the Board of Finance. The projections include annual budget increases in future years of 2.0%, 2.25%, and 2.5%. The Project/Unassigned Fund Balance section on the lower part of each page assumes the Capital projects identified over future years with an annual transfer to the Capital Reserve Fund at \$5.75M, \$6.0M, and \$6.25M. This is then compared to the goal of maintaining a \$1M minimum Capital Reserve-Unassigned Fund Balance. Subject to funding levels in FY2020, increases to the transfer will be required over future years to keep pace with Capital infrastructure needs and cost escalation.

Mill Rate

Attachment 7 illustrates changes in the mill rate from the budget proposed at the ATM and as now presented for Council consideration. The budget as now proposed increases the mill rate from 36 to 36.125 or .34%.

Attachment 8 shows the estimated mill rate over the next 5 fiscal years using annual tax increases of 0.5% to 2.0%. The chart also shows the estimated value of a mill under several scenarios. This is supplemented with the following examples:

Increase in Mill Rate	New Mill Rate	Percent Change	New Tax Revenue±
1/8 th	36.125	.34	\$500,000
1/4 th	36.25	.7	\$1,050,000
3/8 th	36.375	1.0	\$1,500,000

Budget Options

The following outlines several options for Council when considering final budget action.

- Assume ECS per 2017 legislation of \$5.6M in lieu of the accelerated decrease proposed by Governor Lamont at \$5.1M±.
- Potential increases to Town operating revenues (directly related to budget increases) and other revenue accounts.
- Reduce Capital Transfer by \$250,000 from \$6.0M to \$5.75M with monies allocated to operations. A concern is expressed for falling behind on capital infrastructure and the challenge of increasing the transfer over coming years.
- Increase mill rate from the 36.125 as now proposed to support ongoing operations and capital.

All options should be considered for sustainability over multiple years.

Note: As noted above, the \$500,375 payment to the TRS proposed by Governor Lamont is not included with the budget as now proposed.

Municipal Spending Cap

Effective fiscal year 2018, the state placed a cap on municipal spending. The cap limits adopted budget expenditures to 2.5% above the previous year. Adopted budget expenditures are defined as expenditures from the General Fund and any non-budgeted funds. Exemptions to the cap include debt service, special education, arbitration awards, unfunded pension liabilities, capital expenditures (\$100,000 or more), and others. The penalty for exceeding the cap is .50 cents from the MRSA Revenue Sharing Grant for every dollar a community spends over the cap. The MRSA Grant is currently not funded or budgeted.

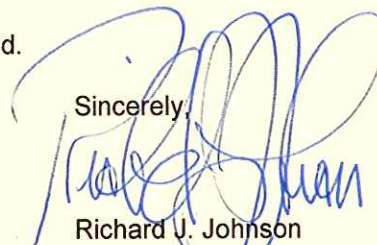
Future Years

The FY2020 budget benefits from the \$1.3M reduction in Debt Service, \$800,000 increase in estimated investment income, and 1.2% growth in the Grand List. While subject to change, a look to FY2021 and subsequent years indicates favorable results of all these factors could be difficult to achieve.

The Resolutions scheduled for action on Tuesday evening are attached.

Additional information can be provided as may be requested.

Sincerely,



Richard J. Johnson
Town Manager

MOTIONS – MARCH 12, 2019 REGULAR COUNCIL MEETING

ITEM #5(A) (1), (2), (3), (4)

(1) Suggested Resolution for General Fund Appropriations and Transfers.

BE IT RESOLVED, that the Glastonbury Town Council recommends an appropriation of \$ _____ **[\$42,884,025]** for the 2019-2020 General Town Budget for presentation at the March 21, 2019 Final Budget Hearing.

BE IT RESOLVED, that the Glastonbury Town Council recommends an appropriation of \$ _____ **[\$108,049,846]** for the 2019-2020 Education Budget for presentation at the March 21, 2019 Final Budget Hearing.

BE IT RESOLVED, that the Glastonbury Town Council recommends an appropriation of \$ _____ **[\$13,973,755]** for the 2019-2020 Debt and Transfer Budget for presentation at the March 21, 2019 Final Budget Hearing.

(2) Suggested Resolution for General Fund Revenues, Transfers and Use of Fund Balance.

BE IT RESOLVED, that the Glastonbury Town Council recommends 2019-2020 General Fund Revenues and Transfers in the amount of \$ _____ **[\$164,907,626]** for presentation at the March 21, 2019 Final Budget Hearing.

(3) Suggested Resolution for Capital Improvement Program.

BE IT RESOLVED, That the Glastonbury Town Council recommends the 2019-2020 Capital Improvement Program in the amount of \$ _____ **[\$10,168,216]** for presentation at the March 21, 2019 Final Budget Hearing. Funding will be provided as follows:

Capital Reserve Fund	\$ _____	[\$9,707,000]
Town Aid Road	\$ _____	[\$461,216]

(4) Suggested Resolution for Special Revenue Funds.

BE IT RESOLVED, that the Glastonbury Town Council recommends 2019-2020 Special Revenue Fund Appropriations and Transfers and Special Revenue Fund Revenues and Transfers for presentation at the March 21, 2019 Final Budget Hearing as follows:

- **SEWER OPERATING FUND** \$ _____ **[\$3,170,642]**
- **RECREATION ACTIVITIES FUND** \$ _____ **[\$1,487,716]**
- **POLICE PRIVATE DUTY** \$ _____ **[\$400,000]**
- **RIVERFRONT PARK FUND** \$ _____ **[\$253,200]**

ITEM #5(A)(5)

(5) Suggested Resolution for Final Budget Hearing.

BE IT RESOLVED, that the Glastonbury Town Council schedules a Special Meeting and Final Budget Hearing for 7:00 p.m. on Thursday, March 21, 2019 in the Council Chambers of Town Hall, 2155 Main Street, Glastonbury, to consider the 2019-2020 General Fund (Town Operating, Debt & Transfer, Education, Revenues and Transfers), Special Revenue Funds (Sewer Operating, Recreation Activities, Police Private Duty, Riverfront Park Fund), and Capital Improvement Program.

Note: The Final Budget Hearing will be held at 7:00 p.m. on Thursday, March 21, 2019 in the Council Chambers of the Town Hall, 2155 Main Street, Glastonbury. Final action on the budget will be scheduled for the Tuesday, March 26, 2019 Regular Council Meeting.

General Fund Summary of Revenues and Appropriations/Expenditures

DESCRIPTION	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)	% Increase (Decrease)
REVENUES					
Taxes	147,560,197	150,395,708	152,601,767	2,206,059	1.47%
Licenses & Permits	1,442,653	1,126,100	1,098,800	(27,300)	-2.42%
Intergovernmental	8,166,349	7,052,570	6,771,043	(281,527)	-3.99%
Charges for Services	1,357,233	1,416,570	1,386,765	(29,805)	-2.10%
Other	2,206,115	1,784,841	2,474,251	689,410	38.63%
Use of Fund Balance	-	575,000	575,000	-	0.00%
TOTAL REVENUES	160,732,546	162,350,789	164,907,626	2,556,837	1.57%
APPROPRIATIONS/EXPENDITURES					
TOWN					
General Government	3,038,972	3,364,593	2,953,854	(410,739)	-12.21%
Community Development	1,857,924	2,103,418	2,201,929	98,511	4.68%
Administrative Services	5,707,606	6,074,815	6,123,686	48,871	0.80%
Public Safety	13,634,224	14,085,496	14,615,054	529,558	3.76%
Physical Services	6,943,112	7,075,183	7,457,270	382,087	5.40%
Sanitation	725,609	804,477	847,961	43,484	5.41%
Human Services	2,787,794	2,979,232	2,939,504	(39,728)	-1.33%
Leisure & Culture	5,239,873	5,528,789	5,744,767	215,978	3.91%
TOTAL TOWN	39,935,114	42,016,003	42,884,025	868,022	2.07%
DEBT & TRANSFERS OUT	16,783,939	14,967,804	13,973,755	(994,049)	-6.64%
EDUCATION	104,911,670	105,366,982	108,049,846	2,682,864	2.55%
TOTAL APPROPRIATIONS/EXPENDITURES	161,630,722	162,350,789	164,907,626	2,556,837	1.57%

General Fund Summary of Revenues and Transfers

DESCRIPTION	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)
TAXES				
Tax Revenues				
Current Levy	144,966,421	148,093,708	150,299,767	2,206,059
Auto Supplemental	1,393,552	1,450,000	1,450,000	-
Delinquent Motor Vehicle Fees	14,829	-	-	-
Prior Years	800,072	500,000	500,000	-
Interest & Fees	367,278	350,000	350,000	-
Miscellaneous Fees	18,045	2,000	2,000	-
TOTAL TAXES	147,560,197	150,395,708	152,601,767	2,206,059
LICENSES & PERMITS				
Licenses & Permits				
Building Inspection Fees	941,858	650,000	650,000	-
Town Clerk Fees	75,768	75,000	70,000	(5,000)
Physical Services Fees	14,375	11,000	11,000	-
Refuse Permit Fees	296,347	290,000	250,000	(40,000)
Health	110,066	95,000	112,700	17,700
Fire Marshal	4,238	5,100	5,100	-
TOTAL LICENSES & PERMITS	1,442,653	1,126,100	1,098,800	(27,300)
INTERGOVERNMENTAL				
HousAuth In-Lieu Tax				
Housing Auth Welles Vill	86,908	90,000	87,000	(3,000)
Other Housing Projects	90,328	100,000	96,000	(4,000)
	177,235	190,000	183,000	(7,000)
St Conn In-Lieu Taxes				
St/CT Pilot	4	-	-	-
HomeownerTxRelief	-	150,000	150,000	-
Disability Exemption	2,129	2,400	2,400	-
Veterans Exemption	10,191	12,000	12,000	-
St/CT Telephone Access	72,244	85,000	85,000	-
Mashantucket Pequot	40,754	-	-	-
State Stabilization Grant	281,748	281,748	385,930	104,182
Undesigntd Reduction State Aid	-	-	-	-
	407,071	531,148	635,330	104,182
ST Educ Entitlements				
Magnet School Transportation	26,400	-	-	-
ECS Cost Sharing Grant	5,659,951	5,516,478	5,089,459	(427,019)
Spec Educ Excess/Agency	1,035,835	-	-	-
Vocational Agriculture	259,848	331,888	331,888	-
	6,982,034	5,848,366	5,421,347	(427,019)

General Fund Summary of Revenues and Transfers

DESCRIPTION	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)
Admin Services				
ST/CT Historical Document Pres	5,000	6,500	7,500	1,000
	<u>5,000</u>	<u>6,500</u>	<u>7,500</u>	<u>1,000</u>
Public Safety				
Regional Dispatch Reimbursement	162,114	-	160,000	160,000
Police Grants	197,805	300,000	194,000	(106,000)
Civil Preparedness	-	11,110	11,110	-
Volunteer Ambul Reimbursements	18,365	20,010	20,820	810
	<u>378,284</u>	<u>331,120</u>	<u>385,930</u>	<u>54,810</u>
PHYS SERVICES / SANITATION				
CRRRA/Resource Recovery	83,596	-	-	-
	<u>83,596</u>	<u>-</u>	<u>-</u>	<u>-</u>
Human Services				
State of CT Health Grants	7,983	7,500	-	(7,500)
Dial A Ride Grant	51,278	51,278	51,278	-
Housing Auth Resident Services	48,420	60,000	60,000	-
Youth & Family ST Grant	25,448	26,658	26,658	-
	<u>133,129</u>	<u>145,436</u>	<u>137,936</u>	<u>(7,500)</u>
TOTAL INTERGOVERNMENTAL	8,166,349	7,052,570	6,771,043	(281,527)
CHARGES FOR SERVICES				
Charges for Services				
Planning & Zoning	15,842	12,000	12,000	-
Town Clerk Recording Fees	169,768	185,800	169,800	(16,000)
Town Clerk Conveyance Fee	561,513	582,100	561,500	(20,600)
Educ/Community Serv Fees	34,910	20,000	20,000	-
Solid Waste Tip Fees	233,775	280,000	250,000	(30,000)
Sewer Inspection Fees	-	2,000	2,000	-
Parks/Rec Swimming Fees	108,932	107,000	122,200	15,200
Parks/Rec Program Fees	94,401	35,000	35,985	985
Subdivision OT Inspection	-	1,000	1,000	-
Fire Watch Services	320	5,320	5,320	-
Health Soil Tests	4,325	2,000	4,000	2,000
Senior Ser Programs	61,291	55,000	67,960	12,960
Senior Nutrition Program	32,319	35,000	35,000	-
Library Fines	33,223	40,000	40,000	-
Notary Services	6,612	4,350	5,000	650
Passport Processing	-	50,000	55,000	5,000
TOTAL CHARGES FOR SERVICES	1,357,233	1,416,570	1,386,765	(29,805)

General Fund Summary of Revenues and Transfers

DESCRIPTION	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)
OTHER REVENUES				
Other Revenues				
Probate Court Reimbursements	8,120	-	2,480	2,480
Interest on Investments	793,946	800,000	1,500,000	700,000
Land Sales & Rentals	259,918	258,252	264,932	6,680
Miscellaneous	485,690	20,000	20,000	-
Educ Student Activities	140	200	200	-
Educ Vo Ag Tuition	365,973	365,989	365,989	-
Purchasing - Auction Sales	11,485	35,000	35,000	-
PhyServ Refunds & Sales	2,248	3,500	3,500	-
Refuse Recycling	60,892	32,750	30,000	(2,750)
Bulky Waste Fill	590	25,000	30,000	5,000
Claims Reimbursements	168,814	40,000	40,000	-
Public Safety Police	80,678	75,000	75,000	-
Youth & Family Services	4,856	33,400	33,400	-
Library Trustee Account	48,831	40,000	40,000	-
Clinical Fees	1,625	750	750	-
Library Miscellaneous	9,972	20,000	16,000	(4,000)
PURCHASING CARD REBATES	4,723	5,000	5,000	-
Attorney Fee's Reimbursed	35,132	12,000	12,000	-
Utilities Reimbursed	20,818	-	-	-
Tower Lease	-	18,000	-	(18,000)
Unrealized Gain/(Loss) on Inv	(181,482)	-	-	-
ICMA Administrative Allowance	23,148	-	-	-
TOTAL OTHER REVENUES	2,206,115	1,784,841	2,474,251	689,410
TRANSFERS IN				
Transfers In				
From General Fund	-	575,000	575,000	-
TOTAL TRANSFERS IN	-	575,000	575,000	-
GRAND TOTAL REVENUES AND TRANSFERS	160,732,546	162,350,789	164,907,626	2,556,837

General Fund: Summary of Expenditures and Transfers

DEPARTMENT	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)
TOWN				
GENERAL GOVERNMENT				
TOWN COUNCIL	108,026	147,973	143,233	(4,740)
TOWN MANAGER	579,627	586,157	615,550	29,393
HUMAN RESOURCES	478,452	771,129	567,371	(203,758)
FACILITIES MAINTENANCE	1,872,868	1,859,334	1,985,648	126,314
TO BE IDENTIFIED REDUCTION			(357,948)	
TOTAL GENERAL GOVERNMENT	3,038,972	3,364,593	2,953,854	(52,791)
COMMUNITY DEVELOPMENT				
COMMUNITY DEVELOPMENT	485,810	539,666	562,910	23,244
BUILDING INSPECTION	395,656	483,030	552,405	69,375
FIRE MARSHAL	296,178	340,213	359,192	18,979
HEALTH	680,280	740,509	727,422	(13,087)
TOTAL COMMUNITY DEVELOPMENT	1,857,924	2,103,418	2,201,929	98,511
ADMINISTRATIVE SERVICES				
FINANCIAL ADMINISTRATION	1,353,920	1,432,813	1,510,047	77,234
ACCOUNTING	432,258	454,178	449,625	(4,553)
PROPERTY ASSESSMENT	585,169	635,559	677,385	41,826
REVENUE COLLECTION	445,309	489,742	497,684	7,942
TOWN CLERK	519,083	549,138	546,198	(2,940)
VOTER REGISTRATION	117,988	161,171	170,200	9,029
LEGAL SERVICES	427,612	300,000	300,000	-
PROBATE SERVICES	15,388	29,600	24,800	(4,800)
INSURANCE/PENSIONS	1,810,878	2,022,613	1,947,747	(74,866)
TOTAL ADMINISTRATIVE SERVICES	5,707,606	6,074,815	6,123,686	48,871
PUBLIC SAFETY				
POLICE	12,387,280	12,823,309	13,431,071	607,762
VOLUNTEER AMBULANCE	17,663	20,010	20,820	810
FIRE	1,200,441	1,209,609	1,131,961	(77,648)
CIVIL PREPAREDNESS	28,840	32,568	31,202	(1,366)
TOTAL PUBLIC SAFETY	13,634,224	14,085,496	14,615,054	529,558
PHYSICAL SERVICES				
ENGINEERING	1,450,030	1,550,359	1,657,000	106,641
HIGHWAY	4,361,607	4,292,733	4,534,907	242,174
FLEET MAINTENANCE	1,131,475	1,232,091	1,265,363	33,272
TOTAL PHYSICAL SERVICES	6,943,112	7,075,183	7,457,270	382,087
SANITATION				
REFUSE DISPOSAL	725,609	804,477	847,961	43,484
TOTAL SANITATION	725,609	804,477	847,961	43,484

General Fund: Summary of Expenditures and Transfers

DEPARTMENT	2018 Actual	2019 Adopted	2020 BOF Proposed	Increase (Decrease)
HUMAN SERVICES				
HEALTH GRANTS	21,409	32,577	32,577	-
YOUTH/FAMILY SERVICES	1,286,057	1,441,090	1,276,056	(165,034)
SENIOR & COMMUNITY SERVICES	1,480,328	1,505,565	1,630,871	125,306
TOTAL HUMAN SERVICES	2,787,794	2,979,232	2,939,504	(39,728)
LEISURE & CULTURE				
PARKS/RECREATION	3,626,985	3,758,515	3,942,912	184,397
WELLES TURNER LIBRARY	1,597,888	1,755,274	1,786,855	31,581
SOUTH GLASTONBURY LIBRARY	7,500	7,500	7,500	-
EAST GLASTONBURY LIBRARY	7,500	7,500	7,500	-
TOTAL LEISURE & CULTURE	5,239,873	5,528,789	5,744,767	215,978
TOTAL TOWN	39,935,114	42,016,003	42,884,025	1,225,970
DEBT SERVICE & TRANSFERS OUT				
DEBT SERVICE	8,662,535	8,459,085	7,157,157	(1,301,928)
TRANSFERS OUT				
CAPITAL RESERVE FUND	5,213,600	5,750,000	6,000,000	250,000
DOG FUND	45,000	45,000	45,000	-
OPEB FUND	687,804	713,719	771,598	57,879
CAPITAL PROJECTS FUND	2,000,000	-	-	-
SEWER OPERATING	175,000	-	-	-
TOTAL TRANSFERS OUT	8,121,404	6,508,719	6,816,598	307,879
TOTAL DEBT SERVICE & TRANSFERS OUT	16,783,939	14,967,804	13,973,755	(994,049)
EDUCATION	104,911,670	105,366,982	108,049,846	2,682,864
GRAND TOTAL EXPENDITURES AND TRANSFERS	161,630,722	162,350,789	164,907,626	2,914,785

ATTACHMENT 1

Town Manager Proposed Compared to FY2019 Budget				
	Adopted 2018-2019	TM Proposed 2019-2020	\$ Change	Percent Change
Town Operations	42,016,003	43,241,973	1,225,970	2.92%
Debt & Transfers	14,967,804	14,223,755	(744,049)	-4.97%
Education	105,366,982	109,158,898	3,791,916	3.60%
Total	162,350,789	166,624,626	4,273,837	2.63%

BOF Propsed Compared to FY2019 Budget				
	Adopted 2018-2019	BOF Proposed 2019-2020	\$ Change	Percent Change
Town Operations	42,016,003	42,868,633	852,630	2.03%
Debt & Transfers	14,967,804	13,973,755	(994,049)	-6.64%
Education	105,366,982	108,008,402	2,641,420	2.51%
Total	162,350,789	164,850,790	2,500,001	1.54%

BOF Proposed Compared to Town Manager Proposed FY2020				
	TM Proposed 2019-2020	BOF Proposed 2019-2020	\$ Change	Percent Change
Town Operations	43,241,973	42,868,633	(373,340)	-0.86%
Debt & Transfers	14,223,755	13,973,755	(250,000)	-1.76%
Education	109,158,898	108,008,402	(1,150,496)	-1.05%
Total	166,624,626	164,850,790	(1,773,836)	-1.06%

TOWN OF GLASTONBURY

ADMINISTRATIVE SERVICES - Financial Administration

March 1, 2019

TO: Richard J. Johnson, Town Manager

FROM: *JBT* Julie Twilley, Director of Finance & Administrative Services

RE: Response to IT Questions Raised During Feb. 26 Town Council Budget Review

During the Feb. 26 Town Council Budget Review, a few questions were raised regarding IT policies and capital outlay proposed purchases. Below please find responses to those questions.

A question was raised regarding Town Procurement and Replacement Strategies.

Excerpts from the Town of Glastonbury Information Technology Computer Workstation Procurement and Replacement Strategy are as follows:

The Town of Glastonbury has about four hundred twenty computer workstation devices in use by Town staff and the public throughout Town facilities. These devices include both standard desktop workstations and notebook type devices. The capability of these devices and the age of the equipment varies greatly, based on the type of use. These devices can be categorized as follows:

- Primary Use (360 devices)
- Secondary Use (60 devices, have been reimaged and then redeployed for single application purposes such Internet Kiosks)
- Virtual Computers

Equipment Types:

Standard Computer Workstation – A standard computer workstation is a computer with a mid-range processor in a small footprint case with either one or two monitors. This computer would work well for a user that typically runs three or four software applications simultaneously such as an accounting application, email application, and a spreadsheet at the same time. These devices are purchased with enough capability to last for six years if the computer is used for a standard eight-hour day. Standard Computer Workstations come available with either a single monitor or a dual monitor based on job responsibilities.

Current Cost:

One Monitor	\$1,200
Two Monitors	\$1,350

Standard Computer Workstation 24HR – Same as a standard computer workstation except that the lifespan is only four years since the computer is running for twenty four hours a day, seven days a week. Examples of these computers are Police Dispatch computers or Staff computers, where the staff access the work computers from home at night via VPN.

Current Cost:

One Monitor	\$1,200
Two Monitors	\$1,350

Engineering/IT/Graphic Workstations – Engineering/IT/Graphic Workstations are higher end computer workstations with higher end processors, increased memory, larger hard drives, and frequently have additional DVD drives. These workstations often are running ten to twenty simultaneous applications or are running single applications that are running memory or processor intensive calculations, such as computer aided drafting applications. These devices typically have a four year lifespan. Most of these devices are running twenty four hours a day.

Current Cost:

Two Monitors	\$2,400
--------------	---------

Notebook/Laptop/Tablets - Notebook type devices are portable devices that mostly are used by staff in mobile environments. These devices are functionally equivalent to a desktop computer and have the same longevity for the most part. In some instances, we have been able to extend these devices to a seventh year.

Current Cost:

Laptop	\$1,500
Tablet 2-in-1	\$1,600

iPad Tablet – non-windows based tablet device that is suitable for various applications including Internet browsing, email, electronic document review, and applications that utilize html 5 front ends or have custom IOS apps built for IPAD devices.

Current Cost:

iPad (e.g. for Council)	\$ 550
iPad (e.g. for Fire Dept.)	\$1,165 (includes vehicle mount)

Secondary Rotation

Many of the computers that come out of service at either four years or six years get redeployed as secondary use devices and are used for two more years as Internet Kiosks, Energy Management Monitoring devices, or Library catalog computers.

Additional factors affecting replacement schedules:

Other considerations also impact the longevity of devices. For instance, high temperature or high dust environments, as found at the Transfer Station, may reduce the lifespan of devices.

Servers:

The Town of Glastonbury's server environment is almost entirely virtualized with three host servers and two mirrored Storage Area Networks. Each host server hosts between 25 – 30 virtual servers.

Computer host servers are high end computers used to run applications on a centralized basis that are generally accessed by many users. Applications such as email, directory services, and database management are critical systems that operate on the computer servers. A replacement plan for these servers has been established at five years based on industry standards and comparisons with other municipalities. In some instances, this schedule may be extended for special application devices that are appropriately designed for it. Hardware maintenance offered by the manufacturer is maintained on all host servers for the duration of the useful life of the equipment.

The Storage Area Network devices (SANS) are large bundled disk drives that operate as a combined unit to provide a storage array for the Host servers. These devices are currently replaced on a five to six year basis, which follows industry best practices. Hardware maintenance is purchased and maintained by the manufacturer on all SAN equipment for the duration of the useful life of the equipment.

Printers:

The Town of Glastonbury has nearly seventy print devices in its printer fleet. There are a variety of device types based on departmental needs. About one third of the devices are color print devices and about twenty-five percent of the devices are multifunction devices. Most of the print devices are on an eight-year replacement plan based on historical records of mean time before failures, but some of the smaller, less expensive printers, are on shorter life cycles due to quicker failure rate records. The criteria for determining longevity is based on the following;

- Availability of replacement parts. Gathering data with various printer service providers has helped to determine that about eight years is the outside limit where parts are available.
- Functionality. The policy is to recommend a replacement printer once the existing printer has reached the end of its standard replacement cycle assuming that it has been performing adequately up to that time and if it is still needed. Frequently, when a printer is up for replacement, a needs assessment is performed during an Annual Tech Review to see if the printer is actually still needed.
- Availability of support by a managed print vendor for the print devices in use.
- Energy Utilization. Printers use a significant amount of electricity. Major steps by printer manufacturers in recent years to utilize less electricity and to set power saving modes during non-use periods, sometimes make a compelling argument for replacing units. Specific research on the energy utilization of both the old and the new unit are done annually to consider a replacement.

The Town of Glastonbury utilizes a Managed Print service from a third party that provides the toner for the print devices and takes care of all repairs and maintenance of the devices.

A question was raised regarding devices that were funded and those that were not funded.

Attached please find a detailed listing of Office Equipment/Furniture that was funded and an explanation of why certain items were not funded. In many cases, items that weren't funded in FY2020 will be purchased in FY2019 through realized savings.

A question was raised regarding the fluctuations in the Financial Administration Office Equipment and Furniture account.

The Financial Administration Office Equipment and Furniture account houses the IT purchases that support the entire Town. Examples of items charged to this account include our backup system, firewall, servers and switches. The fluctuation from actual FY2017 and actual FY2018 relates to a carry forward of approximately \$50k. If the purchase transactions had been completed in FY2017, the actual would have been \$82k in FY2017 and \$90k in FY2018. The original budget has remained around \$70k - \$80k, depending on IT needs, for the last three years. Financial Administration's Division request for FY2020 was \$97k. The Town Manager adjusted this down to \$48k by funding some of the items in the current year.

Additional detail is available on the attached list of Office Equipment / Furniture.

Attachment

C: Nina Cousins
C: Bobby Ashton

**CAPITAL OUTLAY 2019/2020 BUDGET
44710 OFFICE EQUIPMENT/FURNITURE**

Division	Item	Division Request	TM Approval	Town Manager Comments
Town Council	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
	IPAD Tablet with WIFI Only	550	550	
			4,400	0
Town Manager	IPAD Tablet with WIFI Only	550	550	
	Standard PC 2 Monitor	1,350	1,350	
		1,900	0	Replace through current year funding
Human Resources	Cabinet	400	400	
		400	0	Fund with realized savings in current year
Facilities Maintenance	Laptop PC	1,500	See comments	
	Single Application Server with 2 server os licenses	25,000	See comments	
	Standard PC	1,200	See comments	
	Standard PC 2 Monitor	1,350	See comments	
	MP2 Replacement	77,270	25,000	
	Key Management System	1,800	See comments	
		108,120	55,000	MP2 Software funded at \$25k, with the balance through reduced appropriation and purchasing economies.
Community Development	Licenses for Adobe Standard	275	275	
		275	0	Fund through current year operating funds
Building Inspection	Office Chairs	1,050	See comments	
	Replacement Permitting System	55,980	See comments	
	4 Licenses of Blue Beam PDF	2,000	See comments	
		59,030	42,500	Important replacement of permitting system for operating efficiencies. Fund through new appropriation and realized savings in current year.
Health	Standard PC	1,200	1,200	
		1,200	0	Fund in the current year
Financial Administration	Standard PC 2 Monitor	1,350	1,350	
	Standard PC 2 Monitor	1,350	1,350	
	Standard PC 2 Monitor	1,350	1,350	
	Standard PC 2 Monitor	1,350	1,350	
	Computer Server	25,000	25,000	
	Computer Wireless Access Point	350	350	
	Computer Wireless Access Point	350	350	
	Laptop PC	1,500	1,500	
	Network Attached Storage	5,000	5,000	
	Workstation for IT	2,400	2,400	
	Workstation for IT	2,400	2,400	
	MUNIS consulting/training	20,000	20,000	
	MUNIS upgrade V 2019	5,000	5,000	
	Security Assessment	25,000	25,000	
		Network backbone upgrade to 10GB	5,000	5,000
	97,400	47,600	Fund security assessment and MUNIS training in the current year. Replace IT work station in the current year.	
Accounting	Desktop Scanner	2,000	2,000	
	Desktop Scanner	2,000	2,000	
	Heavy Duty Black -White Printer	2,300	2,300	
	Pressure Seal Folding System	5,000	5,000	
		11,300	6,300	Purchase folding system through realized savings in the current year to achieve operating efficiencies.

**CAPITAL OUTLAY 2019/2020 BUDGET
44710 OFFICE EQUIPMENT/FURNITURE**

Division	Item	Division Request	TM Approval	Town Manager Comments
Revenue Collection	Heavy Duty Black -White Printer	2,300	2,300	
		2,300	2,300	Important equipment replacement
Town Clerk	Desktop Scanner	6,300	6,300	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC 2 Monitor	1,350	1,350	
		10,050	10,050	Important equipment replacement
Registrar of Voters	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Poll booths 14 @ \$225	3,150	3,150	
		6,750	6,750	Poll booths to satisfy general statute requirement
Police	Computer Printer	1,100	See comments	
	Computer Printer	1,100	See comments	
	Computer Printer	1,100	See comments	
	Computer Server	25,000	20,000	
	Computer Wireless Access Point	350	See comments	
	Computer Wireless Access Point	350	See comments	
	Light Duty Black-White Printer	700	See comments	
	Small Network Firewall - Less than 25 user throughput	2,000	See comments	
	Small Network Firewall - Less than 25 user throughput	2,000	See comments	
	Standard Duty Color Printer	1,400	See comments	
	Standard Duty Color Printer	1,400	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC 2 Monitor	1,350	See comments	
	Workstation for Drafting or IT	2,400	See comments	
	Laptop computer for ID	1,500	See comments	
	Mobil workstations for police SUV - 3 @ \$4,800	14,400	See comments	
	Havis shield - 3 @ \$1,400	4,200	See comments	
	Workout mats for lock-up training	4,000	See comments	
	Training room upgrade	12,500	12,500	
	Live scan	20,000	See comments	
		105,250	60,000	Reduce cost for computer server to \$20,000. Training room to be funded through continued Capital Improvement Program. Livescan (finger printing system) delayed per State determination of desired system. Balance to be funded through reduced appropriation and operating efficiencies.
Fire	Computer Network Switch	2,600	2,600	
	Light Duty Black-White Printer	700	700	
	Light Duty Black-White Printer	700	700	
	10 iPads (\$1,165/device)	11,650	11,650	
	ID System	2,500	2,500	
		18,150	14,150	Delay network switch and replace printers in current year.
Civil Preparedness	Laptop PC	1,500	1,500	
		1,500	0	Purchase through available funding as needed

**CAPITAL OUTLAY 2019/2020 BUDGET
44710 OFFICE EQUIPMENT/FURNITURE**

Division	Item	Division Request	TM Approval	Town Manager Comments
Engineering	Standard PC	1,200	1,200	
	Workstation for Drafting or IT	2,400	2,400	
	Workstation for Drafting or IT	2,400	2,400	
	Workstation for Drafting or IT	2,400	2,400	
		<u>8,400</u>	<u>8,400</u>	Important equipment replacement of heavily used units
Highway	Standard PC	1,200	1,200	
		<u>1,200</u>	0	Purchase through current year funding as needed
Fleet Maintenance	Computer Network Switch	2,600	2,600	
	Standard PC 2 Monitor	1,350	1,350	
		<u>3,950</u>	<u>3,950</u>	In accordance with system-wide technology schedule.
Refuse Disposal	Computer Wireless Access Point	350	350	
		<u>350</u>	0	Purchase with current year operating fund
Youth & Family Services	Computer Wireless Access Point	350	See comments	
	Computer Wireless Access Point	350	See comments	
	Current Gen Apple Computer	2,100	See comments	
	Small Network Firewall - Less than 25 user throughput	2,000	See comments	
	Standard Duty Color Printer	1,400	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	Standard PC	1,200	See comments	
	<u>17,000</u>	<u>8,000</u>	Reconfigure Wells Village computer lab and delay network firewall with other purchasing efficiencies	
Senior & Community Services	Display Projector	950	950	
	Laptop PC	1,500	1,500	
	Laptop PC	1,500	1,500	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
		<u>23,150</u>	<u>9,000</u>	Repurpose computer lab and projector through current year funding/donations
Parks & Recreation	Standard Duty Color Printer	1,400	1,400	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC 2 Monitor	1,350	1,350	
	<u>5,150</u>	<u>5,150</u>	Per technology replacement schedule	

**CAPITAL OUTLAY 2019/2020 BUDGET
44710 OFFICE EQUIPMENT/FURNITURE**

Division	Item	Division Request	TM Approval	Town Manager Comments
Welles Turner Library	Laptop PC	1,500	1,500	
	Light Duty Black-White Printer	700	700	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
	Standard PC	1,200	1,200	
		<u>14,200</u>	<u>14,200</u>	Per technology replacement schedules

Governor's Proposed Budget

Operating Revenues

	Annual Town Meeting FY19-20	Governor FY19-20	Variance	Governor FY20-21	Variance
PILOT & Mashantucket	-	-	-	-	-
Stabilization	\$385,930	\$385,930	-	\$385,930	-
ECS	\$5,865,227	\$5,089,459	(\$775,768)	\$4,306,998	(\$782,461)
Undesignated Reduction & State Aid	(\$1,200,000)	-	\$1,200,000	-	-
Teacher's Pension -- New Expense	-	(\$500,375)	(\$500,375)	(\$1,033,322)	(\$532,947)
Total	\$5,051,157	\$4,975,014	(\$76,143)	\$3,659,606	(\$1,315,408)

Governor's Proposed Budget

Capital Funding

	Annual Town Meeting FY19-20	Governor	Variance
Town Aid	\$460,000	\$461,217	\$1,217
Municipal Projects	\$240,799	\$240,799	-

Capital Improvement Program: Town Manager Recommended Projects: 2019-2020
February 26, 2019

	CIP Workshop \$1.0m Locker Facility
Infrastructure & Major Equipment Care & Maintenance	\$7,597,000
Physical Services	
Road Overlay	\$1,400,000
Fisher Hill Bridge	\$300,000*
Construction Equipment	\$110,000*
Slocomb Dam	\$50,000
Drainage	\$100,000
Sidewalk Repair	\$175,000
Glastonbury Boulevard	\$1,800,000*
Public Safety	
Public Safety Communications	\$37,000*
Police Building	\$60,000
Fire Companies	\$220,000
Fire Rescue Boat	\$135,000
Education	
GHS Cafeteria	\$1,250,000*
GW Heating & Cooling	\$500,000
Hopewell School Paving	-
GHS Locker Room	\$1,000,000
Sanitation/Refuse	
Wheel Loader	\$235,000
Parks & Recreation	
Tree Management	\$125,000
General Government	
Building Roofs	\$100,000
Ongoing Projects	\$2,010,000
General Government	
Property Revaluation	\$145,000
Document Management	\$50,000
Physical Services	
Main Street Sidewalks	\$890,000*
Sidewalk Connections	\$100,000
Intersection – NLT / Sycamore / Douglas	\$175,000
Education	
Elementary School A/C	\$525,000
General Government – Facilities	
Security / Town Hall / Academy	\$100,000
Energy / Sustainability	\$25,000
New Projects	\$100,000
Traffic Calming	\$100,000
Subtotal	\$9,707,000
	Less Grants and Available Funding
	(\$3,067,000)
Net Estimated Cost	\$6,640,000

*Before Grants

Other Projects to be Funded Outside of Capital Reserve Program

- Town Aid: \$461,217



GLASTONBURY FIRE DEPARTMENT
GLASTONBURY POLICE DEPARTMENT



To: Richard J. Johnson – Town Manager

From: Marshall Porter – Chief of Police
 Michael P. Thurz – Fire Chief

Date: January 31, 2019

Re: Fire and Police Department Boats

Fire Department and Police Department Interaction:

While the safety of the public along the Connecticut River is the overall objective for both agencies, we provide two totally different types of services. Fire is responsible for rescue and fire suppression activities, while Police provides enforcement and recovery efforts, i.e. CREST dive team. However, this does not preclude both agencies from working together to perform a rapid rescue, in conjunction with the assistance provided by our neighboring public safety agencies.

Both Fire and Police interacting simultaneously on the river have been limited. Both Glastonbury Fire and Police assist annually with the Riverfront Recapture firework event in Hartford and more recently the 325th anniversary celebration. In September Friends of Glastonbury Rowing requested Fire's presence on the river to ensure a rapid deployment in the event of an emergency (rescue) during their regatta. A second boat (law enforcement) probably would have been beneficial as to not only providing a presence, but to assist with controlling the recreational boating traffic through the "no wake" zone coming in either direction.

As we discussed, both the Fire and Police in each of our neighboring communities maintain separate vessels for their defined principals. So the thought of maintaining two separate and distinct public safety vessels isn't out of the ordinary, especially since the opening of the boathouse. It's also evident that the activity on our side of the river has increased substantially over the past couple of years. Between GHS Crew Team being on the river daily during the fall and spring seasons, LL Bean weekend paddle boarding, kayak classes and the public boat launch, ensuring the safety of the public has put increased responsibilities on both agencies.

As outlined in the **Rescue/Recovery/Enforcement** section of this memorandum, any emergency incident along the Connecticut River will require the deployment of multiple public safety vessels. The Connecticut River is known for its swift moving current, and that is why Glastonbury Fire, along with our neighboring Fire Departments have established a systematic approach in how we address river related emergencies.

Selfishly, the Fire Department is not comfortable in placing its personnel on a boat labeled "Police", and enforcement and patrolling by Police on a vessel specifically designed for rescue or fire suppression activity doesn't make sense. However, we are both advocates for cross training on the new vessel simply for the function of performing a rapid rescue or supporting a prolonged diving operation.

Rescue/Enforcement/Recovery:

Glastonbury Fire has been the primary response agency for any emergency or hazardous incidents along the Connecticut River as it relates to rescues, fire suppression, hazardous material mitigation or a recovery that does NOT require diving operation. Any river related incident, from the Wethersfield Cove to just south of the Hartford Yacht Club, the Fire Department relies upon automatic aid from East Hartford, Wethersfield, Rocky Hill and Portland Fire Departments.

Based on the swift moving current, by the time notification is received and Fire units arrives on scene, an incident can rapidly expand. That is why we have developed a multi-jurisdictional response plan from both the north and the south, and rely on multiple public safety vessels in order to mitigate the situation.

While the proposed Fire Department vessel is not conducive for law enforcement activities, it will be able to support diving operations. When an incident goes from a rescue to a recovery, control of the incident is transferred from the fire department to law enforcement. A recovery typically involves a diving operation, which will require multiple vessels to not only secure the scene, but to eliminate recreational boating traffic and to ensure the safety of the divers. Additional vessels may also be required to transport extra equipment and personnel from the shore to the scene.

Removing a Vessel from Service:

The Fire Department currently maintains three vessels: a Boston Whaler assigned at the boathouse, a medium size Zodiac assigned to Station 2, and a small Avon (pontoon type vessel) assigned to Station 4.

With the purchase of a new Fire Department vessel comes the opportunity to relocate two of the existing vessels and eliminate one. The objective would be to move the existing Boston Whaler from the boathouse to Station 2, and then move the Zodiac at Station 2 to Station 4.

While the trade in value for the Boston Whaler is probably minimal, based strictly on age, the motor is 10+/- years old and requires minimal maintenance. The intent in relocating this boat to Station 2 would be for use during water emergencies in the area of the ferry slip to the Portland town line. With 9+/- miles of river, reassigning this vessel to the southern end of town provides a timely response to a situation in this area of the river. In addition it allows for Glastonbury Fire to response in both directions.

The sole intent in continuing to operate this vessel is to provide Fire Department personnel with a safer alternative than what is currently being used. The existing Zodiac sits low in the water, does not have the capability of installing any warning lights or audible devices (it only has

battery operated bow and stern marine lights), and simply is not really visible to other boaters. Retrieval of an injured party would either be conducted through our automatic aid agreement with Portland/ Rocky Hill Fire Departments or when another agencies rescue vessel arrives on scene. Our boat would simply serve as a support vessel to assist in stopping recreational boating traffic, securing the scene or shuttling resources back and forth from shore.

By reassigning the Zodiac from Station 2 to Station 4 the Department is proposing to decommission the Avon boat. The Zodiac serves the purpose for the smaller bodies of water in our community, i.e. Diamond Lake, Eastbury Pond, Manchester Reservoir, as well as the area around Point Road.

Plan and Continued Operation of Police Department Vessel:

The existing police boat was acquired four years ago gratis from CRCOG. Officers utilize the boat several times each season for general patrol, security/safety during special events (e.g., dock installations/removal, 325th, etc.), and mutual aid. We would also use the vessel as a support vehicle for rescue/recovery scenes. The type of vessel required by the FD for rescue/dive operations is not suitable for general patrol/law enforcement purposes, and vice versa. Removing the existing police boat from service would eliminate our ability to conduct those operations; not an advisable option. As the police boat requires minimal upkeep and expense (fuel and winterization), the Police Department would recommend that its vessel be kept in service.

(\$ in millions)	**11/14 BUD	**11/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.3 5.3%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.5%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
REVENUE								
Total Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,399,788	\$ 4,401,324,938	\$ 4,436,595,538	0.80%
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	
Non-Tax Revenue	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	99.10% Collection Rate
Reduction in State Aid	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	
Total Revenues	\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,323,022	\$ 45,431,098	\$ 46,566,875	\$ 47,731,047	\$ 48,924,323	\$ 50,147,431
Education	109,158,898	111,887,870	114,685,067	117,552,194	120,490,999	123,503,274	126,599,856
OPEB & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003
Total Operating Expenditures**	\$ 153,217,469	\$ 157,047,906	\$ 160,974,103	\$ 164,998,456	\$ 169,123,417	\$ 173,351,503	\$ 177,685,290

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.
***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$1.1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Transfer to Capital Reserve	13,407,157	13,405,680	13,362,461	13,335,899	13,102,093	11,944,361	10,874,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	\$ 166,624,626	\$ 170,453,586	\$ 174,336,565	\$ 178,334,355	\$ 182,225,510	\$ 185,295,864	\$ 188,560,142
Revenue Shortfall	\$ 36.63	\$ 2,563,920	\$ 5,212,058	\$ 7,965,129	\$ 10,601,607	\$ 12,407,247	\$ 14,396,693
Adjusted Mill Rate	37.24	37.86	37.86	38.49	39.09	39.49	39.92
Mill Rate Increase	1.69%	1.66%	1.66%	1.67%	1.55%	1.01%	1.09%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes +\$1.5m for Roofs
CLIP Proposed Projects (Cash Funded) Gross	3,067,000	(1,238,000)	(319,000)	(1,800,000)	-	-	-	
Project Grants / Close Outs	6,640,000	7,362,500	7,125,500	6,523,000	5,644,500	8,500,000	7,000,000	
Net Estimated Cost	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	
Transfer to Capital Reserve	(390,000)	(1,112,500)	(875,500)	(273,000)	605,500	(2,250,000)	(750,000)	
Excess / (Shortfall)	\$ 2,085,201	\$ 1,583,500	\$ 1,068,799	\$ 1,156,598	\$ 2,122,897	\$ 233,696	\$ (155,505)	Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,304	\$ 1,155,505
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Assumes a 2.25% year-over-year increase in Operating Expenditures.

Financial Projections For Discussion Purposes Only Results Will Vary Based on Assumptions Selected

Town Manager Proposed Budget

(\$ in millions)	'18/'19 BUD	'19/'20 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.9%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 2.9%

Financial Projections

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538		0.80%
36.63	36.63	36.63	36.63	36.63	36.63	36.63		
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822		99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627		Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)		
\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449		

REVENUE

Total Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822
Non-Tax Revenue	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627
Reduction in State Aid	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)
Total Revenues	\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,214,917	\$ 45,209,753	\$ 46,226,972	\$ 47,267,079	\$ 48,330,589	\$ 49,418,027
Education	109,158,898	111,614,973	114,126,310	116,694,152	119,319,771	122,004,465	124,749,566
OPEB & Dog Fund	816,598	834,971	853,758	872,968	892,610	912,693	933,229
Total Operating Expenditures**	\$ 153,217,469	\$ 156,664,862	\$ 160,189,821	\$ 163,794,092	\$ 167,479,460	\$ 171,247,747	\$ 175,100,822

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Transfer to Capital Reserve	13,407,157	13,405,680	13,362,461	13,335,899	13,102,093	11,944,361	10,874,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	\$ 166,624,626	\$ 170,070,542	\$ 173,552,283	\$ 177,129,991	\$ 180,581,552	\$ 183,192,109	\$ 185,975,674
Revenue Shortfall	\$ 36.63	\$ 2,180,876	\$ 4,427,776	\$ 6,760,765	\$ 8,957,649	\$ 10,303,491	\$ 11,812,224
Adjusted Mill Rate	37.15	37.68	38.21	38.71	39.00	39.33	39.33
Mill Rate Increase	1.44%	1.47%	1.42%	1.30%	0.76%	0.83%	0.83%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	\$ (9,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Net Estimated Cost	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000
Transfer to Capital Reserve	\$ (390,000)	\$ (1,112,500)	\$ (875,500)	\$ (273,000)	\$ 605,500	\$ (2,250,000)	\$ (750,000)
Excess / (Shortfall)	\$ 2,085,201	\$ 1,583,500	\$ 1,068,799	\$ 1,156,598	\$ 2,122,897	\$ 233,696	\$ (155,505)
Unassigned Fund Balance (Capital Reserve Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,304	\$ 1,155,505

Shortfall to Make Up to Arrive at \$1m Threshold

Must be > \$1m

(\$ in millions)	11/17/14	11/17/14	Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3	1.3%
Insurance	\$ 3.7	\$ 6.1	\$ 0.3	8.3%
Pension	\$ 7.1	\$ 7.4	\$ 0.3	3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0)	-0.2%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1	12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1	1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2	(2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Town Manager Proposed Budget

Financial Projections		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	99.10%
	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	Collection Rate
	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	
\$	166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449	

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,106,812	\$ 44,988,949	\$ 45,888,728	\$ 46,806,502	\$ 47,742,632	\$ 48,697,485
Education	109,159,898	111,342,076	113,568,917	115,840,296	118,157,102	120,520,244	122,930,649
OP&B & Dog Fund	816,598	832,930	849,589	866,580	883,912	901,590	919,622
Total Operating Expenditures**	\$ 153,217,469	\$ 156,281,818	\$ 159,407,455	\$ 162,595,604	\$ 165,847,516	\$ 169,164,466	\$ 172,547,756

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.
**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$1.1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Transfer to Capital Reserve	13,407,157	13,405,680	13,362,461	13,335,899	13,102,093	11,944,361	10,874,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	166,624,626	169,687,498	172,769,916	175,931,503	178,949,608	181,108,827	183,422,607
Revenue Shortfall	\$ 36.63	\$ 1,797,832	\$ 3,645,409	\$ 5,562,277	\$ 7,325,706	\$ 8,220,210	\$ 9,259,158
Adjusted Mill Rate		37.06	37.49	37.93	38.33	38.52	38.75
Mill Rate Increase		1.19%	1.16%	1.18%	1.05%	0.50%	0.58%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes
CIP Proposed Projects (Cash Funded) Gross	3,067,000	(1,238,000)	(319,000)	(1,800,000)	-	-	-	+\$1.5m for Roofs
Project Grants / Close Outs	6,640,000	7,362,500	7,125,500	6,523,000	5,644,500	8,500,000	7,000,000	
Net Estimated Cost	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	
Transfer to Capital Reserve	(390,000)	(1,112,500)	(875,500)	(273,000)	605,500	(2,250,000)	(750,000)	
Excess / (Shortfall)	\$ 2,085,201	\$ 1,583,500	\$ 1,068,799	\$ 1,156,598	\$ 2,122,897	\$ 233,696	\$ (155,505)	Must be > \$1m
Unassigned Fund Balance (Capital Reserve Fund)								

Shortfall to Make Up to Arrive at \$1m Threshold

\$ - \$ - \$ - \$ - \$ - \$ 766,304 \$ 1,155,505

(\$ in millions)	FY19/19	FY19/20	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

Town Manager Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
REVENUE								
Total Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,799,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,595,538	0.80%
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	
Non-Tax Revenue	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	99.10%
Reduction in State Aid	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	Collection Rate
Total Revenues	\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,323,022	\$ 45,431,098	\$ 46,566,875	\$ 47,731,047	\$ 48,924,323	\$ 50,147,431	2.50%
Education	109,158,898	111,887,870	114,685,067	117,553,194	120,490,999	123,503,274	126,590,856	
OPEB & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003	
Total Operating Expenditures**	\$ 153,217,469	\$ 157,047,906	\$ 160,974,103	\$ 164,998,456	\$ 169,123,417	\$ 173,351,503	\$ 177,685,290	

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers								
Debt Service Costs	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243	
\$1.1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	267,313	493,459	945,513	925,878	905,244	884,609	
Total Debt Service	7,157,157	7,155,680	7,112,461	7,084,899	6,852,093	5,694,361	4,624,852	
Transfer to Capital Reserve	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	
Total Debt & Transfers (Ex. Dog Fund & OPEB)	13,157,157	13,155,680	13,112,461	13,084,899	12,852,093	11,694,361	10,624,852	
Total Operating Expenses, Debt & Transfers	\$ 166,374,626	\$ 170,203,586	\$ 174,086,565	\$ 178,084,355	\$ 181,975,510	\$ 185,045,864	\$ 188,310,142	
Revenue Shortfall	\$ 36.57	\$ 2,313,920	\$ 4,962,058	\$ 7,715,129	\$ 10,351,607	\$ 12,157,247	\$ 14,146,693	
Adjusted Mill Rate	37.18	37.80	38.44	38.44	39.03	39.43	39.86	
Mill Rate Increase	1.69%	1.66%	1.68%	1.68%	1.55%	1.01%	1.09%	

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available								
CIP Proposed Projects (Cash Funded) Gross	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes
Project Grants / Close Outs	(3,067,000)	(1,238,000)	(319,000)	(1,800,000)	-	-	-	+\$1.5m for Roofs
Net Estimated Cost	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Transfer to Capital Reserve	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	
Excess / (Shortfall)	\$ (640,000)	\$ (1,362,500)	\$ (1,125,500)	\$ (523,000)	\$ 355,500	\$ (2,500,000)	\$ (1,000,000)	
Unassigned Fund Balance (Capital Reserve Fund)	\$ 1,835,201	\$ 1,083,500	\$ 318,799	\$ 156,598	\$ 872,897	\$ (1,266,304)	\$ (1,905,505)	Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ 681,201	\$ 843,402	\$ 127,103	\$ 2,266,304	\$ 2,905,505
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Assumes a 2.25% year-over-year increase in Operating Expenditures.

Financial Projections For Discussion Purposes Only Results Will Vary Based on Assumptions Selected

Town Manager Proposed Budget

(\$ in millions)	'18/'19 BUD	'19/'20 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.9%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 2.9%

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538		0.80%
36.63	36.63	36.63	36.63	36.63	36.63	36.63		
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822		99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627		Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)		
\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449		

**The above analysis assumes no impact from revaluation.

	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
\$ 43,241,973	\$ 44,214,917	\$ 45,209,753	\$ 46,226,972	\$ 47,267,079	\$ 48,330,589	\$ 49,418,027	
109,158,898	111,614,973	114,126,310	116,694,152	119,319,771	122,004,465	124,749,566	
816,598	834,971	853,758	872,968	892,610	912,693	933,229	
\$ 153,217,469	\$ 156,664,862	\$ 160,189,821	\$ 163,794,092	\$ 167,479,460	\$ 171,247,747	\$ 175,100,822	

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,214,917	\$ 45,209,753	\$ 46,226,972	\$ 47,267,079	\$ 48,330,589	\$ 49,418,027
Education	109,158,898	111,614,973	114,126,310	116,694,152	119,319,771	122,004,465	124,749,566
OPEB & Dog Fund	816,598	834,971	853,758	872,968	892,610	912,693	933,229
Total Operating Expenditures**	\$ 153,217,469	\$ 156,664,862	\$ 160,189,821	\$ 163,794,092	\$ 167,479,460	\$ 171,247,747	\$ 175,100,822

Revenue Shortfall	\$ 36.57	\$ 1,930,876	\$ 4,177,776	\$ 6,510,765	\$ 8,707,649	\$ 10,053,491	\$ 11,562,224
Adjusted Mill Rate		37.09	37.62	38.16	38.65	39.27	39.27
Mill Rate Increase		1.44%	1.42%	1.43%	1.30%	0.76%	0.84%

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$8.0 Land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Transfer to Capital Reserve	13,157,157	13,155,680	13,112,461	13,085,899	12,852,093	11,694,361	10,624,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	\$ 166,374,626	\$ 169,820,542	\$ 173,302,283	\$ 176,879,991	\$ 180,331,552	\$ 182,942,109	\$ 185,725,674

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	\$ (3,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Net Estimated Cost	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Transfer to Capital Reserve	\$ (640,000)	\$ (1,362,500)	\$ (1,125,500)	\$ (523,000)	\$ 355,500	\$ (2,500,000)	\$ (1,000,000)
Excess / (Shortfall)	\$ 1,835,201	\$ 1,083,500	\$ 318,799	\$ 156,598	\$ 872,897	\$ (1,266,304)	\$ (1,905,505)
Unassigned Fund Balance (Capital Reserve Fund)	\$ -	\$ -	\$ -	\$ 843,402	\$ 127,103	\$ 2,266,304	\$ 2,905,505

Shortfall to Make Up to Arrive at \$1m Threshold

(\$ in millions)	**1X/19 BUD	**1X/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0) -0.2%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Financial Projections

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
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\$	4,229,419,585	4,263,254,942	4,297,360,981	4,331,739,869	4,366,399,788	4,401,324,938	4,436,595,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	159,939,822	99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	
\$	166,664,626	167,889,666	169,124,507	170,369,226	171,623,903	172,888,617	174,163,449	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

\$	43,241,973	44,106,812	44,988,949	45,888,728	46,806,502	47,742,632	48,697,485	
109,158,898	111,342,076	113,568,917	115,840,296	118,157,102	120,520,244	122,930,649	122,930,649	
816,598	832,930	849,589	866,590	883,912	901,590	919,622	919,622	
\$	153,217,469	156,281,818	159,407,455	162,595,604	165,847,516	169,164,466	172,547,756	2.00%

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	6,888,368	6,619,002	6,139,386	5,926,214	4,789,118	3,740,243
Debt Service Costs	-	267,913	493,459	946,513	925,878	905,244	884,609
\$1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Transfer to Capital Reserve	13,157,157	13,155,680	13,112,461	13,085,899	12,852,093	11,694,361	10,624,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	166,374,626	169,437,498	172,519,916	175,681,503	178,699,608	180,858,827	183,172,607
Total Operating Expenses, Debt & Transfers							
Revenue Shortfall	\$ 36.57	\$ 1,547,832	\$ 3,395,409	\$ 5,312,277	\$ 7,075,706	\$ 7,970,210	\$ 9,009,158
Adjusted Mill Rate		37.00	37.43	37.88	38.27	38.47	38.69
Mill Rate Increase		1.19%	1.17%	1.18%	1.05%	0.50%	0.58%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes +\$1.5m for Roofs
CIP Proposed Projects (Cash Funded) Gross	\$ (9,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -	
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Net Estimated Cost	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	
Transfer to Capital Reserve	\$ (640,000)	\$ (1,362,500)	\$ (1,125,500)	\$ (523,000)	\$ 355,500	\$ (2,500,000)	\$ (1,000,000)	
Excess / (Shortfall)	\$ 1,835,201	\$ 1,083,500	\$ 318,799	\$ 156,598	\$ 872,897	\$ (1,266,304)	\$ (1,905,505)	Must be > \$1m
Unassigned Fund Balance (Capital Reserve Fund)								

Shortfall to Make Up to Arrive at \$1m Threshold

\$	-	\$	681,201	\$	843,402	\$	127,103	\$	2,266,304	\$	2,905,505
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(\$ in millions)	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3	1.3%				
Insurance	\$ 3.7	\$ 6.1	\$ 0.3	8.3%				
Pension	\$ 7.1	\$ 7.4	\$ 0.3	3.6%				
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0)	-0.0%				
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1	12.4%				
All Others	\$ 5.0	\$ 5.1	\$ 0.1	1.8%				
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2	(2.9%)				

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

Town Manager Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,595,538		0.80%
36.63	36.63	36.63	36.63	36.63	36.63	36.63		
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822		99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627		Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)		
\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449		

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,323,022	\$ 45,431,098	\$ 46,566,875	\$ 47,731,047	\$ 48,924,323	\$ 50,147,431
Education	109,158,998	111,887,870	114,685,067	117,552,194	120,490,999	123,503,274	126,590,856
OP&B & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003
Total Operating Expenditures**	\$ 153,217,469	\$ 157,047,906	\$ 160,974,103	\$ 164,999,456	\$ 169,123,417	\$ 173,351,503	\$ 177,685,290

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	-	-	-	-	-	-
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852
Total Operating Expenses, Debt & Transfers	\$ 166,124,626	\$ 169,953,586	\$ 173,836,565	\$ 177,834,355	\$ 181,725,510	\$ 184,795,864	\$ 188,060,142
Revenue Shortfall	\$ 36.51	\$ 2,063,920	\$ 4,712,058	\$ 7,465,129	\$ 10,101,607	\$ 11,907,247	\$ 13,896,693
Adjusted Mill Rate		37.12	37.74	38.38	38.98	39.37	39.80
Mill Rate Increase		1.70%	1.67%	1.63%	1.56%	1.02%	1.10%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	-\$ (3,067,000)	-\$ (1,238,000)	-\$ (319,000)	-\$ (1,800,000)	-\$ -	-\$ -	-\$ -
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Net Estimated Cost	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000
Transfer to Capital Reserve	-\$ (890,000)	-\$ (1,612,500)	-\$ (1,375,500)	-\$ (773,000)	-\$ 105,500	-\$ (2,750,000)	-\$ (1,250,000)
Unassigned Fund Balance (Capital Reserve Fund)	\$ 1,585,201	\$ 583,500	\$ (431,201)	\$ (643,402)	\$ (377,103)	\$ (2,766,304)	\$ (3,655,505)

Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505
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Assumes a 2.25% year-over-year increase in Operating Expenditures.

Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected

Town Manager Proposed Budget

	'18/'19 BUD	'19/'20 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ 0.0 0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 2.9%

Financial Projections

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	4,263,254,942	4,297,360,981	4,331,739,869	4,366,393,788	4,401,324,938	4,436,535,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	159,939,822	99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	
\$	166,664,626	167,889,666	169,124,507	170,369,226	171,623,903	172,888,617	174,163,449	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,214,917	\$ 45,209,753	\$ 46,226,972	\$ 47,267,079	\$ 48,330,589	\$ 49,418,027
Education	109,158,898	111,614,973	114,126,310	116,694,152	119,319,771	122,004,465	124,749,566
OPEB & Dog Fund	816,588	834,971	853,758	872,988	892,610	912,693	933,229
Total Operating Expenditures**	\$ 153,217,469	\$ 156,664,862	\$ 160,189,821	\$ 163,794,092	\$ 167,479,460	\$ 171,247,747	\$ 175,100,822

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,925,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 land)	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Total Debt Service	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Transfer to Capital Reserve	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852
Total Debt & Transfers (Ex. Dog Fund & OPEB)	\$ 166,124,626	\$ 169,570,542	\$ 173,052,283	\$ 176,629,991	\$ 180,081,552	\$ 182,692,109	\$ 185,475,674
Revenue Shortfall	\$ 36.51	\$ 1,680,876	\$ 3,927,776	\$ 6,260,765	\$ 8,457,649	\$ 9,803,491	\$ 11,312,224
Adjusted Mill Rate	37.03	37.56	38.10	38.59	38.89	39.21	39.21
Mill Rate Increase	1.45%	1.42%	1.43%	1.31%	0.76%	0.84%	0.84%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	(3,067,000)	(1,238,000)	(319,000)	(1,800,000)	-	-	-
Project Grants / Close Outs	6,640,000	7,362,500	7,125,500	6,523,000	5,644,500	8,500,000	7,000,000
Net Estimated Cost	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000
Transfer to Capital Reserve	(890,000)	(1,612,500)	(1,375,500)	(773,000)	105,500	(2,750,000)	(1,250,000)
Excess / (Shortfall)	\$ 1,585,201	\$ 583,500	\$ (431,201)	\$ (843,402)	\$ (377,103)	\$ (2,766,304)	\$ (3,655,505)
Unassigned Fund Balance (Capital Reserve Fund)							

Shortfall to Make Up to Arrive at \$1m Threshold

\$	-	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505
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(\$ in millions)	11/1/19	11/1/20	Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3	1.3%
Insurance	\$ 6.1	\$ 6.3	\$ 0.3	5.3%
Pension	\$ 7.1	\$ 7.4	\$ 0.3	3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0)	-0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1	12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1	1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2	(2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Town Manager Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	4,263,254,942	4,297,360,981	4,331,739,869	4,366,393,788	4,401,324,938	4,436,535,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	159,939,822	99.10%
15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	15,423,627	Collection Rate
(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	
\$ 166,664,626	\$ 167,889,666	\$ 169,124,507	\$ 170,369,226	\$ 171,623,903	\$ 172,888,617	\$ 174,163,449		

OPERATING EXPENDITURES

Town	\$ 43,241,973	\$ 44,106,812	\$ 44,988,949	\$ 45,888,728	\$ 46,806,502	\$ 47,742,632	\$ 48,697,485
Education	109,158,898	111,342,076	113,568,917	115,840,296	118,157,102	120,520,244	122,930,649
OPEB & Dog Fund	816,598	832,930	849,589	866,580	883,912	901,590	919,622
Total Operating Expenditures**	\$ 153,217,469	\$ 156,281,818	\$ 159,407,455	\$ 162,595,604	\$ 165,847,516	\$ 169,164,466	\$ 172,547,756

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.
***5-year average budget increase of 2.27%.

\$2m Locker Facility to be Completed Over FY 19/20 and 20/21 (Pay Cash)

\$	7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
	-	287,313	493,459	946,513	925,878	905,244	884,609
7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852	
5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852	
166,124,626	\$ 169,187,498	\$ 172,269,916	\$ 175,431,503	\$ 178,449,608	\$ 180,608,827	\$ 182,922,607	
	\$ 1,297,832	\$ 3,145,409	\$ 5,062,277	\$ 6,825,706	\$ 7,720,210	\$ 8,759,158	
36.51	36.94	37.38	37.82	38.22	38.41	38.63	
	1.20%	1.17%	1.18%	1.06%	0.51%	0.53%	

PROJECT / UNASSIGNED FUND BALANCE

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	287,313	493,459	946,513	925,878	905,244	884,609
\$1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	-	-	-	-	-	-
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852
Total Operating Expenses, Debt & Transfers	\$ 166,124,626	\$ 169,187,498	\$ 172,269,916	\$ 175,431,503	\$ 178,449,608	\$ 180,608,827	\$ 182,922,607
Revenue Shortfall	\$ 36.51	\$ 36.94	\$ 37.38	\$ 37.82	\$ 38.22	\$ 38.41	\$ 38.63
Adjusted Mill Rate		1.20%	1.17%	1.18%	1.06%	0.51%	0.53%
Mill Rate Increase							
PROJECT / UNASSIGNED FUND BALANCE							
Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	3,067,000	1,238,000	319,000	1,800,000	-	-	-
Project Grants / Close Outs	6,640,000	7,362,500	7,125,500	6,523,000	5,644,500	8,500,000	7,000,000
Net Estimated Cost	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000
Transfer to Capital Reserve	(890,000)	(1,612,500)	(1,375,500)	(773,000)	105,500	(2,750,000)	(1,250,000)
Excess / (Shortfall)	\$ 1,585,201	\$ 583,500	\$ (431,201)	\$ (843,402)	\$ (377,103)	\$ (2,766,304)	\$ (3,655,505)
Unassigned Fund Balance (Capital Reserve Fund)							
Shortfall to Make Up to Arrive at \$1m Threshold	\$ -	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505

Must be > \$1m

(\$ in millions)	**14/14 BUD	**14/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0) -0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

Financial Projections		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	4,263,254,942	4,297,360,981	4,331,739,869	4,366,393,788	4,401,324,938	4,436,595,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,950	159,939,822	99.10%
	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	Collection Rate
\$	167,048,858	168,273,898	169,508,739	170,753,458	172,008,135	173,272,849	174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 42,884,025	\$ 43,956,126	\$ 45,055,029	\$ 46,181,404	\$ 47,335,940	\$ 48,519,338	\$ 49,732,322
Education	108,049,846	110,751,092	113,519,869	116,357,866	119,266,813	122,248,483	125,304,695
OPEB & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003
Total Operating Expenditures**	151,750,469	155,544,231	159,432,836	163,418,657	167,504,124	171,691,727	175,984,020

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$11m Bond (\$1.3 BAA, \$4.4 Library, \$2.3 WDC, \$3.0 Land)	-	-	-	-	-	-	-
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	13,407,157	13,405,680	13,362,461	13,335,899	13,102,093	11,944,361	10,874,852
Total Operating Expenses, Debt & Transfers	165,157,626	168,949,911	172,795,298	176,754,556	180,606,216	183,656,088	186,358,872

Revenue Shortfall	\$ 36.18	\$ 676,013	\$ 3,286,559	\$ 6,001,098	\$ 8,598,081	\$ 10,363,239	\$ 12,311,191
Adjusted Mill Rate	36.80	37.41	38.04	38.63	39.22	39.81	39.44
Mill Rate Increase	1.69%	1.67%	1.68%	1.55%	1.01%	1.09%	1.09%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CLIP Proposed Projects (Cash Funded) Gross	\$ (3,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Net Estimated Cost	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000
Transfer to Capital Reserve	\$ (390,000)	\$ (1,112,500)	\$ (875,500)	\$ (273,000)	\$ 605,500	\$ (2,250,000)	\$ (750,000)
Excess / (Shortfall)	\$ 2,085,201	\$ 1,583,500	\$ 1,068,799	\$ 1,156,598	\$ 2,122,897	\$ 233,696	\$ (155,905)
Unassigned Fund Balance (Capital Reserve Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,304	\$ 1,155,505

Shortfall to Make Up to Arrive at \$1m Threshold

(\$ in millions)	'18/'19 BUD	'19/'20 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.5%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.9%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.25% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
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REVENUE								
Town Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538	0.80%
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	99.10%
Non-Tax Revenue	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	Collection Rate
Total Revenues	\$ 167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES								
Town	\$ 42,894,025	\$ 43,849,916	\$ 44,835,516	\$ 45,844,315	\$ 46,875,812	\$ 47,930,518	\$ 49,008,955	2.25%
Education	108,049,846	110,480,968	112,966,789	115,508,542	118,107,484	120,764,903	123,482,113	
OPEB & Dog Fund	816,598	834,971	853,758	872,968	892,610	912,693	933,229	
Total Operating Expenditures**	\$ 151,750,469	\$ 155,164,855	\$ 158,656,064	\$ 162,225,825	\$ 165,875,906	\$ 169,608,114	\$ 173,424,297	

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW							
Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)							
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	13,407,157	13,405,680	13,362,461	13,335,899	13,102,093	11,944,361	10,874,852
Total Operating Expenses, Debt & Transfers	\$ 165,157,626	\$ 168,570,535	\$ 172,018,525	\$ 175,561,724	\$ 178,977,999	\$ 181,552,475	\$ 184,299,149

Revenue Shortfall	\$ 36.18	\$ 296,636	\$ 2,509,786	\$ 4,808,266	\$ 6,969,864	\$ 8,279,626	\$ 9,751,467
Adjusted Mill Rate		36.71	37.23	37.76	38.25	38.54	38.86
Mill Rate Increase		1.44%	1.42%	1.43%	1.30%	0.75%	0.83%

PROJECT / UNASSIGNED FUND BALANCE							
Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
CIP Proposed Projects (Cash Funded) Gross	\$ (3,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Net Estimated Cost	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000
Transfer to Capital Reserve	\$ (390,000)	\$ (1,112,500)	\$ (875,500)	\$ (273,000)	\$ 605,500	\$ (2,250,000)	\$ (750,000)
Excess / (Shortfall)	\$ 2,085,201	\$ 1,583,500	\$ 1,068,799	\$ 1,156,598	\$ 2,122,897	\$ 233,696	\$ (155,505)
Unassigned Fund Balance (Capital Reserve Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,304	\$ 1,155,505

Shortfall to Make Up to Arrive at \$1m Threshold

(\$ in millions)	**11/11 BUD	**11/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.3 5.3%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0) -0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

Financial Projections		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	99.10%
	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	Collection Rate
\$	167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

**The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$	42,884,025	\$	43,741,706	\$	44,616,540	\$	45,508,870	\$	46,419,048	\$	47,347,429	\$	48,294,377
Education		108,049,846		110,210,843		112,415,060		114,663,361		116,956,628		119,295,761		121,681,676
OPEB & Dog Fund		816,598		832,930		849,589		866,580		883,912		901,590		919,622
Total Operating Expenditures**	\$	151,750,469	\$	154,785,478	\$	157,881,188	\$	161,038,812	\$	164,259,588	\$	167,544,780	\$	170,895,675

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$	7,157,157	\$	6,888,368	\$	6,619,002	\$	6,439,386	\$	5,926,214	\$	4,789,118	\$	3,740,243
Debt Service Costs		-		267,313		493,459		945,513		925,878		905,244		884,609
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)		-		-		-		-		-		-		-
Total Debt Service		7,157,157		7,155,680		7,112,461		7,085,899		6,852,093		5,694,361		4,624,852
Transfer to Capital Reserve		6,250,000		6,250,000		6,250,000		6,250,000		6,250,000		6,250,000		6,250,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	\$	13,407,157	\$	13,405,680	\$	13,362,461	\$	13,335,899	\$	13,102,093	\$	11,944,361	\$	10,874,852
Total Operating Expenses, Debt & Transfers	\$	165,157,626	\$	168,191,158	\$	171,283,649	\$	174,374,710	\$	177,361,680	\$	179,489,141	\$	181,770,527

Revenue Shortfall	\$	(82,740)	\$	1,734,911	\$	3,621,253	\$	5,353,546	\$	6,216,292	\$	7,222,846
Adjusted Mill Rate		36.18		36.62		37.04		37.48		38.06		38.28
Mill Rate Increase		1.20%		1.17%		1.18%		1.05%		0.50%		0.57%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$	9,707,000	\$	8,600,500	\$	7,444,500	\$	8,323,000	\$	5,644,500	\$	8,500,000	\$	7,000,000
CLP Proposed Projects (Cash Funded) Gross		(3,067,000)		(1,238,000)		(319,000)		(1,800,000)		-		-		
Project Grants / Close Outs		6,640,000		7,362,500		7,125,500		6,523,000		5,644,500		8,500,000		
Net Estimated Cost	\$	6,250,000	\$	6,250,000	\$	6,250,000	\$	6,250,000	\$	6,250,000	\$	6,250,000	\$	
Transfer to Capital Reserve		(990,000)		(1,112,500)		(875,500)		(273,000)		605,500		(2,250,000)		
Excess / (Shortfall)	\$	2,085,201	\$	1,583,500	\$	1,068,799	\$	1,156,598	\$	2,122,897	\$	233,696	\$	(155,503)
Unassigned Fund Balance (Capital Reserve Fund)														
Shortfall to Make Up to Arrive at \$1m Threshold	\$	-	\$	-	\$	-	\$	-	\$	-	\$	766,304	\$	1,155,505

Must be > \$1m

(\$ in millions)	**11/19 BUD	**11/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.3 5.3%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0) -0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
REVENUE								
Total Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,993,788	\$ 4,401,324,938	\$ 4,436,595,538	0.80%
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	
Non-Tax Revenue	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	99.10% Collection Rate
Total Revenues	\$ 167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 42,884,025	\$ 43,956,126	\$ 45,055,029	\$ 46,181,404	\$ 47,335,940	\$ 48,519,338	\$ 49,732,322
Education	108,049,846	110,751,092	113,519,869	116,357,866	119,266,813	122,248,483	125,304,695
OP&B & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003
Total Operating Expenditures**	\$ 151,750,469	\$ 155,544,231	\$ 159,432,836	\$ 163,418,657	\$ 167,504,124	\$ 171,691,727	\$ 175,984,020

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21. (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers							
Debt Service Costs	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	267,313	493,459	945,513	925,878	905,244	884,609
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total Debt & Transfers (Ex. Dog Fund & OP&B)	13,157,157	13,155,680	13,112,461	13,085,899	12,852,093	11,694,361	10,624,852
Total Operating Expenses, Debt & Transfers	\$ 164,907,626	\$ 168,699,911	\$ 172,545,298	\$ 176,504,556	\$ 180,356,216	\$ 183,386,088	\$ 186,608,872

Revenue Shortfall	\$ 36.12	\$ 426,013	\$ 3,036,559	\$ 5,751,098	\$ 8,348,081	\$ 10,113,239	\$ 12,061,191
Adjusted Mill Rate	36.74	37.35	37.98	38.57	38.96	39.39	39.99
Mill Rate Increase	1.70%	1.67%	1.68%	1.56%	1.01%	1.09%	1.09%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes +\$1.5m for Roofs
CLP Proposed Projects (Cash Funded) Gross	\$ (8,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -	
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Net Estimated Cost	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	
Transfer to Capital Reserve	\$ (640,000)	\$ (1,362,500)	\$ (1,125,500)	\$ (523,000)	\$ 355,500	\$ (2,500,000)	\$ (1,000,000)	
Excess / (Shortfall)	\$ 1,835,201	\$ 1,083,500	\$ 318,799	\$ 156,598	\$ 872,897	\$ (1,266,304)	\$ (1,905,503)	Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ -	\$ 681,201	\$ 843,402	\$ 127,103	\$ 2,266,304	\$ 2,905,505
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(\$ in millions)	'18/'19	'19/'20	Variance
Wages	\$ 21.6	\$ 21.6	\$ 0.3
Insurance	\$ 5.7	\$ 6.1	\$ 0.5
Pension	\$ 7.1	\$ 7.4	\$ 0.3
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0)
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1
All Others	\$ 5.0	\$ 5.1	\$ 0.1
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2
			(2.9%)

Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected

Assumes a 2.25% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

Financial Projections							Assumption
	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
\$	4,229,419,585	4,263,254,942	4,297,360,981	4,331,739,869	4,366,393,788	4,401,324,938	4,436,535,538
	36.63	36.63	36.63	36.63	36.63	36.63	36.63
	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822
	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859
\$	167,048,858	168,273,898	169,508,739	170,753,458	172,008,135	173,272,849	174,547,681

REVENUE

Total Grand List*							
Mill Rate							0.80%
Tax Revenue							
Non-Tax Revenue							99.10%
Total Revenues							Collection Rate

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town							
Education							
OPEB & Dog Fund							
Total Operating Expenditures**							2.25%

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers							
Debt Service Costs							
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)							
Total Debt Service							
Transfer to Capital Reserve							
Total Debt & Transfers (Ex. Dog Fund & OPEB)							
Total Operating Expenses, Debt & Transfers							

Revenue Shortfall							
Adjusted Mill Rate							
Mill Rate Increase							

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available							
CIP Proposed Projects (Cash Funded) Gross							
Project Grants / Close Outs							
Net Estimated Cost							
Transfer to Capital Reserve Excess / (Shortfall)							
Unassigned Fund Balance (Capital Reserve Fund)							

Shortfall to Make Up to Arrive at \$1m Threshold

(\$ in millions)	**11/19 BUD	**11/21 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.5%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

Financial Projections		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
\$	4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,595,538	0.80%
	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	99.10%
	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	Collection Rate
\$	167,048,858	168,273,898	169,508,739	170,753,458	172,008,135	173,272,849	174,547,681	

**The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 42,884,025	\$ 43,741,706	\$ 44,616,540	\$ 45,508,870	\$ 46,419,048	\$ 47,347,429	\$ 48,294,377
Education	108,049,846	110,210,843	112,415,060	114,663,361	116,956,628	119,295,761	121,681,676
OPEB & Dog Fund	816,598	832,930	849,589	866,580	883,912	901,590	919,622
Total Operating Expenditures**	\$ 154,750,469	\$ 157,881,138	\$ 157,881,138	\$ 161,038,812	\$ 164,259,588	\$ 167,544,780	\$ 170,895,675

***The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
Debt Service Costs	-	267,313	493,459	945,513	925,878	905,244	884,609
\$1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	-	-	-	-	-	-
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	13,157,157	13,155,680	13,112,461	13,085,899	12,852,093	11,694,361	10,624,852
Total Operating Expenses, Debt & Transfers	\$ 164,907,626	\$ 167,941,158	\$ 170,993,649	\$ 174,124,710	\$ 177,111,680	\$ 179,239,141	\$ 181,520,527

Revenue Shortfall	\$ 36.12	Adjusted Mill Rate	1.20%	1.17%	1.18%	1.06%	0.58%
		Mill Rate Increase	36.56	37.42	37.82	38.01	38.22
			1.20%	1.17%	1.18%	1.06%	0.58%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes +\$1.5m for Roofs
CLP Proposed Projects (Cash Funded) Gross	\$ (3,057,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -	
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Net Estimated Cost	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	
Transfer to Capital Reserve	\$ (640,000)	\$ (1,362,500)	\$ (1,125,500)	\$ (523,000)	\$ 355,500	\$ (2,500,000)	\$ (1,000,000)	
Excess / (Shortfall)	\$ 1,835,201	\$ 1,083,500	\$ 318,799	\$ 156,598	\$ 872,897	\$ (1,266,304)	\$ (1,905,505)	Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$	-	\$	681,201	\$	843,402	\$	127,103	\$	2,266,304	\$	2,905,505
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(\$ in millions)	'14/'15	'15/'16	'16/'17	Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3	1.3%	
Insurance	\$ 5.7	\$ 6.1	\$ 0.5	8.5%	
Pension	\$ 7.1	\$ 7.4	\$ 0.3	3.6%	
Utilities & Fuel	\$ 1.7	\$ 1.7	\$(0.0)	-0.0%	
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1	12.4%	
All Others	\$ 5.0	\$ 5.1	\$ 0.1	1.8%	
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2	(2.9%)	

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2.5% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
REVENUE								
Total Grand List* Mill Rate	\$ 4,229,419,585 36.63	\$ 4,263,254,942 36.63	\$ 4,297,360,981 36.63	\$ 4,331,799,869 36.63	\$ 4,366,993,788 36.63	\$ 4,401,324,938 36.63	\$ 4,436,535,538 36.63	0.80%
Tax Revenue	152,440,989	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	
Non-Tax Revenue	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	99.10% Collection Rate
Total Revenues	\$ 167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 42,884,025	\$ 43,956,126	\$ 45,055,029	\$ 46,181,404	\$ 47,335,940	\$ 48,519,338	\$ 49,732,322
Education	108,049,846	110,751,092	113,519,869	116,357,866	119,266,813	122,248,483	125,304,695
OP&B & Dog Fund	816,598	837,013	857,938	879,387	901,371	923,906	947,003
Total Operating Expenditures**	\$ 151,750,469	\$ 155,544,231	\$ 159,432,836	\$ 163,418,657	\$ 167,604,124	\$ 171,691,727	\$ 175,984,020

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers							
Debt Service Costs	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	267,313	493,459	946,513	925,878	905,244	884,609
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Total Debt & Transfers (Ex. Dog Fund & OPEB)	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852
Total Operating Expenses, Debt & Transfers	\$ 164,657,626	\$ 168,449,911	\$ 172,295,298	\$ 176,254,556	\$ 180,106,216	\$ 183,136,088	\$ 186,338,872

Revenue Shortfall	\$ 36.06	\$ 176,013	\$ 2,786,559	\$ 5,501,098	\$ 8,098,081	\$ 9,863,239	\$ 11,811,191
Adjusted Mill Rate	36.68	37.29	37.92	38.51	38.51	38.90	39.33
Mill Rate Increase	1.70%	1.67%	1.69%	1.61%	1.56%	1.01%	1.10%

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available							
CIP Proposed Projects (Cash Funded) Gross	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Project Grants / Close Outs	\$(3,067,000)	\$(1,238,000)	\$(319,000)	\$(1,800,000)	-	-	-
Net Estimated Cost	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Excess / (Shortfall)	\$(890,000)	\$(1,612,500)	\$(1,375,500)	\$(775,000)	\$ 105,500	\$(2,750,000)	\$(1,250,000)
Unassigned Fund Balance (Capital Reserve Fund)	\$ 1,585,201	\$ 583,500	\$(431,201)	\$(843,402)	\$(377,103)	\$(2,766,304)	\$(3,655,505)

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505
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FY24/25 includes +\$1.5m for Roofs

Must be > \$1m

Assumes a 2.25% year-over-year increase in Operating Expenditures.

Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected

Adjusted BOF Proposed Budget

(\$ in millions)	'18/'19 BUD	'19/'20 Prop. BUD	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.5%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0) -0.9%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 2.9%

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
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REVENUE								
Total Grand List*	\$ 4,229,419,585	\$ 4,263,254,942	\$ 4,297,360,981	\$ 4,331,739,869	\$ 4,366,393,788	\$ 4,401,324,938	\$ 4,436,535,538	0.80%
Mill Rate	36.63	36.63	36.63	36.63	36.63	36.63	36.63	
Tax Revenue	152,440,999	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	99.10%
Non-Tax Revenue	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	Collection Rate
Total Revenues	\$ 167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES								
Town	\$ 42,894,025	\$ 43,848,916	\$ 44,835,516	\$ 45,844,315	\$ 46,875,812	\$ 47,930,518	\$ 49,008,955	
Education	108,049,846	110,480,968	112,966,789	115,508,542	118,107,484	120,764,908	123,482,113	
OP&B & Dog Fund	816,598	834,971	853,758	872,968	892,610	912,693	933,229	2.25%
Total Operating Expenditures**	\$ 151,750,469	\$ 155,164,855	\$ 158,656,064	\$ 162,225,825	\$ 165,875,906	\$ 169,608,114	\$ 173,424,297	

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

***5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW								
Debt & Transfers	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243	
Debt Service Costs	-	267,313	493,459	946,513	925,878	905,244	884,609	
\$1.1m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)								
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,098	5,694,361	4,624,852	
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	
Total Debt & Transfers (Ex. Dog Fund & OP&B)	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852	
Total Operating Expenses, Debt & Transfers	\$ 164,657,626	\$ 168,070,535	\$ 171,518,525	\$ 175,061,724	\$ 178,477,999	\$ 181,052,475	\$ 183,799,149	
Revenue Shortfall	\$ 36.06	\$ (203,364)	\$ 2,009,786	\$ 4,308,266	\$ 6,469,864	\$ 7,779,626	\$ 9,251,467	
Adjusted Mill Rate		36.59	37.11	37.64	38.13	38.42	38.74	
Mill Rate Increase		1.45%	1.43%	1.44%	1.31%	0.76%	0.84%	

PROJECT / UNASSIGNED FUND BALANCE								
Project Funding Available	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,323,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes +\$1.5m for Roofs
CIP Proposed Projects (Cash Funded) Gross	\$ (3,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -	
Project Grants / Close Outs	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,523,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Net Estimated Cost	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	
Transfer to Capital Reserve	\$ (890,000)	\$ (1,612,500)	\$ (1,375,500)	\$ (773,000)	\$ 105,500	\$ (2,750,000)	\$ (1,250,000)	
Excess / (Shortfall)	\$ 1,585,201	\$ 583,500	\$ (431,201)	\$ (843,402)	\$ (377,103)	\$ (2,766,304)	\$ (3,655,505)	Must be > \$1m
Unassigned Fund Balance (Capital Reserve Fund)	\$ -	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505	
Shortfall to Make Up to Arrive at \$1m Threshold								

(\$ in millions)	'14/'15	'15/'16	Variance
Wages	\$ 21.4	\$ 21.6	\$ 0.3 1.3%
Insurance	\$ 5.7	\$ 6.1	\$ 0.5 8.5%
Pension	\$ 7.1	\$ 7.4	\$ 0.3 3.6%
Utilities & fuel	\$ 1.7	\$ 1.7	\$(0.0) -0.0%
Capital Outlay	\$ 1.1	\$ 1.2	\$ 0.1 12.4%
All Others	\$ 5.0	\$ 5.1	\$ 0.1 1.8%
Town Op. BUD	\$ 42.0	\$ 43.2	\$ 1.2 (2.9%)

**Financial Projections
For Discussion Purposes Only
Results Will Vary Based on Assumptions Selected**

Assumes a 2% year-over-year increase in Operating Expenditures.

Adjusted BOF Proposed Budget

	Prop. 19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption
REVENUE								
Total Grand List* Mill Rate	\$ 4,229,419,585 36.63	\$ 4,263,254,942 36.63	\$ 4,297,360,981 36.63	\$ 4,331,739,869 36.63	\$ 4,366,393,788 36.63	\$ 4,401,324,938 36.63	\$ 4,436,595,538 36.63	0.80%
Tax Revenue	153,440,989	153,666,039	154,900,880	156,145,599	157,400,276	158,664,990	159,939,822	
Non-Tax Revenue	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	14,607,859	99.10% Collection Rate
Total Revenues	\$ 167,048,858	\$ 168,273,898	\$ 169,508,739	\$ 170,753,458	\$ 172,008,135	\$ 173,272,849	\$ 174,547,681	

*The above analysis assumes no impact from revaluation.

OPERATING EXPENDITURES

Town	\$ 42,884,025	\$ 43,741,706	\$ 44,616,540	\$ 45,508,870	\$ 46,419,048	\$ 47,347,429	\$ 48,294,377	
Education	108,049,846	110,210,843	112,415,060	114,663,361	116,956,628	119,295,761	121,681,676	
OPEB & Dog Fund	816,598	832,930	849,589	866,580	883,912	901,590	919,622	
Total Operating Expenditures**	\$ 151,750,469	\$ 154,785,478	\$ 157,881,188	\$ 161,038,812	\$ 164,259,588	\$ 167,544,780	\$ 170,895,675	2.00%

**The above analysis assumes a FY19/20 Pension Investment Assumption of 6.5%.

**5-year average budget increase of 2.27%.

\$2m Locker Facility to Be Completed Over FY 19/20 and 20/21 (Pay Cash)

FINANCIAL REVIEW

Debt & Transfers								
Debt Service Costs	\$ 7,157,157	\$ 6,888,368	\$ 6,619,002	\$ 6,139,386	\$ 5,926,214	\$ 4,789,118	\$ 3,740,243	
\$11m Bond (\$1.3 BAN, \$4.4 Library, \$2.3 MDC, \$3.0 Land)	-	267,313	493,459	946,513	925,878	905,244	884,609	
Total Debt Service	7,157,157	7,155,680	7,112,461	7,085,899	6,852,093	5,694,361	4,624,852	
Transfer to Capital Reserve	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	
Total Debt & Transfers (Ex. Dog Fund & OPEB)	12,907,157	12,905,680	12,862,461	12,835,899	12,602,093	11,444,361	10,374,852	
Total Operating Expenses, Debt & Transfers	\$ 164,657,626	\$ 167,691,158	\$ 170,743,649	\$ 173,874,710	\$ 176,861,680	\$ 178,989,141	\$ 181,270,527	
Revenue Shortfall	\$ 36.06	\$ (582,740)	\$ 1,234,911	\$ 3,121,253	\$ 4,853,546	\$ 5,716,292	\$ 6,722,846	
Adjusted Mill Rate	36.50	36.93	37.36	37.95	37.76	37.95	38.17	
Mill Rate Increase	1.20%	1.18%	1.19%	1.19%	1.06%	0.50%	0.58%	

PROJECT / UNASSIGNED FUND BALANCE

Project Funding Available								
GP Proposed Projects (Cash Funded) Gross	\$ 9,707,000	\$ 8,600,500	\$ 7,444,500	\$ 8,325,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	FY24/25 includes
Project Grants / Close Outs	\$ (3,067,000)	\$ (1,238,000)	\$ (319,000)	\$ (1,800,000)	\$ -	\$ -	\$ -	+\$1.5m for Roofs
Net Estimated Cost	\$ 6,640,000	\$ 7,362,500	\$ 7,125,500	\$ 6,525,000	\$ 5,644,500	\$ 8,500,000	\$ 7,000,000	
Transfer to Capital Reserve	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	\$ 5,750,000	
Excess / (Shortfall)	\$ (890,000)	\$ (1,612,500)	\$ (1,375,500)	\$ (775,000)	\$ 105,500	\$ (2,750,000)	\$ (1,250,000)	
Unassigned Fund Balance (Capital Reserve Fund)	\$ 1,585,201	\$ 583,500	\$ (431,201)	\$ (843,402)	\$ (377,103)	\$ (2,766,304)	\$ (3,655,505)	Must be > \$1m

Shortfall to Make Up to Arrive at \$1m Threshold

\$ -	\$ -	\$ 416,500	\$ 1,431,201	\$ 1,843,402	\$ 1,377,103	\$ 3,766,304	\$ 4,655,505
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Comparative Changes in Mill Rate

	Current Mill Rate	Proposed	% Change	Grand List (GL) Increase
ATM	36.00	36.78	2.20%	0.8%
Actual GL	36.00	36.63	1.75%	1.2%
Governor's	36.00	36.65	1.81%	1.2%
BOF	36.00	36.125	0.35%	1.2%

- Town: (\$357,948)
- Debt & Transfers: (\$250,000)
- Education*: (\$1,109,052)
(\$2,217,000)

*Teacher's Pension (TRS) - New Expense: \$500,375

ATTACHMENT 8

Tax Increase						
Fiscal Year	0.00%	0.50%	0.75%	1.00%	1.50%	2.00%
FY2019	36.00					
FY2020	36.00	36.18	36.27	36.36	36.54	36.72
FY2021	36.00	36.36	36.54	36.72	37.09	37.45
FY2022	36.00	36.54	36.82	37.09	37.64	38.20
FY2023	36.00	36.73	37.09	37.46	38.21	38.97
FY2024 - REVAL*	36.00	36.91	37.37	37.84	38.78	39.75

**No adjustment has been made for revaluation.*

Value of a Mill	
1/10 of a Mill (0.10)	\$ 400,000
1/8 of a Mill (0.125)	\$ 500,000
1/4 of a Mill (0.25)	\$ 1,050,000
1/2 of a Mill (0.5)	\$ 2,100,000

Assessment	
Average RESI	\$ 241,250
Average MV X 2	\$ 21,440
Average RESI + Average MV X 2	\$ 262,690



Town of Glastonbury

2155 MAIN STREET • P.O. BOX 6523 • GLASTONBURY, CT 06033-6523 • (860) 652-7500
FAX (860) 652-7505

Richard J. Johnson
Town Manager

ITEM #5(B)
03-12-2019 Meeting

March 8, 2019

The Glastonbury Town Council
2155 Main Street
Glastonbury, CT 06033

Re: Emergency Medical Services

Dear Council Members:

In accordance with protocols established through the State Department of Public Health, Ambulance Service of Manchester (ASM) is designated as the paramedic service provider for the Town of Glastonbury. Glastonbury Emergency Medical Service (GEMS) is designated at the basic/transport level. The attached document is developed to formalize the agreement between Glastonbury and ASM for paramedic level services. Most particularly, ASM's commitment to locate a paramedic unit in Glastonbury on a 24/7 basis at no cost to the community. This is not a requirement of the State Department of Public Health and over recent years, ASM would respond to paramedic level calls, but not always have a unit stationed in Glastonbury.

ASM participates in quarterly meetings with public safety staff at which time any concerns or questions for emergency medical services are discussed. This is an effective forum and the proposed Agreement will formalize the effective historic working relationship between the Town and ASM.

"BE IT RESOLVED, that the Town Council hereby authorizes the Town Manager to execute the Agreement for Coordination of Paramedic Intercept Services between the Town of Glastonbury and ASM, as described in a report by the Town Manager dated March 8, 2019."

Sincerely,

Richard J. Johnson
Town Manager

RJJ/sal
Attachment

AGREEMENT FOR THE
COORDINATION OF PARAMEDIC INTERCEPT
SERVICES

THIS AGREEMENT, dated this [REDACTED] day of [REDACTED], 2019, is entered into by and between the TOWN OF GLASTONBURY, a municipal corporation having its territorial limits within the County of Hartford and the State of Connecticut, (hereinafter referred to as "TOWN"), and AMBULANCE SERVICE OF MANCHESTER, LLC, a Connecticut limited liability company having its principal place of business at 275 New State Road, Manchester, Connecticut (hereinafter referred to as "ASM").

WITNESSETH:

WHEREAS, the State of Connecticut under the authority of Connecticut General Statutes Section 19a-176 established a policy for the development and regulation of emergency medical services; and

WHEREAS, pursuant to Connecticut General Statutes Section 7-148 the TOWN is empowered to provide for ambulance services itself or through any person, firm, or corporation; and

WHEREAS, the State of Connecticut, through its Department of Public Health and Office of Emergency Medical Services (hereinafter referred to as "OEMS"), has promulgated regulations which set standards for the operation of ambulances, define and enforce the circumstances under which ambulance services shall be offered in the State of Connecticut, and empower the Connecticut Commissioner of the Department of Public Health (hereinafter referred to as the "Commissioner") to designate the primary provider of various levels of ambulance services, including, without limitation, first responder, basic life support and paramedic services; and

WHEREAS, pursuant to the Connecticut General Statutes, the TOWN is empowered to protect public health; and

WHEREAS, the Glastonbury Police Department has been designated by the Commissioner as the First Responder for the TOWN; and

WHEREAS, Glastonbury Emergency Medical Services, (hereinafter referred to as "GEMS") has been designated by the Commissioner as the Ambulance Transport Provider (R2) for the TOWN; and

WHEREAS, ASM has been designated by the Commissioner as the MIC-P (Paramedic Service Provider, R5) for the TOWN; and

WHEREAS, the TOWN and ASM are committed to providing expeditious, effective, reliable, and quality response and medical care for the TOWN's citizens; and

WHEREAS, In accordance with the Connecticut General Statutes, the parties enter into this agreement to define the manner in which ASM shall provide MIC-P level service to the TOWN as a fully licensed provider; and

WHEREAS, Non-Transporting Emergency Medical Services Vehicles and ambulance vehicles used by ASM to provide services (hereunder the "ASM UNITS") shall be equipped in accordance with applicable State of Connecticut regulations for the appropriate level of services being provided; and

WHEREAS, the ASM UNITS shall be available for response to calls from the Glastonbury Public Safety Answering Point (hereinafter referred to as the "PSAP"); and

WHEREAS, the TOWN and ASM wish to enter into this Agreement in order to set forth their respective rights and responsibilities pursuant to the applicable Connecticut General Statutes and regulations.

NOW, THEREFORE, in consideration of the mutual covenants and conditions herein contained, the TOWN and ASM (hereinafter sometimes referred to as the "Party," and together as the "Parties") hereby covenant to agree with each other as follows:

SECTION 1: TERM OF AGREEMENT. TERMINATION OF PRIOR AGREEMENTS

The Parties hereby acknowledge that nothing herein is intended to terminate or otherwise impact in any way any other agreements between the Parties or any third party. Further, this Agreement shall not impact or lessen any obligations that ASM has to the TOWN pursuant to its designation by the Commissioner as the MIC-P provider for the TOWN. The term of this Agreement is for a period of five (5) years commencing [insert date], and ending [insert date]. This agreement shall automatically renew for an additional five (5) year term, unless either party provides notice to the other of its intent to terminate or alter this agreement not less than ninety (90) days before the end of the then current term.

SECTION 2: DEFINITIONS

The following terms, as provided in this Agreement, are defined as follows:

ALS - Advanced Life Support

BLS - Basic Life Support

MIC-P - Mobile Intensive Care - Paramedic

PSAP- Public Service Answering Point

EMT - Emergency Medical Technicians

EMR - Emergency Medical Responder

MRT- Medical Response Technicians

OEMS - Office of Emergency Medical Services

HIPAA - Health Insurance Portability and Accountability Act

SECTION 3: RESPONSIBILITY OF THE PARTIES

The general responsibilities of the Parties are:

3.01 ASM will provide Paramedic Intercept Service pursuant to its assignment by the Commissioner as the MIC-P Provider in the TOWN.

3.02 ASM will maintain mutual aid agreements with regional Connecticut State Licensed MIC-P providers to provide back-up MIC-P response capabilities in the event there is no ASM UNIT available and such services are required by the TOWN's PSAP response determinants. ASM shall furnish the TOWN with copies of all such Mutual Aid Agreements applicable to back-up responders for the TOWN.

3.02.1 ASM represents that it has and will maintain MIC-P response capability dedicated and located in the TOWN and staffed twenty-four (24) hours a day three hundred sixty-five days a year, by personnel meeting all educational and training requirements as set out in the State Department of Public Health, OEMS regulations. The TOWN may request the removal from assignment, any ASM employee who fails to adequately perform their duties as required by this agreement. ASM agrees to conduct an investigation into any such complaints by the TOWN to determine if removal is appropriate.

3.02.2 It is understood that ASM will make a good faith effort to secure a MIC-P response from a third party Connecticut State Licensed MIC-P Provider in the event an ASM UNIT or predefined mutual aid provider is not available.

3.03 ASM agrees to provide the TOWN, upon request, with copies of its current license to operate in the State of Connecticut, and all supporting documentation, which authorizes ASM to provide MIC-P services to the TOWN.

3.04 The person responsible for communicating with the TOWN on operational or contractual issues arising under this Agreement on behalf of ASM shall be ASM's Chief Executive Officer, or his/her designee.

3.05 The person responsible for communicating with ASM on operational or contractual issues arising under this Agreement on behalf of the TOWN shall be the Chief Executive Officer of the TOWN (hereinafter referred to as the "Manager"), or her/his designee.

3.06 ASM's Chief Executive Officer or the Manager, or their agents, may request a meeting at any time to effectuate the efficient and successful coordination of emergency ambulance services for the TOWN. If so requested, the Parties agree to meet at a mutually agreeable time and location.

3.07 To effectively address issues of mutual concern to the Parties, the Parties agree to share records and other information as may be reasonably necessary to resolve such issues, subject to applicable confidentiality laws and each Party's right to protect its proprietary information.

3.08 ASM shall supply and operate Non-transport Emergency Medical Services Vehicles and Ambulances in accordance with all applicable federal, regional and State of Connecticut statutes and Regulations.

3.09 ASM shall activate either the closest Non-Transport Emergency Medical Services Vehicle or MIC-P level Ambulance in response to emergency service calls initiated by the PSAP in accordance with this Agreement and consistent with applicable state statutes and regulations.

3.09.1 ASM Non-Transport Emergency Medical Services Vehicles and Ambulances shall all be equipped or supplied with current road maps of the TOWN and surrounding area or an equivalent mapping ability such as GPS navigation. Such map or navigational system maintenance and cost shall be the responsibility of ASM.

3.10 ASM will provide Response Time reports for all emergency responses to the TOWN by the 15th of each month detailing activity from the proceeding month throughout the term of this Agreement. For the purposes of this Agreement, "Response Time" shall be defined as the sum of "Activation Time", which shall be the point in time that the call is provided to the ASM Dispatch Center by the PSAP, and "Travel Time", which shall be the amount of time it takes the responding ASM UNIT to arrive on scene of the medical emergency. Each report shall provide an explanation whenever Hot Response time limits are exceeded.

3.10.1 In an effort to provide quality services and meet its own standards for Response Times, ASM shall take necessary steps to achieve the following Response Times:

- (a) The TOWN of Glastonbury shall be divided into two (2) separate Response Zones, based off of location and travel time. The separation line will be Keeney Street going south to Hebron Avenue, Hebron Avenue going east to Manchester Road, Manchester Road going south to Wassuc Road, Wassuc Road going southeast to Country Club Road, Country Club Road going southwest to Woodland Street, Woodland Street going south to Clark Hill Road, Clark Hill Road going south to the TOWN border. The west side of this border will be Zone 1, and the east side of this border will be Zone 2. Response Zones are shown as Exhibit A.
- (b) Hot Response: A Hot Response requires the use of the emergency vehicle's lights and sirens. When the PSAP informs ASM that a Hot Response is required, the Response Time will be eight (8) minutes; fifty-nine (59) seconds or less for the first call requiring a Hot Response in Zone 1 within the same sixty (60) minute period, ten (10) minutes; fifty-nine (59) seconds or less for the second call requiring a Hot Response in Zone 1 within the same sixty (60) minute period, and twelve (12) minutes; fifty-nine (59) seconds or less for the third call requiring a Hot Response in Zone 1 within the same sixty (60) minute period. The Response Time will be fourteen (14) minutes; fifty-nine (59) seconds or less for the first call requiring a Hot Response in Zone 2 within the same sixty (60) minute period, fifteen (15) minutes; fifty-nine (59) seconds or less for the second call requiring a Hot Response in Zone 2 within the same sixty (60)

minute period, and sixteen (16) minutes; fifty-nine (59) seconds or less for the third call requiring a Hot Response in Zone 2 within the same sixty (60) minute period.

For purposes of this sub-section, ASM will be considered to have met these Response Times if at least ninety percent (90%) of the Hot Responses in both Zone 1 and Zone 2 are within the time frames listed above in section (b).

- (c) Cold Response: A Cold Response does not require the use of the emergency vehicle's lights and sirens. When the PSAP informs ASM that a Cold Response is required, the Response Time will be fourteen (14) minutes; fifty-nine (59) seconds or less for calls requiring a Cold Response in both Zone 1 and Zone 2.

For purposes of this sub-section, ASM will be considered to have met these Response Times if at least ninety percent (90%) of the Cold Responses in both Zone 1 and Zone 2 are within the time frames listed above in section (c).

- (d) System Overload: Should more than three (3) emergency responses (either Hot Response or Cold Response) be undertaken by ASM in the TOWN within the same sixty (60) minute period, a "System Overload" will be deemed to exist, in which event all emergency responses (either Hot Response or Cold Response) after the third (3rd) emergency response within the same sixty (60) minute period will not be subject to the Response Time requirements set forth above.
- (e) Response Time Exceptions: In addition to system overload (d), the Parties recognize that the Response Time objectives in (a), (b) and (c) may not be met in the following circumstances:

- (1) The PSAP or any other representative of the TOWN gives ASM an incorrect address to which to respond;

- (2) Weather or traffic conditions exist at the time of the call that would reasonably be expected to prevent the emergency vehicle from reaching its destination in accordance with the appropriate Response Time, provided the event or condition is immediately reported to the PSAP or the TOWN representative by ASM;

- (3) During the response the emergency vehicle is involved in a traffic accident of such nature and severity as to prevent it from reaching the scene; and/or

- (4) An act of God or civil unrest occurs that would reasonably be expected to prevent the emergency vehicle from reaching its destination in accordance with the appropriate Response Time, provided the event or condition is immediately reported to the PSAP or the TOWN representative by ASM.

3.10.2 The TOWN shall report to ASM, in writing, instances it believes ASM did not meet the Response Times set forth in Section 3.10.1 or any other instances where the TOWN believes that ASM did not meet its obligations under this Agreement, within 30 days of becoming aware of the alleged failure. ASM shall respond to the TOWN's report with a written explanation of the circumstances. Performance shall be measured by times logged by ASM and the PSAP. If ASM and the PSAP record show different Response Times, discrepancies shall be resolved using all relevant, available data.

3.11 ASM crews will maintain radio contact with the PSAP for the entire duration of their involvement with an incident originating from the PSAP. Radio contact will begin when the ASM UNIT signs on with the PSAP as responding and will end when the ASM UNIT arrives at the destination hospital or otherwise clears from an incident. It is expected also that radio contact with the PSAP will be maintained by the ASM crew while the crew is out of the vehicle on an emergency scene. In the event ASM arranges for a mutual aid provider to respond as allowed under this Agreement, ASM will require the mutual aid provider to maintain radio communications with the PSAP.

3.12 The Parties shall maintain the confidentiality of each other's proprietary information and patient care information. Proprietary information may not be disclosed except as agreed to in writing by the Party to which it pertains or as required by law. Patient information may be disclosed only as permitted or required by law.

SECTION 4: PAYMENT FOR AND BILLING OF PARAMEDIC INTERCEPT SERVICES PROVIDED

4.01 It is expressly understood and agreed that the users of each Party's respective services shall be directly responsible to the Party for services provided to them, and that neither Party shall be responsible to the other for any payments under any circumstances. There shall be no cost to the Town for services under this Agreement.

4.02 ASM will bill pursuant to its customary practices. ASM will provide assistance and information to the recipients of bills concerning issues such as submission for payment by Medicare.

SECTION 5: MAINTENANCE AND AVAILABILITY OF RECORDS

5.01 ASM shall maintain accurate and complete records of requests for service initiated by the TOWN in the format required by Connecticut General Statutes Section 19a-180 which records shall be available for inspection by the TOWN during ordinary business hours at the principal place of business of ASM subject to applicable federal, state, and local confidentiality laws, including, without limitation, the HIPAA. Said records shall include, but not be limited to, call forms containing:

- 5.01.1 The date and time of receipt of the call by ASM;
- 5.01.2 The agency initiating the call;
- 5.01.3 The time of vehicle activation
- 5.01.4 The time of arrival at the scene;
- 5.01. 5 The location of the incident;
- 5.01.6 The name of the patient, if available;
- 5.01.7 The destination of the patient if service is provided;
- 5.01.8 ASM employees' identification numbers and level of ASM response;
- 5.01.9 Outsourced transport calls for service to third-party providers when ASM is not available to provide ambulance service for the TOWN; and
- 5.01.10 The level of response.

SECTION 6: DISPUTE RESOLUTION AND TERMINATION

6.01 In the event that the Parties disagree about the requirements set forth in this Agreement or in the event that a Party is dissatisfied with the other Party's performance under this Agreement, the applicable Party shall notify the other Party of the dispute. Within ten days of such notice, the Parties hereto shall meet in an attempt to resolve these differences. Should the parties fail to meet within said ten days, or should the Parties meet and fail to resolve their differences within 90 days of such notice, the Parties may seek legal process to resolve the dispute.

6.02 Notwithstanding anything to the contrary within this Agreement, the TOWN or ASM may terminate this Agreement immediately upon written notice by one Party to the other of the occurrence of any of the following:

6.02.1 Any voluntary or involuntary petition for bankruptcy, reorganization, or receivership, assignment for the benefit of creditors, foreclosure of security interest or other act of insolvency,

6.02.2 If any license or certification for services provided is revoked or rejected by a sponsor hospital, State Department of Public Health / OEMS, or other responsible regulatory agency;

6.02.3 As expressly authorized by the Connecticut statutes or regulations, or the Commissioner.

6.02.4 This Agreement may be terminated by either party by thirty (30) days written notice in the event of substantial failure to perform in accordance with the terms of this Agreement by the other party through no fault of the terminating party and providing such breach is not corrected within seven (7) days of receipt of said notice. In any event, ASM shall not be relieved of any responsibilities, warranties or obligations under this Agreement as a result of a breach of failure to perform by either party.

Any breach or termination of this Agreement will not affect ASM's authority or legal right or obligation to continue to provide paramedic services in the TOWN unless the State Department of Public Health/OEMS also revokes ASM's license or MIC-P (Paramedic Service Provider, R5) designation in the TOWN.

SECTION 7: INDEMNIFICATION AND INSURANCE

7.01 ASM shall defend, indemnify and hold the TOWN and its employees harmless, from and against any and all third-party suits, actions, proceedings, claims, losses, damages, costs and expenses, including reasonable attorney's fees and disbursements, ("Third-party Losses") that the TOWN or its employees shall incur or suffer to the extent the Third-party Losses arise out of, result from, or relate to (a) any breach of, or failure by, ASM to perform its obligations under this Agreement, or (b) the negligent or wrongful acts or omissions of the ASM, its employees, subcontractors or agents.

7.02 The TOWN shall defend, indemnify and hold ASM, its employees, agents and contractors (the "ASM Indemnitees") harmless, from and against any and all third-party suits, actions, proceedings, claims, losses, damages, costs and expenses, including reasonable attorney's fees and disbursements ("Third-party Losses") that the ASM Indemnitees incur or suffer to the extent the Third-party Losses arise out of, result from, or relate to (a) any breach of, or failure by, the TOWN to perform its obligations under this Agreement, or (b) the negligent or wrongful acts or omissions of the TOWN, its employees, subcontractors or agents.

Insurance Requirements

ASM shall agree to maintain in force at all times during the Agreement the following minimum coverages and shall name the Town of Glastonbury as an Additional Insured on a primary and non-contributory basis to all policies except Workers Compensation and Professional Liability. All policies should also include a Waiver of Subrogation. Insurance shall be written with Carriers approved in the State of Connecticut and with a minimum AM Best's rating of "A-"

		(Minimum Limits)
General Liability	Each Occurrence	\$1,000,000
	General Aggregate	\$2,000,000
	Products/Completed Operations	\$2,000,000
	Aggregate	
Auto Liability	Combined Single Limit	
	Each Accident	\$1,000,000
	• Symbol 1/ Any Auto included	
Professional Liability/ Medical Malpractice	Each Claim or Each Occurrence	\$2,000,000
	Aggregate	\$2,000,000
Umbrella/Excess Liability	Each Occurrence	\$5,000,000
	Aggregate	\$5,000,000

If any policy is written on a "Claims Made" basis, the policy must be continually renewed for a minimum of three (3) years from the completion date of this contract. If the policy is replaced and/or the retroactive date is changed, then the expiring policy must be endorsed to extend the reporting period for claims for the policy in effect during the contract for three (3) years from the completion date. For umbrella excess liability to the extent available, ASM will provide certificate of up to \$10,000,000 but not less than the \$5,000,000 requirement.

Workers' Compensation and Employers' Liability	WC Statutory Limits	
	EL Each Accident	\$1,000,000
	EL Disease Each Employee	\$1,000,000
	EL Disease Policy Limit	\$1,000,000

Original, completed Certificates of Insurance must be presented to the Town of Glastonbury prior to execution of this Agreement. Vendor agrees to provide replacement/renewal certificates at least 30 days prior to the expiration date of the policies. The Town of Glastonbury must be provided written notice within 30 days of any policy cancellation or reduction in required coverage.

SECTION 8: PERSONNEL

8.01 Neither Party's personnel shall be deemed to be employees of or have any contractual relationship with the other Party, nor shall this Agreement be construed as conferring on such personnel the rights, privileges or obligations pertaining to such status.

8.02 It is understood and agreed by the Parties that nothing in this Agreement shall be construed as conferring upon employees of ASM municipal employee status or any of the rights, privileges, or obligations pertaining to such status.

SECTION 9: NOTICES AND COMMUNICATIONS

Any notices required or permitted under this Agreement shall be in writing and shall be sent by U. S. mail or by private or commercial courier, return receipt requested, to the following states addresses, or to such other addresses as the parties may specify hereafter in accordance with this provision, and shall be deemed duly given upon delivery to the proper address:

If intended for the TOWN:
Richard J. Johnson, Town Manager
Town of Glastonbury
2155 Main Street
Glastonbury, CT 06033

If Intended for ASM:
Kim Aroh, CEO/President
Ambulance Service of Manchester, LLC
275 New State Road
P. O. Box 300
Manchester, CT 06045-0300

SECTION 10: ENTIRE AGREEMENT AND SURVIVAL

This Agreement contains the entire understanding of the Parties. There are no oral understandings, terms or conditions, and no Party has relied upon any representation, express or implied, not contained in this Agreement. The provisions of this Agreement concerning confidentiality, indemnification, insurance and billing/payment shall survive the expiration or termination of this Agreement.

SECTION 11: AMENDMENTS

This Agreement may not be amended in any respect whatsoever except by a further agreement in writing, fully executed by each of the Parties.

SECTION 12: PARTIAL INVALIDITY

The invalidity of one or more of the phrases, sentences, clauses, sections or articles contained in this Agreement shall not affect the validity of the remaining portions so long as the material purposes of this Agreement can be determined and effectuated.

SECTION 13: APPLICABLE LAW

This Agreement shall be governed by, construed and enforced in accordance with the laws of the State of Connecticut.

SECTION 14: COUNTERPARTS

This Agreement may be executed in counterparts.

SECTION 15: NO ASSIGNMENT

Services provided by ASM to the TOWN may not be subcontracted or assigned otherwise without written approval from the TOWN. Mutual aid agreements shall not be considered a subcontract or assignment under this provision.

IN WITNESS WHEREOF, the parties have executed this Agreement as set forth below.

AMBULANCE SERVICE OF MANCHESTER, LLC

By: _____
Kim Aroh
Its Member/Manager

TOWN OF GLASTONBURY

By: _____
Richard J. Johnson
Its TOWN Manager

8029\5\4816-5971-0854.v1



Town of Glastonbury

2155 MAIN STREET • P.O. BOX 6523 • GLASTONBURY, CT 06033-6523 • (860) 652-7500
FAX (860) 652-7505

Richard J. Johnson
Town Manager

ITEM #6(A)
03-12-2019 Meeting

March 8, 2019

The Glastonbury Town Council
2155 Main Street
Glastonbury, CT 06033

Re: Consent Calendar

Dear Council Members:

The following item is scheduled for Consent Calendar action on Tuesday evening:

a. Application for Change of Zone – 340 Hebron Avenue

At its meeting of Tuesday, March 5, 2019, The Town Plan and Zoning Commission approved a favorable recommendation for a change of zone from Planned Business and Development to Town Center Zone for the parcel at 340 Hebron Avenue. Per applicable General Statutes, there are 65 days from February 12th to begin the Public Hearing process, 35 days to complete Public Hearing(s), and 65 days thereafter to take action.

The attached page shows the subject parcel.

"BE IT RESOLVED, that the Glastonbury Town Council hereby schedules a Public Hearing for 8:00 p.m. on Tuesday, March 26, 2019 in the Council Chambers of Town Hall at 2155 Main Street on the Application by 340 Hebron Avenue, LLC for a Change of Zone – 340 Hebron Avenue from Planned Business and Development to Town Center Zone, as described in a report by the Town Manager dated March 8, 2019."

Sincerely,

Richard J. Johnson
Town Manager

RJJ/sal
Attachments



Town of Glastonbury

OFFICE OF COMMUNITY DEVELOPMENT

To: Richard J. Johnson, Town Manager

From: Khara C. Dodds, AICP, Director of Planning/Land Use Services

Date: March 7, 2019

Re: 340 Hebron Ave-Recommendation to Council

Richard,

Please find a request for a zone change for 340 Hebron Avenue from the property owners, Gottfried and Somberg. The property is currently split zoned with approximately 80 percent of the lot being in the Town Center Zone and 20 percent being in the Residence A zone as shown on the Town's zoning map. However, through the applicant's research it was determined that the official designation of the official designation of the 20 percent portion of the lot is actually Planned Business and Development Zone due to a technical error in the zone change process, which didn't officially converted to Residence A. Therefore, it is technically still in the PBD zone.

Per State Statutes Section 8-3, the zone change is consistent with the Plan of Conservation and Development's Land Use Map, which places this lot within the Town Center Planning Area. The zone change is also consistent with Town-Wide Policies for the Town Center in the POCD.

Please let me know if you have any questions or concerns in this regard.

RECEIVED
2019 MAR - 7 PM 1:55
TOWN MANAGER



Town of Glastonbury

2155 MAIN STREET • P.O. BOX 6523 • GLASTONBURY, CONNECTICUT 06033-6523

TOWN PLAN AND ZONING COMMISSION

March 7, 2019

Thomas P. Gullotta, Chairman
Glastonbury Town Council
2155 Main Street
Glastonbury, Connecticut 06033

Re: 340 Hebron Avenue

Dear Chairman Gullotta and Town Council Members:

At its regular meeting of March 5, 2019, following a Public Hearing, the Town Plan and Zoning Commission unanimously recommended approval of a Change of Zone from Planned Business & Development to Town Center Zone for the southeast portion of 340 Hebron Avenue to allow for construction of a 3-story, 20,015 square foot office building, replacing 2 office structures, in accordance with the following motion:

MOVED, that the Town Plan and Zoning Commission recommends to the Town Council approval of the application of 340 Hebron Avenue, LLC for a Change of Zone from Planned Business & Development Zone to Town Center Zone for the southeast portion of 340 Hebron Avenue to allow for construction of a 3-story, 20,015 square foot office building, replacing 2 office structures. This recommendation is based on a finding of fact that:

1. The proposed zone change is in conformance with the Town of Glastonbury 2018 – 2028 Plan of Conservation and Development in that:
 - a. The 2018—2028 Plan of Conservation and Development Future Land Use Map designates the immediate area surrounding the subject parcel as part of the Town Center Planning Area.
 - b. The 2018 – 2028 Plan of Conservation and Development support redevelopment as means to strengthen the Town Center Planning Area.

Sincerely,

TOWN PLAN & ZONING COMMISSION
For the Secretary

Khara C. Dodds, AICP
Director of Planning & Land Use Services

RECEIVED
2019 MAR -7 PM 1:56
TOWN MANAGER

KD:gfm

cc: Richard J. Johnson, Town Manager Attorney Meghan Hope 340 Hebron Avenue, LLC

Schedule A

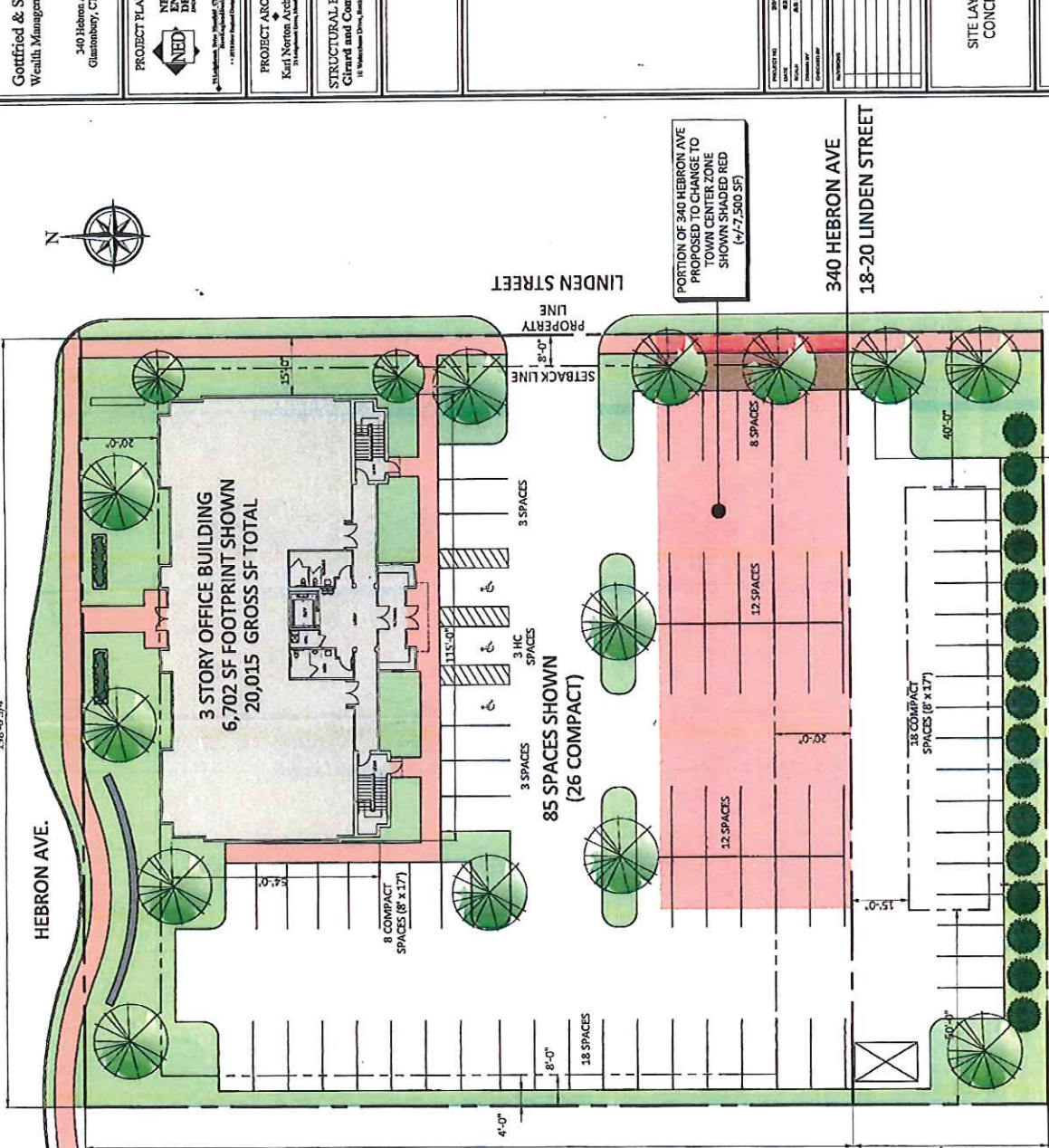
340 Hebron Ave. & 340 Linden Street Area Building

340 Hebron Ave. - Town Center

340 Linden Street - Town Center

Item	Description	Quantity	Unit	Notes
1	3 Story Office Building	1	SF	6,702 SF Footprint Shown
2	8 Compact Spaces (8' x 17')	8	SPACES	
3	3 Compact Spaces	3	SPACES	
4	3 HC Spaces	3	SPACES	
5	12 Spaces	12	SPACES	
6	8 Spaces	8	SPACES	
7	18 Compact Spaces (8' x 17')	18	SPACES	
8	3 Spaces	3	SPACES	
9	3 HC Spaces	3	SPACES	
10	12 Spaces	12	SPACES	
11	8 Spaces	8	SPACES	
12	18 Compact Spaces (8' x 17')	18	SPACES	
13	3 Spaces	3	SPACES	
14	3 HC Spaces	3	SPACES	
15	12 Spaces	12	SPACES	
16	8 Spaces	8	SPACES	
17	18 Compact Spaces (8' x 17')	18	SPACES	
18	3 Spaces	3	SPACES	
19	3 HC Spaces	3	SPACES	
20	12 Spaces	12	SPACES	
21	8 Spaces	8	SPACES	
22	18 Compact Spaces (8' x 17')	18	SPACES	
23	3 Spaces	3	SPACES	
24	3 HC Spaces	3	SPACES	
25	12 Spaces	12	SPACES	
26	8 Spaces	8	SPACES	
27	18 Compact Spaces (8' x 17')	18	SPACES	
28	3 Spaces	3	SPACES	
29	3 HC Spaces	3	SPACES	
30	12 Spaces	12	SPACES	
31	8 Spaces	8	SPACES	
32	18 Compact Spaces (8' x 17')	18	SPACES	
33	3 Spaces	3	SPACES	
34	3 HC Spaces	3	SPACES	
35	12 Spaces	12	SPACES	
36	8 Spaces	8	SPACES	
37	18 Compact Spaces (8' x 17')	18	SPACES	
38	3 Spaces	3	SPACES	
39	3 HC Spaces	3	SPACES	
40	12 Spaces	12	SPACES	
41	8 Spaces	8	SPACES	
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ZONING TABLE CALCULATIONS ARE BASED ON 340 HEBRON AVE. BEING ENTERED WITHIN THE TOWN CENTER ZONE.



Gottfried & Sombors
Wealth Management, LLC
140 Hebron Ave.
Gloucester, CT 06033

PROJECT PLANNERS

NEW ENGLAND DEVELOPMENT
135 W. Main Street, Suite 200
Gloucester, CT 06033
Phone: 860.338.8888

PROJECT ARCHITECT

Karl Nares Architects, LLC
35 Prospect Street, Suite 100
Gloucester, CT 06033

STRUCTURAL ENGINEER

Girard and Company LLP
10 Washington Street, Steady Hill, CT 06037

DATE	DESCRIPTION

PREPARED BY
DATE
SCALE
SHEET NO.
CONSULTANT

REVISIONS

NO.	DATE	DESCRIPTION

SITE LAYOUT CONCEPT

S-1

PRELIMINARY - NOT FOR CONSTRUCTION

SITE CONCEPT P-107

GLASTONBURY, CT
APPLICATION FOR CHANGE OF ZONE
 TO THE TOWN COUNCIL (ZONING AUTHORITY)

1. Applicant

Name 340 Hebron Avenue, LLC
 Address 340 Hebron Avenue, Glastonbury, CT 06033
 Telephone 860-430-9104
 Fax N/A

2. Property Owner(s) (use separate sheet for multiple owners)

Name 340 Hebron Avenue, LLC
 Address 340 Hebron Avenue, Glastonbury, CT 06033
 Telephone 860-430-9104
 Fax N/A

3. Zone Change from: Planned Business and Development* Zone Change to: Town Center**

**** Both the Town of Glastonbury's GIS and Building-Zone Map incorrectly indicate the southeast portion of 340 Hebron Avenue is zoned as Residence A. On September 28, 1973, the zone of this portion of the lot was changed from General Business to Planned Business and Development; however, since that date no other zone change has been filed with the Town Clerk in accordance with C.G.S. Section 8-3(d). Therefore, the southeast portion of 340 Hebron Avenue remains zoned as Planned Business and Development.*

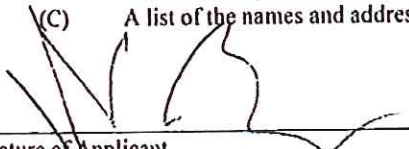
4. Location and Description of the Proposed Zone Change: Southeast corner of 340 Hebron Avenue, being 7,500 s.f. in area (50 feet wide by 150 feet long) with frontage on Linden Street. Please see the submitted materials for additional information.

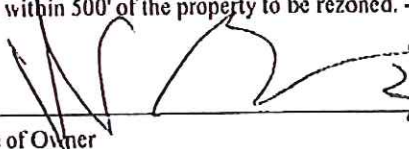
5. Reasons for Proposed Zone Change: Please see the submitted materials for additional information.

(use separate sheet for any additional pertinent information)

6. The following shall accompany each application:

- (A) Fee: \$200.00 (plus \$60 State of CT fee) = \$260.00 - submitted
- (B) Three (15) copies of a zone change map drawn to scale showing: area of proposed change; distance to nearest street corner; plot measurements; and street lines. - submitted
- (C) A list of the names and addresses of all property owners located within 500' of the property to be rezoned. - submitted


 Signature of Applicant _____
 340 Hebron Avenue, LLC
 By: Matthew A. Souberg, duly authorized


 Signature of Owner _____
 340 Hebron Avenue, LLC
 By: Matthew A. Souberg duly authorized

2/6/19
 Date

2/6/19
 Date

For Office Use	
Date Received _____	Fee Paid _____ Cash / Check
Town Plan and Zoning Commission recommendation _____	
Town Council Hearing Scheduled _____	
Hearing Advertised 1. _____	2. _____
Action _____	Notice of Action to Applicant _____

RECEIVED
 2019 FEB - 8 AM 9:21
 TOWN MANAGER



Town of Glastonbury

2155 MAIN STREET • P.O. BOX 6523 • GLASTONBURY, CT 06033-6523 • (860) 652-7500
FAX (860) 652-7505

Richard J. Johnson
Town Manager

ITEM #7
03-12-2019 Meeting

March 8, 2019

The Glastonbury Town Council
2155 Main Street
Glastonbury, CT 06033

Re: Town Manager's Report

Dear Council Members:

The following will keep you up to date on various topics.

1. **Staff Recognition**

Recent thank you letters to members of staff attached for your information.

2. **Well Water Testing - Uranium**

Per the attached press release, the Glastonbury Public Health Department is sponsoring a free well water uranium sampling program for Glastonbury residents. Interested property owners can pick up a sample bottle at the RCC on Wednesday, March 13th from 5:00 p.m. to 8:00 p.m. and return the sample by Friday, March 29th for sampling. Health Department staff will be available on the 13th to answer questions and discuss this topic with attendees.

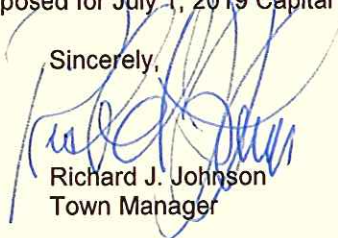
3. **Riverfront Boathouse**

A family program will be held at the Riverfront Boathouse over coming weeks. A tentative date of Saturday, April 20th is planned. Details to follow.

4. **Gideon Welles Air-Conditioning**

The competitive bid process for cooling and heating at Gideon Welles School is complete and the project ready for award. The plan is to execute a contract for work funded by available Capital funding and continue subject to Council approval of the \$500,000 project balance proposed for July 1, 2019 Capital (\$800,000+) funding.

Sincerely,


Richard J. Johnson
Town Manager

RJJ/sal
Attachments



Fri 2/9/2019 11:43 AM

Nancy Shluger <nas4@sbcglobal.net>

owl

To: Marshall Porter

You replied to this message on 2/11/2019 9:03 AM.

To the Glastonbury Police Dept.

Concerning the injured owl...you guys rock. The story about you rescuing this bird that was on NBC melted my heart. Thank you for all that you do for our community!!!

Nancy Shluger



Fri 2/9/2019 3:01 PM

Mary Gagnon

19-2669

To: Kenneth Keesney; Jason Dibenedetto; Bryant Cleveland

Cc: Marshall Porter; Mark Catania

Just wanted to let you know that Mr. Teale called Records today (2/9/19) regarding the report for this incident. He wanted me to pass on a "thank you" to the officers who responded to this incident. He is very grateful for your prompt arrival and for the job you did.

Mary



Mon 2/18/2019 4:43 PM

b.wing@cox.net

Appreciation

To: Marshall Porter

You forwarded this message on 2/20/2019 3:17 PM.

Chief Porter,

I am writing to thank Officer Gillette for his professionalism and kindness.

My car broke down in a left turn lane at the intersection of Hebron Avenue, Oak Street and Western Blvd on last Friday evening during rush hour. I called for assistance given the busy location and the impending darkness.

Officer Gillette arrived promptly, called a tow truck and waited with me for the truck to arrive. I was impressed by his professionalism and kindness. He is a welcome addition to our town.

Regards,

Betsey Wingfield
377 Tryon Street



Sat 2/9/2019 6:00 PM

Susan Davies Sit <welsh53@gmail.com>

Thank you for today

To: Marshall Porter

You forwarded this message on 2/11/2019 9:02 AM.

A huge thank you to you guys today for coming to 22 Windwood to see my very best friend Susan who we worried had had a TIA. Hospital said she prob did not, maybe effects of a migraine, having MRI at the hospital now. The 2 officers were here so fast with the EMS team....I didn't get a chance to thank them

Thank you so very much!

Susan Davies Sit



Sun 2/17/2019 12:11 PM

Melissa Luke <mellyluke@gmail.com>

Amazing Officer at Cheer Competition

To: Marshall Porter

You replied to this message on 2/20/2019 3:24 PM.

Chief Porter,

My name is Melissa Luke and I was the Safety Judge at the CCC Cheerleading Competition this evening which was held at Glastonbury High School. I want to commend the officer that was working there tonight. I apologize but I honestly cannot remember his name but I'm sure you can figure it out on your end.

One of our athletes was seriously injured. She landed on her neck and head after being tossed in the air. Your officer was quick to come over and assist. He called for an ambulance right away knowing that the girl needed to go.

The thing that caught my eye was something small but very important. He held her hand the entire time while she was crying and laying on the mat until we found her mom. She was very very scared. He knew to give her comfort he needed to be at her level and he was; crouched down on the mat while calling it in.

I know it's small, but in that moment it was big. Compassion goes a long way and is noticed. People don't see the small acts that matter when it comes to Police Officers these days so I wanted to share this with you and say thank you. Please pass along that it meant a lot to us.

Stay safe and thank you for all you do.

Melissa Luke

News

Free Well Water Uranium Sampling for Groundwater Awareness Week

Sample bottles available for pickup March 13th

Post Date: 03/05/2019 4:11 PM

The Town of Glastonbury is pleased to join in the celebration of the National Groundwater Association's 20th anniversary of **National Groundwater Awareness Week** from **March 10-16, 2019**. This year's theme is to **THINK** about having your well tested and maintaining your well water system. The Glastonbury Health Department, in cooperation with the State of Connecticut Public Health Laboratory and the Connecticut State Department of Public Health Private Wells Division will start the **THINK** process by **offering free uranium testing and guidance on results for Glastonbury residents with wells**. Uranium is naturally occurring in some Connecticut bedrock ground water, and can enter drinking water wells. The amount of uranium in bedrock and well water can vary greatly from one property to another. Individual well testing is the only way to know if a well is contaminated. Exposure to uranium at high levels for extended periods of time is linked to certain health problems.

As part of the Groundwater Awareness Week initiative, the Glastonbury Health Department is offering a free water uranium sampling opportunity for town residents. Glastonbury homeowners can collect their own well water samples and return the sample to the Glastonbury Health Department for screening. Samples will be tested by the State Public Health Laboratory at no cost to the homeowner, and results will be provided back to the homeowner.

How to Participate

1. **Preregister**
2. **Pickup your sample bottle (March 13th)**
3. **Collect your sample**
4. **Return your sample for testing (by March 29th)**

Water testing bottles will be available for pick up at the Riverfront Community Center (300 Welles Street) on Wednesday, March 13, from 5pm to 8pm. Residents are strongly encouraged to preregister for the event to ensure a sample bottle will be held for you.

Please click here to preregister. Samples must be collected in the bottles provided on March 13th and returned within 3 days of the date the sample was taken. Sample collection instructions will be provided with the bottles. **All samples must be returned, in-person, to the Health Department, located on the third level of Town Hall, by no later than Friday, March 29, 2019.** Office hours are Monday-Friday, from 8:00 am to 4:30 pm.

Please note, this well water sampling opportunity is for residents who were NOT contacted as part of the **Town's joint well water testing series with DPH and DEEP**, which is currently underway in the Chestnut Hill Road area. As of March 5, 2019, Town staff have contacted all property owners who will have their well water tested through that effort through written notice and/or a hand-delivered letter left at their property doorstep. Any property owner who has NOT received such notice will NOT be among the properties tested in that neighborhood and is therefore strongly encouraged to participate in the free uranium sampling event on March 13th.

Residents are **encouraged to preregister** for the March 13th event to ensure a sample bottle is held for you. If you are unable to attend on March 13th but would like to obtain a sample bottle, a friend or family member may pick one up on your behalf. If you have any questions about this event or well

water, water testing, and testing laboratories, please contact the Health Department at **(860) 652-7534** or visit **www.glastonbury-ct.gov/wellwater**.

[Return to full list >>](#)

IMPORTANT MESSAGE

FOR Richard
DATE 3/4 TIME 1:45 A.M.
M Bob Dring
OF 105 Masley Terrace
PHONE/
CELL 633-9736

TELEPHONED	<input checked="" type="checkbox"/>	PLEASE CALL	<input checked="" type="checkbox"/>
CAME TO SEE YOU	<input type="checkbox"/>	WILL CALL AGAIN	<input type="checkbox"/>
WANTS TO SEE YOU	<input type="checkbox"/>	RUSH	<input type="checkbox"/>
RETURNED YOUR CALL	<input type="checkbox"/>	SPECIAL ATTENTION	<input type="checkbox"/>

MESSAGE called couple
months ago re: problem
w/ snow plowing and wanted
(Eddie Kowalsky) to let
you know that solution is
excellent. Thank you, all
the crew, especially Eddie
SIGNED Kowalsky. Bob asked
for you to call him back
when get a chance



CONNECTICUT SITING COUNCIL
 Ten Franklin Square, New Britain, CT 06051
 Phone: (860) 827-2935 Fax: (860) 827-2950
 E-Mail: siting.council@ct.gov
www.ct.gov/csc

February 27, 2019

The Honorable Thomas P. Gullotta
 Chairman
 Town of Glastonbury
 Town Hall
 2155 Main Street
 P. O. Box 6523
 Glastonbury, CT 06033

RE: **EM-SPRINT-054-190225** – Sprint notice of intent to modify an existing telecommunications facility located at 58 Montano Road, Glastonbury, Connecticut.

Dear Chairman Gullotta:

Pursuant to the Regulations of Connecticut State Agencies Section 16-50j-72, the Connecticut Siting Council (Council) is in receipt of a request to modify an existing telecommunications facility located in the Town of Glastonbury.

In accordance with Section 16-50j-73 of the Regulations of Connecticut State Agencies, on February 21, 2019, written notice of the intent to modify the existing telecommunications facility was provided to the Council, the property owner of record and the chief elected official of the municipality in which the existing telecommunications facility is located.

Should you have any questions or comments regarding the above-referenced request, please feel free to call me at 860-827-2951 or submit written comments to the Council by March 12, 2019.

Thank you for your consideration.

Sincerely,

Melanie A. Bachman
 Executive Director

MAB/IN/emr

c: Richard J. Johnson, Town Manager, Town of Glastonbury
 Khara Dodds, Director of Planning and Land Use Services, Town of Glastonbury

RECEIVED
 2019 MAR -1 PM 12:58
 TOWN MANAGER





Thursday, February 21, 2019

ATTN: Melanie Bachman
Connecticut Siting Council
Executive Director / Staff Attorney
10 Franklin Square
New Britain, CT 06051

Notice of Exempt Modification —58A Montano Road, Glastonbury, CT 06033 — SITE ID: CT52XC103

To Whom It May Concern:

SAC Wireless, on behalf of Sprint, is requesting the necessary approvals from Connecticut Siting Council (CSC) our scope of work for an existing Sprint facility located at – **58A Montano Road**. Scope of work is as follows:

- Sprint is proposing to install fiber at the telecommunication facility located at the above address.
- *No tower work will be performed; only ground work.* Therefore, no structural analysis or RF analysis required
- Site is located at the coordinates (Lat/Long): 41.69945300, -72.56417200
- The underlying property owner of the site is Sacramento Suburban Water District.

RF Engineers have determined this minor modification is required to help increase the network for the residents and the workforce within the local jurisdiction by offering faster data transfer speeds, fewer dropped calls and higher capacity.

Connecticut Siting Council, please e-mail me any receipts for application fees and/or fees due after plan review, prior to permit issuance. If any questions or concerns arise, please contact me at 312-858-3641. We greatly appreciate your help with this proposed Sprint facility upgrade.

CC:

Richard Johnson
Town Manager of
Glastonbury
2155 Main Street,
Glastonbury 06033

Peter R. Carey
Building Official/
Zoning Enforcement
Officer – 2155 Main
Street, Glastonbury
06033

Sacramento Suburban
Water District
Property Owner
3701 Marconi Ave.
Sacramento, CA 95821

Best Regards,
Luz Guzman

Luzmaria Guzman | Zoning and Permitting Specialist | (312) 858-3641
SAC Wireless, 540 W. Madison, 9th Floor, Chicago, IL 60661
luzmaria.guzman@sacw.com | www.sacw.com

RECEIVED
2019 MAR - 1 PM 12:58
TOWN MANAGER

**GLASTONBURY TOWN COUNCIL
REGULAR MEETING MINUTES
TUESDAY, FEBRUARY 26, 2019**

The Glastonbury Town Council with Town Manager, Richard J. Johnson, in attendance, held a Regular Meeting at 6:00 p.m. at the Council Chambers of Town Hall, 2155 Main Street, Glastonbury, Connecticut.

1. Roll Call.

Council Members

Mr. Thomas P. Gullotta, Chairman
Mr. Lawrence Niland, Vice Chairman
Dr. Stewart Beckett III
Ms. Deborah A. Carroll
Mr. Kurt P. Cavanaugh
Ms. Mary LaChance
Mr. Jacob McChesney
Mr. George P. Norman
Mr. Whit C. Osgood

(a) Pledge of Allegiance.

Led by Mr. Osgood

2. Public Comment.

None

3. Special Reports.

None

4. Old Business.

None

BUDGET REVIEWS FOR FISCAL YEAR 2019-2020 – 6:00 P.M TO 8:00 P.M.

Presentation and discussion concerning Town Operations, Debt & Transfer, Revenues & Transfers, Capital Reserve Fund, Capital Improvement Program and other budget related matters involving the combined 2019-2020 budget proposal

Mr. Johnson introduced the department heads and reviewed the Governor's proposed budget versus the assumptions that were made and presented at the annual town meeting. He noted that there is a net difference of -\$76K. Chairman Gullotta was unclear about the penalty for towns like Glastonbury who pay teachers above the median. Mr. Johnson said he's awaiting more information but understood that they are being asked to cover 25% of the normal cost and then some percentage over the median. Dr. Beckett also wanted to understand more such as, is it the base, longevity, etc. Mr. Cavanaugh questioned what the state means by cost. Mr. Johnson reiterated that he's awaiting clarification but there is the normal cost and the unfunded liability and the latter is being covered entirely by the state.

Mr. Johnson continued his budget review speaking to the major factors impacting the proposed budget such as insurance. Mr. Osgood questioned if it made sense to separate out the Board of Education and Town portion of the self-insurance. Mr. Johnson indicated they should look at it adding that the Board of Education has a concern about rating for the whole pool. Ms. LaChance asked why a truck wasn't in the CIP and Mr. Johnson said that it was under \$100,000 and recurring. Dr. Beckett noted the projects put off to bring the budget down asking if they can be accomplished with transfers among departments. Mr. Johnson said that if they have realized savings, they may be able to tackle some of those items that were deferred. Mr. Osgood asked about the 11.5% premium equivalent applied to the town side or both. Mr. Johnson said that it was for the town side only and Mr. Osgood questioned that given the premium was the same.

Mr. Johnson continued his review of the budget explaining the reductions made by the Board of Finance totaling \$2.2M excluding the \$500K sought for teacher pensions by the state. He said that they have to find \$350K in town operations and are considering increasing fees and charges. Dr. Beckett asked if the Town Council controls the investment assumption. Mr. Johnson said that the Town Council is the final budget authority. Chairman Gullotta noted that people come and go and questioned if there is room in wages. Mr. Johnson said that they try to account for people coming and going. Mr. Norman confirmed with Mr. Johnson that reducing the projects doesn't directly impact the tax rate. Mr. Johnson conveyed the bias toward cash but the Board of Finance felt \$6M was better than \$6.25M. He continued reviewing the CIP and debt and transfer.

Chairman Gullotta suggested looking at providing a break for seniors on permits. He also said that single stream is creating issues and growing in disfavor, perhaps the town should go back to separating recyclables. Vice Chairman Niland asked if Mr. Johnson looks for synergies with Dr. Bookman. Mr. Johnson said they look all the time for synergies. Mr. Norman asked about the crime rate statistics. Police Chief Porter said that they evaluate nationwide statistics and their own noting that motor vehicle crime is up everywhere. Chairman Gullotta asked why they are looking to trade SUV's in that have just over 60K miles. Chief Porter said that there are a couple in the 70's and by the time the vehicle is actually replaced, they would likely have another 25K miles. Chairman Gullotta confirmed with Chief Porter that there was no increase for the dog. He asked about trading in old rifles for new ones. Chief Porter said that the rifles are aging, they are experiencing more breakdown and they are expensive to repair. Chairman Gullotta asked

about any policy to collect license plates in parking lots and Chief Porter said they didn't have the technology. Mr. McChesney asked about the Motor Vehicles again. Chief Porter said that they aren't going away, just coming off the patrol line. Mr. Johnson said that they also evaluate the repair history. Mr. McChesney asked the age of the rifles and Chief Porter said he'd get back to them about that.

Vice Chairman Niland wanted more information on the technology saying there seemed to be inconsistency between departments. Mr. Johnson said that he'd get back to him. Ms. LaChance asked about replacing printers. Ms. Twilley said that the finance department needs a printer for checks and a back-up. Ms. Carroll asked why there was a line item for the ambulance if it was now for-profit. Mr. Johnson explained that the budget shows reimbursement with no net cost to the town. Ms. Carroll congratulated Mr. Johnson and his staff for energy savings. Dr. Beckett asked about the future. Mr. Johnson indicated that they always continue to look for more savings but it's unclear what more will be found.

Chairman Gullotta asked about maker space. Ms. Barbara Bailey said that they are 18-24 months out from solidifying the maker space. Vice Chairman Niland asked about the office equipment and Mr. Twilley said they'd get back to him. Mr. Cavanaugh asked if the overlay material was less durable. Mr. Dan Pennington said that that the material of today is definitely not as durable and that there is a sense that the environmental regulations have played a role. He agreed that it impacts the budget. Mr. Osgood thanked the department heads for all their work knowing that less state funding makes work difficult for town employees. Chairman Gullotta echoed the appreciation for the service of the staff.

5. New Business.

(a) Discussion and action concerning membership in Metropolitan District for public water service.

Mr. Johnson reviewed his memo to the Council on the subject dated February 22, 2019. Mr. Osgood suggested they write a letter seeking notification of public hearings for projects in town and a water only membership. He also expressed concern about how they are charged for projects in town where member towns aren't noting that the MDC benefits with the revenue but the town's residents pay the costs. Chairman Gullotta said he didn't have an issue with the letter but wanted to use the motion. Dr. Beckett said that they have had a contentious relationship with the MDC and don't want to muddy the waters with other issues. He continued saying that when there are well issues in town, he would like to see extensions handled efficiently and fairly. Mr. Norman agreed saying he wanted to ensure the voice of the elected officials is heard. Mr. Osgood said that there are a number of projects on the drawing board and the MDC has never thought about a water only membership.

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED that the Glastonbury Town Council hereby expresses its support to initiate discussions with the Metropolitan District on becoming a formal member for public water service and authorizes the Town Manager to formally advise the District CEO of the desire for Glastonbury to engage in such discussions and schedule a meeting for representatives of the Town and District accordingly, as described in a report by the Town Manager dated February 22, 2019.

Result: Motion passes unanimously {9-0-0}.

Mr. Osgood asked about the other issues. Chairman Gullotta said that Mr. Johnson understands the other issues and can include them as appropriate. Mr. Johnson said that it could be two letters and a consensus was reached in allowing Mr. Johnson to put something together for review.

(b) Action on grant process for Glastonbury High School Kitchen Project.

Mr. Johnson reviewed his memo to the Council on the subject dated February 22, 2019.

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that that the Town Council authorizes the Glastonbury Board of Education to apply to the Commissioner of Administrative Services and to accept or reject a grant for the Kitchen Alterations at Glastonbury High School.

BE IT RESOLVED, that the Public Building Commission is hereby established as the building committee with regard to the Kitchen Alterations at the Glastonbury High School.

BE IT RESOLVED, that the Town Council hereby authorizes at least the preparation of schematic drawings and outline specifications for the Kitchen Alterations Project at Glastonbury High School.

Disc: Mr. Osgood said that this is a CIP project that is unapproved. Mr. Johnson said that this is a step in the process that must be completed for the project to be completed and submitted so it is ready to go when the CIP is approved.

Result: Motion passes unanimously {9-0-0}.

(c) Discussion concerning proposed increases to State minimum wage.

Mr. Johnson reviewed his memo to the Council on the subject dated February 22, 2019, noting that there are budget implications. Dr. Beckett said he fully understood about a living wage with people trying to raise a family but also that there are teens that are not adults that require training

or are in internships and that there should be carveouts. Mr. Osgood said that there are arguments on both sides and suggested they send a factual letter on the implications. Mr. McChesney agreed saying the facts without weighing in. Chairman Gullotta said that he would like to see the bill and understand the language, exceptions and conditions before sending a letter.

Motion By: Mr. Osgood

Seconded By: Dr. Beckett

BE IT RESOLVED that the Glastonbury Town Council hereby authorizes the Town Manager to draft a letter to their state representatives indicating the impacts of the proposed minimum wage on one year and multi-year budgets.

Disc: Mr. Norman said that this is the time to send input as the bill is forming. Mr. Niland and Ms. Carroll agreed.

Result: Motion carries by the following vote {8-0-1} with Chairman Gullotta opposing.

(d) Action on transfer from Contingency – Cyber Security Audit.

Mr. Johnson reviewed his memo to the Council on the subject dated February 22, 2019.

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby approves a \$25,000 appropriation from Contingency for a cyber security audit of Town systems and protocols subject to favorable action by the Board of Finance, as described in a report by the Town Manager dated February 22, 2019.

Disc: Mr. Niland said this was done in the town where he works, and the risk far exceeds the cost. Mr. McChesney and Mr. Osgood also expressed support,

Result: Motion passes unanimously {9-0-0}.

6. Consent Calendar.

(a) Action on License Agreement between Town of Glastonbury and Federal Aviation Administration.

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby authorizes Richard J. Johnson, Town Manager, to execute the Revocable License Agreement with the Federal Aviation Administration dated February 26, 2019 for use of a site off Clark Hill Road for public safety communication systems, as described in a report dated February 22, 2019.

Result: Motion passes unanimously {9-0-0}.

7. Town Manager's Report.

Mr. Johnson reviewed his memo to the Council on the subject dated February 22, 2019. Mr. Osgood asked about the removal of the pilons at the riverfront. Mr. Johnson said that 90% plus would likely be going away. Mr. Osgood said he would prefer they are removed to the extent they pose a risk but was unsure about spending the money on removing the ones that were further out.

8. Committee Reports.

(a) **Chairman's Report.**

None

(b) **MDC.**

Discussed Earlier

(c) **CRCOG.**

No Report

9. Communications.

Ms. Carroll noted a communication from CJ Mozzochi about a number of issues.

10. Minutes.

(a) **Minutes of February 13, 2019 Special Meeting.**

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby approves as submitted, the minutes of the meeting held February 13, 2019.

Result: Motion passes unanimously {9-0-0}.

11. Appointments and Resignations.

(a) **Resignation of Denise Weeks from the Commission on Aging (D-2019).**

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby accepts the resignation of Denise Weeks from the Commission on Aging (D-2019).

Disc: Chairman Gullotta said that they will sorely miss her participation on the Commission and she has been a long, active and articulate member.

Result: Motion passes unanimously {9-0-0}

12. **Executive Session.**

(a) **Potential Land Acquisition.**

(b) **Draft terms and conditions for sale of Town owned land off Western Boulevard.**

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby enters into Executive Session at 8:20 pm, for the purpose of discussing potential land acquisition and draft terms and conditions for sale of Town owned land off Western Boulevard. In attendance will be Council members and the Town Manager.

Result: Motion passes unanimously {9-0-0}.

Present for the Executive Session were council members, Mr. Tom Gullotta, Chairman, Mr. Lawrence Niland, Vice Chairman, Dr. Chip Beckett, Ms. Deborah A. Carroll, Mr. Kurt Cavanaugh, Ms. Mary LaChance, Mr. Jacob McChesney, Mr. George Norman and Mr. Whit Osgood with Town Manager, Richard J. Johnson.

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby exits executive session at 8:35 pm.

Result: Motion passes unanimously {9-0-0}.

13. **Adjournment**

Motion By: Ms. Carroll

Seconded By: Dr. Beckett

BE IT RESOLVED, that the Glastonbury Town Council hereby adjourns their regular meeting of February 26, 2019, at 8:36 pm.

Result: Motion passes unanimously {8-0-0}.

Respectfully submitted,

Kimberly Meanix Miller
Kimberly Meanix Miller
Recording Clerk

Thomas Gullotta/sac
Thomas Gullotta
Chairman

**TOWN OF GLASTONBURY
NOTICE OF APPOINTMENT**

Date: 3/1/19

Joyce P. Mascena
Town Clerk
2155 Main Street
Glastonbury, CT 06033

This is to certify that the Glastonbury Town Council, at its meeting on _____
(Date)

appointed Gayle Kataja
(Name)

5 Fairfield Court telephone: (860) 338-7067
(Address)

to the Commission on Aging
(Board, Commission, Committee)

This appointment was made to fill the vacancy left by: Denise Weeks
(Name)

334 Hollister Way West
(Address)

continuation of present appointment

New appointment

Term of office: From 2015 To 2019

Political affiliation: Democrat

All members of any public agency must be sworn in by the Town Clerk or her assistant. This includes newly elected and appointed members, as well as any member reappointed or re-elected.

Signed: [Signature]
Town Committee Chair

Signed: _____
Council Clerk