



Town of Glastonbury

Adopted Annual Operating Budget

FY 2019-2020

2155 Main St. Glastonbury, CT 06033 | (860) 652-7710 | www.glastonbury-ct.gov

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



Government Finance Officers Association

**Certificate of
Achievement
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Reporting**

Presented to

**Town of Glastonbury
Connecticut**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morill

Executive Director/CEO

The Government Finance Officers Association (GFOA) of the United States and Canada presented the Certificate of Achievement for Excellence in Financial Reporting (CAFR) to the Town of Glastonbury for the fiscal year ending June 30, 2017. While the Town has again qualified for this designation for the year ending June 30, 2018, the GFOA's formal recognition is slated to occur on a date after the publication of this budget document, therefore the prior year CAFR certificate has been included.

Vision Statement

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

The Glastonbury Story

Written by Marjorie G. McNulty-Town Historian

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

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

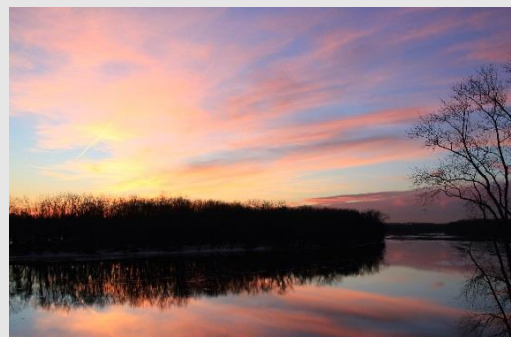
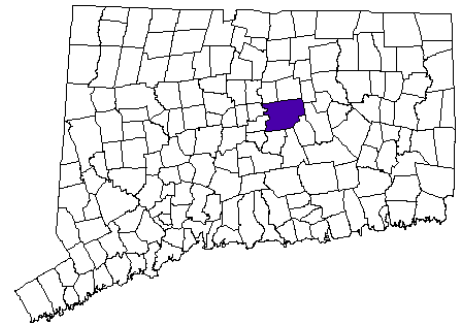


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Recent Accomplishments & Successes

- Recognized with Silver Certification through the inaugural Sustainable CT program in September 2018. Glastonbury is one of only 5 communities statewide to earn this high honor.
- Reaffirmed Moody's Aaa and Standard and Poor's AAA bond ratings.
- Received state and national recognition for many town projects and operational divisions. Example include:
 - International City Managers Association (ICMA) "Program of Excellence Award" for the multi-year Riverfront Park project.
 - 2018 CIRMA Excellence in Risk Management Award for the Town's "Sustained Risk Management Programs." One of four communities statewide to be so recognized.
 - National Recreation and Park Association (NRPA) "Innovation in Park Design" Award for Phase 2 of Riverfront Park.
 - Senior Center earned national Re-Accreditation through the National Institute of Senior Centers.
 - Re-Designated as a bronze level Bicycle Friendly Community for the second consecutive term.
 - Selected as the 262nd community nationwide to enroll in the AARP Network of Age-Friendly Communities.
- Preserved 100+ acres of agricultural lands through purchase of development rights to Rose's Berry Farm and Howe parcels. Also acquired 47 acres of open space to complement the Town's land acquisition and preservation program.
- Awarded Town and School Solar PV projects through statewide Zero Renewable Energy Credit program. Ongoing energy efficiency program has reduced system-wide energy consumption by 24% since 2008.
- Continued the successful sale and development of Town-owned land within the Gateway corporate park to achieve ongoing economic development goals.
- Awarded EPA Energy Star rating for Town and School buildings.
- Established a highly successful Food Composting program as part of ongoing sustainability initiatives.
- Effectively managed ongoing banquet activities at the Glastonbury Boathouse to meet and exceed community expectations for ongoing revenues offsetting operating and maintenance costs for Riverfront Park Phase 2.
- Completed the Town's 2028 Plan of Conservation and Development document which includes a new section on sustainability and will guide planning and land use for the next decade.
- Initiated a comprehensive review with the state and local Department of Public Health and public water service providers to address growing concerns for uranium levels in private wells serving residential neighborhoods. Ongoing efforts include discussions with public water companies to explore the potential for public water service in broadly affected areas and identifying grant funding opportunities for related projects.
- Continued the Town's highly successful, pay-as-you-go Capital Improvement Program. Examples of recent capital projects completed over the past year:
 - Hebron Avenue corridor reconstruction to include two new traffic roundabouts, pavement rehabilitation, granite curbing, and streetscape amenities. 100% grant funded.
 - Completed successful reconfiguration of the Blackledge Dam and pond to improve and support preservation of fisheries and wildlife. Fully satisfies Army Corps of Engineers' project goals.
 - Installed air conditioning systems in classrooms at all Elementary Schools.
 - Completed reconfiguration of Town Hall site and building addition to improve public safety, energy efficiency, customer service, handicap accessibility, on-site circulation, landscaping, lighting, signage, related improvements, and operating efficiencies.
- Conducted successful referendum for renovations and additions to Welles Turner Memorial Library. Secured \$2.1m in grants and donations to support \$6.5m project.
- Received 2018 annual audit with no reportable conditions. Ended FY2018 with an estimated \$400,000 gain in operations.
- Executed new operating lease for Town-owned Minnechaug Golf Course. Results to date highly favorable.
- Continued positive, successful economic development activity within the general town center.



Organizational and Community Goals & Objectives

The following items summarize the ongoing organizational and community goals, objectives, and strategies for the Town of Glastonbury. These objectives will be mirrored in the various goals of each respective department and more detailed explanations will be provided throughout this document. Goals are continuously prioritized based on budgetary requirements, community need, and the long-term value for community members.

Land Acquisition & Preservation

Continue the Town's highly successful, land acquisition and preservation program to include lands with open space, environmental, agricultural, and historical features, and land with potential future use for municipal purposes.

Regional/Cooperative Service Delivery

Evaluate and implement opportunities for multi-town programs and projects to achieve improved service delivery and cost efficiencies throughout all aspects of Town operations. As a member of the 41 towns within the Capitol Region Council of Governments (CRCOG), Glastonbury actively participates in projects to work cooperatively with other communities through shared services, equipment use, and purchasing.

Budget and Financial Management

Glastonbury has a long history of prudent attention to the community's long-term budget and financial management. This is an ongoing goal, strongly supported by elected officials and the community. The Town continues to seek state and federal grant support for eligible programs, review financial policies and contractual agreements for cost savings opportunities, sustain a balance of cash-funded projects and long-term borrowing for the Capital Improvement Program, identify cost reduction/avoidance strategies, sustain the AAA/Aaa bond ratings through ongoing attention to financial and budget practices, and seek opportunities to further improve the quality and cost efficiency of Town services.

Town Center

Glastonbury strives to continuously support and encourage the vitality of the downtown business community through a variety of actions including traffic management, parking accessibility, walkability, streetscape aesthetics, zoning regulations, and redevelopment.

Energy Efficiency – Alternate Energy

Glastonbury has established a leadership position through continued focus on energy efficiency and alternate energy tools and resources for town operations. This work has received state and national recognition including EPA Energy Star rating for town buildings, Clean Cities program recognition, National Chamber of Commerce acknowledgment, etc. The Town's energy efficiency program also extends to the residential and business community. Such initiatives have included Solarize CT, C-PACE programs, energy audits, LED lighting, and a host of similar applications.

Pension Fund

Ensure the long-term stability of the Town's pension fund through careful, ongoing review of actuarial and investment assumptions, investment portfolio management, ongoing benefit plan design, and related review activities. Work closely with the Board of Finance to sustain successful and conservative practices in the Plan's best long-term interest.

Space Planning

Glastonbury continues to make a concerted effort to evaluate Town facilities and ensure spaces are conducive to diverse community activities and properly accommodate the evolving needs of residents and staff. This goal supports ongoing site improvements, operational efficiencies, and other such initiatives to improve the efficiency and effectiveness of facilities in support of Town and community programming.

Community Partnerships

Glastonbury is committed to working with local organizations and volunteers to support a variety of community-based initiatives including the AARP Age Friendly Community Program, Bicycle Friendly Community, and Sustainable CT. All such activities are organization-wide priorities requiring multi-year planning and project implementation.

Marketing & Communications

The Town remains dedicated to identifying new and improved methodologies for enhancing its communications with community residents and businesses. Marketing and Communications staff continually seek and implement opportunities to improve the Town's communication platforms to support two-way communication between the organization and community members.

Riverfront Park – Downtown Business Community

Foster activities at the Riverfront Park, Glastonbury Boathouse, and Riverfront Community Center (RCC) to further strengthen the link between the riverfront and the downtown business community.

Healthy Community

This overarching goal is designed to ensure the Town provides responsive, proactive, and holistic services that encourage the sustained health and wellbeing of Glastonbury residents and businesses. Such initiatives encompass public health, economic stability, recreation, environmental health, quality of life, community demographics, and sustainability.

Principal Officials

Town Council

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

Board of Finance

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

Town Administration

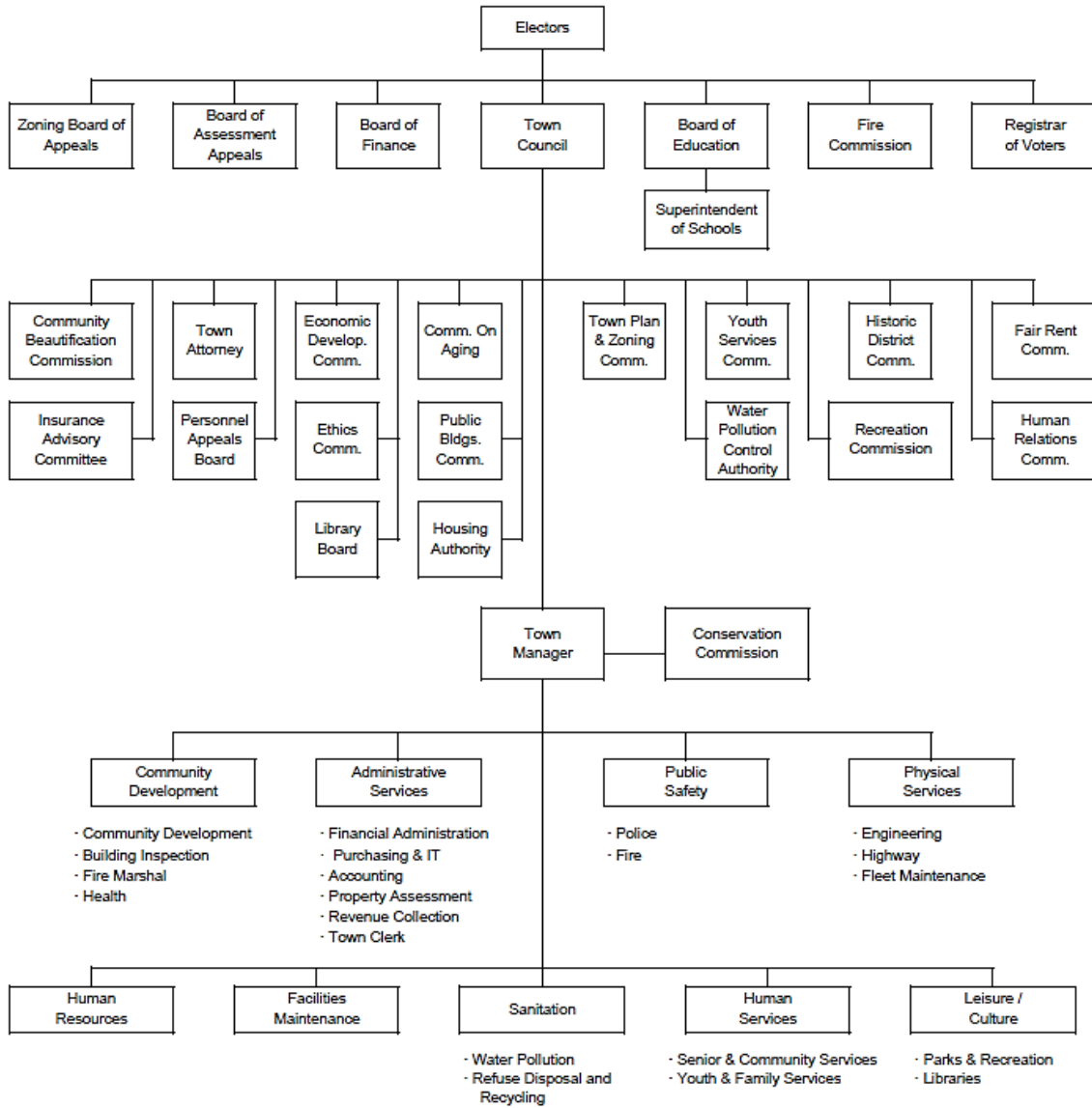
Richard J. Johnson, Town Manager
Marshall Porter, Chief of Police
Julie Twilley, Director of Finance & Administrative Services
Daniel Pennington, Town Engineer/Manager of Physical Services
Khara Dodds, Director of Planning & Land Use Services
Sherri Tanguay, Director of Human Resources

Board of Education

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

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

Glastonbury Staff Organizational Chart



Town Manager's Letter

Dear Glastonbury Resident:

I am pleased to forward the fiscal year 2019-2020 Annual Town Operating Budget as approved by vote of the Council at its Tuesday, March 21, 2019 meeting. The adopted budget continues successful efforts to cost effectively manage Town operations and facilities to high-quality standards, while safeguarding the community’s long-term financial best interest in accordance with established policies and practices.

The combined Town, Education, and Debt & Transfer budget appropriations for FY19/20 are summarized here:

	Adopted 2018 – 2019	Adopted 2019 – 2020	\$ Change	% Change
Town Operations	\$42,016,003	\$43,334,025	\$1,318,022	3.14%
Debt & Transfer	\$14,967,804	\$13,973,755	(\$994,049)	-6.64%
Education	\$105,366,982	\$108,699,846	\$3,332,864	3.16%
Total	\$162,350,789	\$166,007,626	\$3,656,837	2.25%

OVERVIEW 2019-2020

The primary components of the adopted budget plan for Town Operations, Debt & Transfer, and Revenue accounts can be summarized as follows:

Expenditures

- Town Operations increase 3.14%
- Debt & Transfer net decrease \$994,049
 - Debt Service declines \$1,301,928
 - Capital Transfer increases \$250,000
 - Other Post-Employment Benefits (OPEB) increase \$57,879

Revenues

- Current levy increases \$3,194,059 or 2.16%
- Other tax revenue accounts consistent with current year
- Combined net non-tax revenues, including Intergovernmental Revenues, increase a net of \$462,778

Grand List

- October 1, 2018 Grand List growth of 1.1%
- \$1.65 million new tax revenue from growth in Grand List

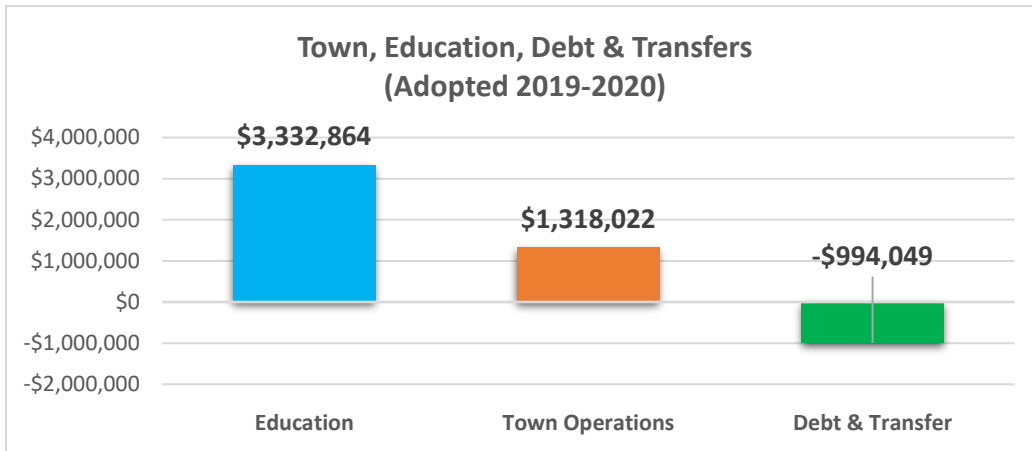
General Fund

- The General Fund Transfer totals \$575,000

Mill Rate

- 1.0% increase from 36.0 to 36.36
- Assumes 99.1% collection rate

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



Budget Goals and Influences

The Town operating budget enacted for the coming year is shaped by a number of overarching organizational objectives including:

- Manage budget and municipal finances in accordance with town policies, (page 27) and sustain Aaa and AAA bond ratings through Moody’s Investors Service and Standard and Poor’s respectively
- Continue to identify and implement opportunities for cost savings and operational efficiencies while retaining and improving high quality customer service and service delivery levels.
- Proactive care and maintenance of community infrastructure
- Effectively manage and mitigate factors influencing operating costs
- Consider long-term cost implications of spending proposals
- Achieve sustainability and predictability of budgetary decisions
- Minimize upward adjustment in the mill rate

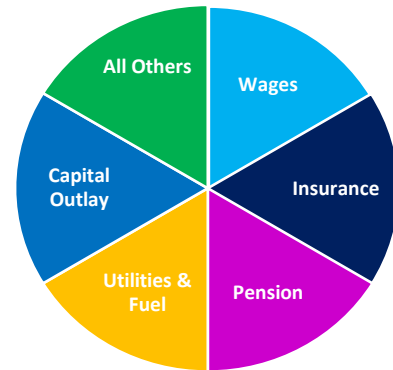
As will be described over the following pages, the budget adopted for FY2020 is consistent with the objectives outlined above. Specific examples include:

- OPEB funded at 100% of Actuarially Determined Contribution (ADC)
- Fully funds pension ADC including decrease in actuarial investment assumption
- Increases investment in Capital Reserve Transfer to support “pay-as-you-go” Capital Program
- Sustains system-wide Capital Outlay accounts
- Invests fully in recommended premium equivalent to health insurance reserve fund
- Manages full time staffing to achieve operational efficiencies and cost savings
- Sustains service delivery levels
- Achieves net decrease in Debt and Transfers funding while increasing investment in community infrastructure
- Mitigates upward cost pressures through ongoing efficiencies and cost avoidance

Town Operations

The adopted Town Operating budget is influenced by 6 primary categories, (as components of the 3.14%), as shown below and detailed over the following paragraphs. Of the 41 line items comprising Town Operations, 22 of 41, or 54±%, are at or below current year funding levels.

Primary Funding Category	\$ Change	As a component of overall budget increase (3.14%)
Wages	\$304,825	0.73 pts
Insurance	\$563,533	1.34 pts
Pension	\$255,206	0.61 pts
Utilities & Fuel	(\$16,180)	(0.04) pts
Capital Outlay	\$138,031	0.33 pts
All Other Accounts	\$72,607	0.17 pts
Total Budget Increase	\$1,318,022	3.14%



The following paragraphs present these factors as a year to year change in spending.

Personal Services-Wage Accounts: \$21,671,705

Combined wage accounts increase \$304,825 or 1.43%. This includes full-time, part-time, overtime, and unit pay.

Full-time wage accounts

- System-wide full-time wage accounts increase 1.53%
- Assumes a 2.0% general wage adjustment (GWA) effective July 1, 2019
- Reduces one position (vacancy) through consolidation of Human Services responsibilities
- Delays funding for Risk Manager – Loss Control position
- Staff transition, (e.g. retirements), allows for new hires at lower annual salary costs

Note: Full-time staffing has declined 20± positions (8%±) over recent years to achieve wage and benefit savings. This has been achieved through part-time staffing, outsourcing, job sharing, technology, and other initiatives. During the same period, Town operations absorbed responsibility for new and expanded community infrastructure and programming.

Part Time & Seasonal

- Increases \$10,384 or 0.47% system-wide
- Reallocates seasonal Civil Engineering Inspection staffing to Capital project accounts supported by grant funding
- More effectively balances part-time staffing with activity levels

Unit Pay and Overtime

- Reimbursement to volunteer Firefighters (Unit Pay) consistent with current year funding
- System-wide overtime accounts increase \$19,700 or 1.99%. Consistent with 2.0% GWA.
- Overtime funding reallocated to better match expenditure history by Department/Division

Insurance: \$6,229,265

Insurance accounts (property, casualty, liability, worker’s compensation, & health) increase a net \$563,533 or 9.95%

Non-employee related coverages decrease \$68,746 or 12.19% for property, casualty, and liability. Savings achieved through system-wide Loss Control efforts

Employee related coverages for Workers' compensation and health increase a net \$632,279 or 12.39%

- Health insurance costs are projected to increase 17%, consistent with the 17% absorbed in FY2019.
- The estimated premium equivalent is fully funded to the Self-Insurance reserve fund and an additional \$100,000± is allocated to supplement the current reserve fund balance.
- Workers' compensation is budgeted to increase 5.0% in FY2020, however, with information developed after final budget action, it is quite likely these costs will remain unchanged.

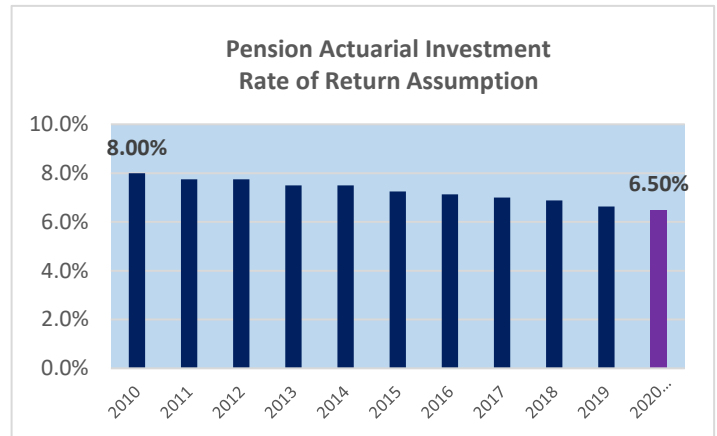
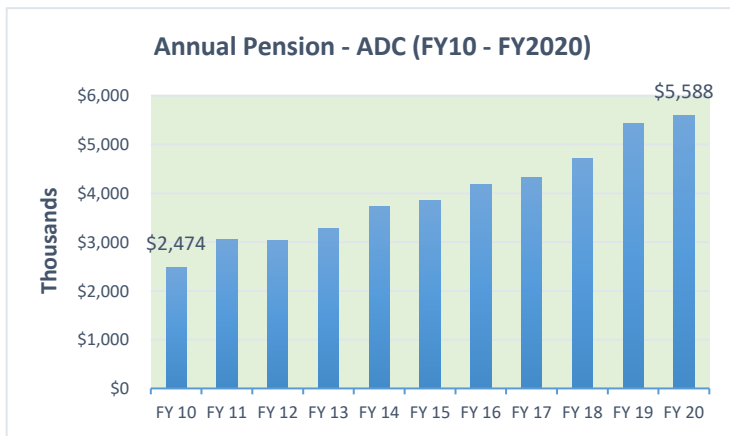
Over recent years, health insurance has been influenced by as number of large loss claims for serious medical conditions for employees, retirees, and dependents. Such claims have in turn resulted in high, double digit increases to premium equivalent costs. Efforts continue with all employee groups to negotiate or implement plan design changes and cost sharing to help manage the ongoing costs of health insurance. Glastonbury is one of the founding members of the Insurance Captive for collective purchasing of Stop Loss coverage. While in the early years and still developing, the Captive has helped mitigate the cost of Stop Loss coverages. Further joint purchasing for prescription drugs, retiree coverages, and other such opportunities will be evaluated and implemented as applicable.

Pension: \$7,365,427

This line item includes the Town's Defined Benefit (DB), Defined Contribution (DC), and funding to Social Security and Medicare. Combined pension costs increase a net \$255,206 or 3.59%. Factors influencing this line item are summarized below.

- The Investment assumption for the DB plan decreases from 6.625% to 6.5% for a \$257,000 increase in the ADC. This continues the multi-year goal of reducing the estimated return on investment for pension funds.
- Valuation baseline (before change to investment assumption) and increasing employee payroll deductions saves \$35,000±.
- System-wide adjustments in wage accounts increase overall funding requirements for social security & Medicare.
- Other factors and estimates combine for the \$255,206 increase.

The charts below show the multi-year total change to the ADC (General Fund) and the decreasing Rate of Return assumption. As shown, the Town Operating Budget has absorbed a \$3.11m± increase in ADC effective FY2010 to Adopted 2020.



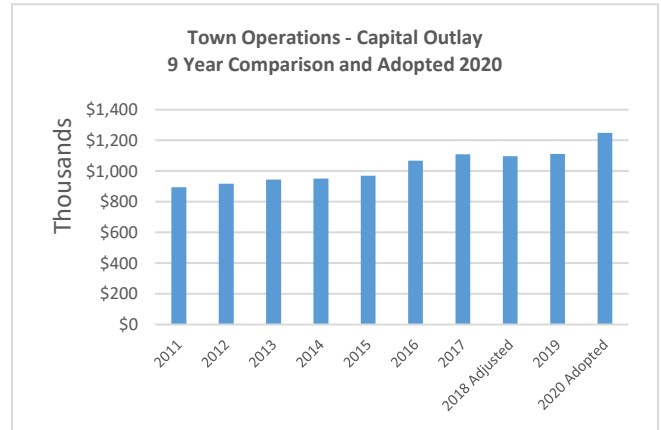
Utilities and Fuel: \$1,711,075

- Utility and Fleet Maintenance accounts decrease a combined \$16,180± or 0.94±%.
- System-wide fuel costs decline \$41,388± by achieving cost effective future rate locks and fuel efficiencies.
- Market rates adjust the kWh unit price for a system-wide increase of \$25,208.
- Additional Solar PV systems and continuing energy efficiency initiatives partially offset rising electric rates and other utility costs.
- Ongoing fleet management to achieve operating efficiencies through alternate fuel (CNG, hybrids, and EV), minimum MPG standards for fleet acquisitions, work practices, and other such initiatives.

Capital Outlay: \$1,248,670

The four line items under Capital Outlay are important to achieving ongoing operating efficiencies and cost avoidance. This funding allows for effective management of fleet, machinery and equipment, information systems, and care and maintenance of the Town's buildings and grounds.

- Cost escalation over recent years has diminished purchasing capacity which elicits the 12.43% system-wide increase
- System-wide Capital Outlay accounts increase \$138,031 or 12.43%
- Combined Capital Outlay accounts originally presented by Department/Divisions totaled \$1.82m
- Budget reviews reduced the original proposal from \$1.82m to \$1.25m± or \$570,000
- Decrease in overall spending request achieved through realized savings, purchasing efficiencies, community donations, and reallocation of Capital Outlay resources



The chart above shows the ongoing commitment to Capital Outlay funding. The continuing goal is to sustain system-wide funding to achieve operating efficiencies, avoid operating & maintenance (O&M) costs, proactively maintain facilities and equipment, and avoid significant spending fluctuations in this important funding source.

All Other Line Items: \$5,107,883

The line items discussed above comprise 13 of the Town's 41 line items and 5 of the 6 primary categories influencing the FY2020 adopted budget. The 6th category includes "All Other" line items over 28 spending accounts and 29 operating Departments and Divisions. These line items are grouped under 'Supplies' and 'Services and Charges'. The "All Other" category increases a net \$72,607. The largest components of this net increase include data processing and technology expenses of \$34,513 to achieve administrative efficiencies, materials for winter storm operations of \$20,000 to better approximate historic costs, and increases to the tip fee assessed by Materials Innovation and Recycling Authority (MIRA) for solid waste disposal. This fee is expected to increase from \$72 per ton to \$83 per ton. Funds are allocated accordingly in anticipation of this significant increase. Fees and charges will be adjusted effective July 1, 2019 to offset this increasing cost.

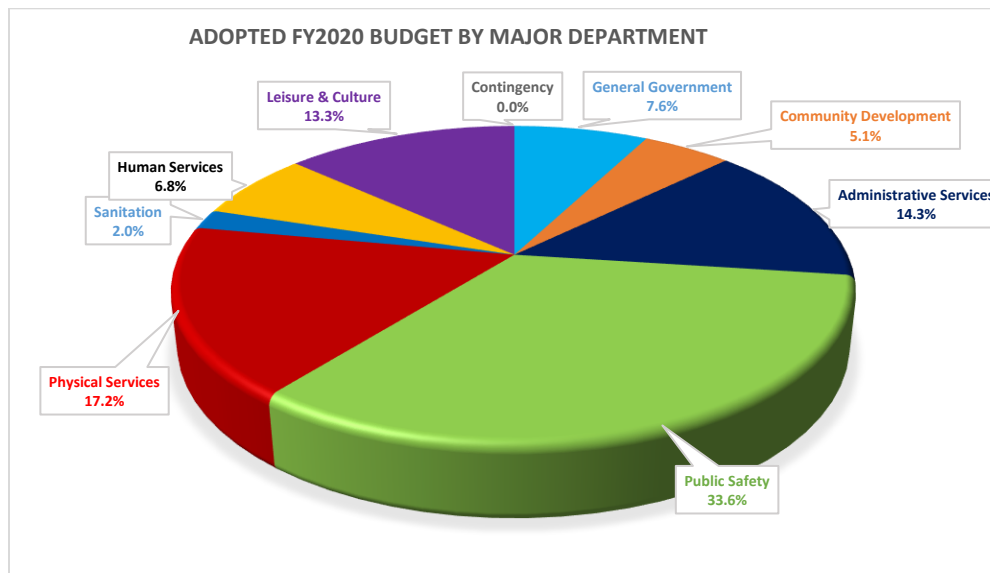
Contingency: \$0 (Not funded)

The Contingency account was historically funded at \$175,000 annually. This appropriation offers flexibility when responding to unknowns that arise during the year. The Contingency account was eliminated as part of the \$915,000 budget reduction in FY2018 and not funded in the current year. Given other operating requirements, the priority was to focus on known needs as compared to potential unknowns during the fiscal year. Additionally, as needed, a transfer from the General Fund-Unassigned Fund Balance can be processed during the fiscal year. To this end, a \$150,000 transfer from the General Fund-Unassigned Fund Balance was approved during the current year to establish a Contingency Account. For the adopted FY2020 Town Operating Budget, the Contingency account is again not funded. As in the current year, the decision was to focus on known operating needs while mitigating increases to the overall Town Operating Budget.

The following tables summarize the Town Operating Budget by major appropriation category and Department.

Major Appropriation Category	Adopted 2018-2019	Adopted 2019-2020	\$ Change	% Change
Personal Services	21,366,881	21,671,705	304,824	1.43%
Supplies	1,347,395	1,384,764	37,369	2.77%
Services & Charges	18,191,089	19,028,886	837,797	4.61%
Capital Outlay	1,110,639	1,248,670	138,031	12.43%
Contingency	-	-	-	0.00%
Subtotal	42,016,003	43,334,025	\$1,318,021	3.14%

Major Department	Adopted 2018-2019	Adopted 2019-2020	\$ INCREASE (DECREASE)	% INCREASE (DECREASE)
General Government	\$3,364,593	\$3,311,802	(\$52,791)	-1.57%
Community Development	2,103,418	2,201,929	98,511	4.68%
Administrative Services	6,074,815	6,213,738	138,923	2.29%
Public Safety	14,085,496	14,580,054	494,558	3.51%
Physical Services	7,075,183	7,457,270	382,087	5.40%
Sanitation	804,477	859,961	55,484	6.90%
Human Services	2,979,232	2,964,504	(14,728)	-0.49%
Leisure & Culture	5,528,789	5,744,767	215,978	3.91%
Total	\$42,016,003	\$43,334,025	\$1,318,022	3.14%



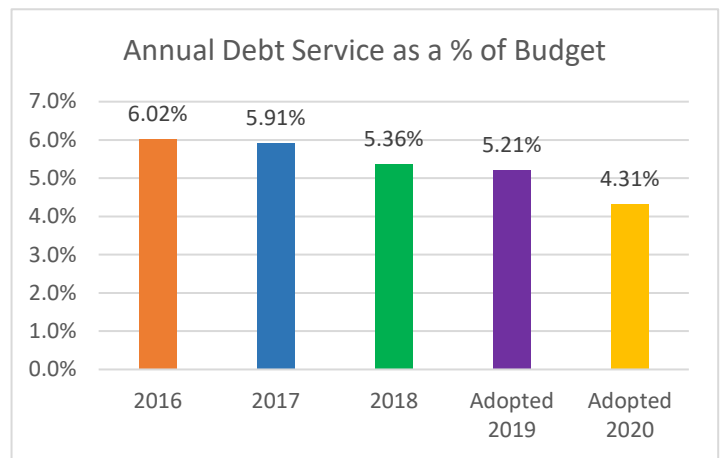
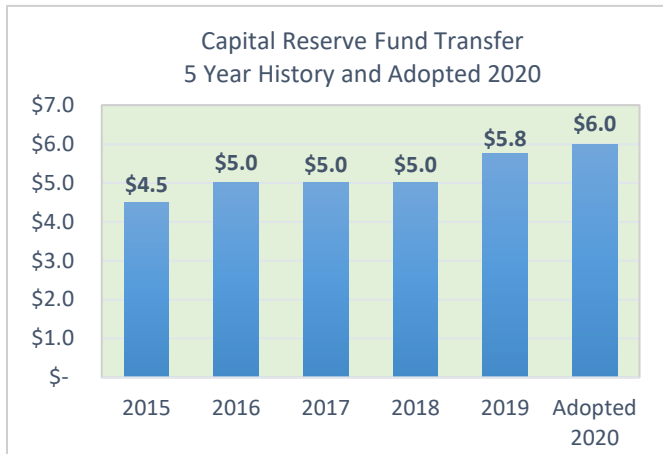
Debt and Transfer: \$13,973,755

The Debt and Transfer account is comprised of 3 primary components. For the coming year, the Debt & Transfer account decreases a net \$994,049 as follows:

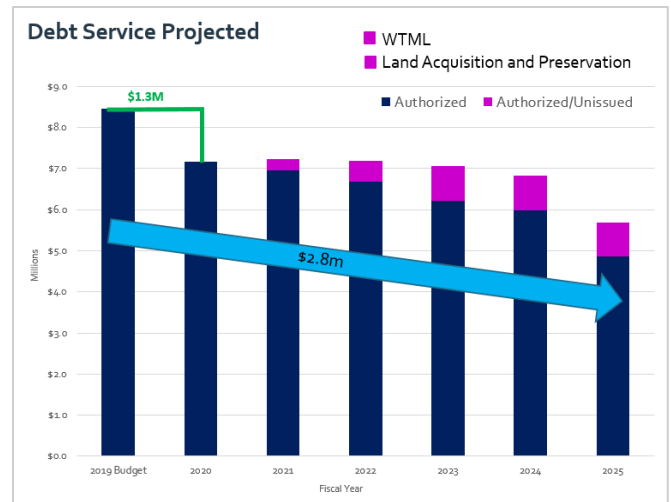
	FY2019	FY2020	\$ Change
Debt Service	8,459,085	7,157,157	(1,301,928)
Capital Transfer	5,750,000	6,000,000	250,000
OPEB	713,719	771,598	57,879
Total*	\$14,922,804	\$13,928,755	(\$994,049)

*The total Debt Service and Capital Transfer appropriation includes \$45,000 for the Animal Control Fund.

Note: Effective with FY2018, OPEB for Town and Education is funded as a component of the Debt & Transfer account. Prior to this date, the Board of Education was not always able to fully fund this obligation given other demands on education spending. The change to the Debt and Transfer account ensures that the annual OPEB liability is fully funded outside of continuing pressures on operating expenses. Town operations consistently funded OPEB at 100%.



The chart to the right illustrates estimated Annual Debt Service for authorized/issued and authorized/ unissued (library and land acquisition) over the coming years. This is subject to change based on the timing of bond sales, applicable interest rates, land acquisition activities, and other bond authorizations. In the interim, it provides a reasonable look ahead for annual costs.



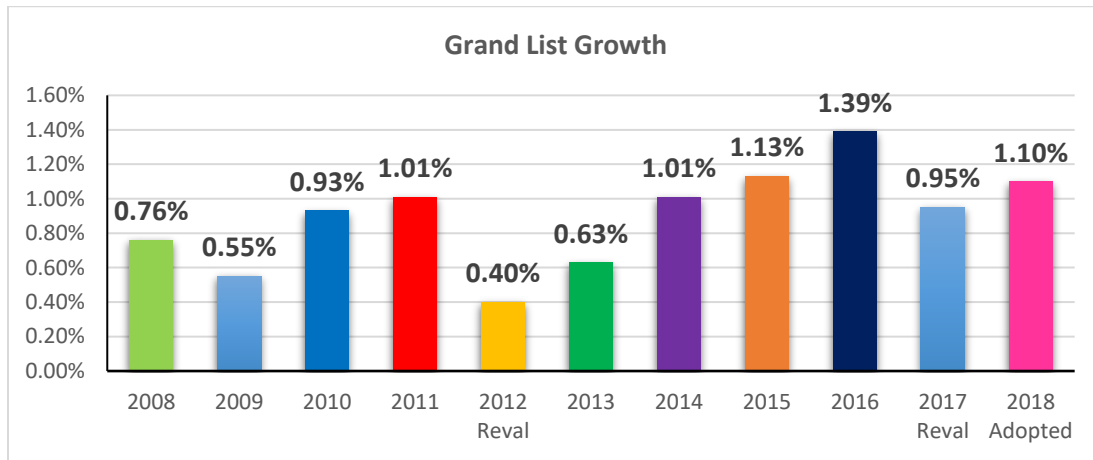
Revenues

Tax and non-tax revenues increase a combined \$3,656,837± million to balance with the adopted \$3,656,837± million increase described above. All Revenue accounts are shown below with significant changes summarized over the following paragraphs.

SOURCE	FY2019 ADOPTED	FY2020 ADOPTED	DIFFERENCE	
			\$	%
Taxes	\$150,395,708	\$153,589,767	\$3,194,059	2.12%
Licenses & Permits	1,126,100	1,150,800	24,700	-2.19%
Intergovernmental	7,052,570	6,781,043	(271,527)	-3.85%
Charges for Services	1,416,570	1,436,765	20,195	1.43%
Other	1,784,841	2,474,251	689,410	38.63%
Transfers In	-	-	-	0.00%
Use of Fund Balance	575,000	575,000	-	0.00%
Total Revenues & Transfers	\$162,350,789	\$166,007,626	\$3,656,837	2.25%

Grand List

As noted at the start of this letter, the Grand List of October 1, 2018 increased 1.1% for the 2019-2020 fiscal year over the previous period. All categories (RE, PP, and MV) combined for total growth of \$1.65 million in new tax revenues. A historical summary of the percentage changes in the Grand List is depicted in the graph below.



Property Taxes

All tax revenue accounts combine to increase \$3,194,059 or a 2.12% increase. The current levy increases \$3,194,059 while all other tax revenue accounts remain consistent with the current year. The \$3.2± million increase in the current levy includes the 1.1% GL growth noted above.

Non-Tax Revenues: \$11,842,859*

**Excludes Taxes and Transfers in*

Intergovernmental Revenue – This is the largest non-tax revenue source totaling \$7.05± million in the current year (FY2019), and most particularly, Educational Cost Sharing (ECS) is budgeted at \$5.52 million (actual state approved grant \$5.86 million) in FY2019. Significant changes from the FY2019 adopted budget to adopted FY2020 are highlighted as follows:

- **ECS Grant** – Per state legislative action effective FY2017 and for the subsequent 10 years, the ECS grant is estimated to decrease 8±% annually. The budget proposed by Governor Lamont accelerated this 10 year reduction. The adopted budget conservatively assumed the \$5.08m proposed by Governor Lamont. The final state budget sustained the 10 year phased reduction and ECS funding to Glastonbury of \$5.6m in the coming year. Good news for Glastonbury.
- **State Stabilization Grant** – Funded at \$385,930, consistent with current year approved funding and approved as part of final state budget action for FY2020.
- **PILOT/Mashantucket** – Not funded in the current year or the FY2020 adopted budget. Consistent with final state legislative action.

Licenses and Permits – This account will remain relatively flat with a modest \$24,700 increase. Increases result from new fees and charges for Transfer Station operations as noted previously and full year implementation of fees and charges for Health Department activities enacted in the current year.

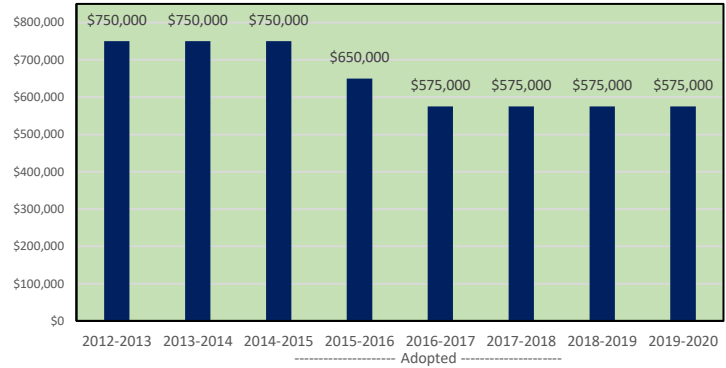
Charges for Services increase a net \$20,195. Increases derived from Parks & Recreation and Human Services program fees offset by reductions in activity levels at the Town Clerk's office for recording and conveyance fees.

Other Revenues - Interest on investments increases \$700,000, from \$800,000 in the current year to \$1.5 million for FY2020 to reflect changing market conditions. Other modest increases and decreases combine for a net gain of \$689,410. Investment earnings managed by the Town's Controller typically meet and exceed annual estimates.

General Fund – Transfer In

A multi-year summary of the General Fund-Transfer In is shown at the right. For FY2020, the Transfer In is approved at \$575,000, consistent with the current year adopted budget. As reasonably possible, General Fund revenues should be allocated to one-time expenditures (e.g. Capital) to avoid creating revenue gaps when such funds are allocated to ongoing operations.

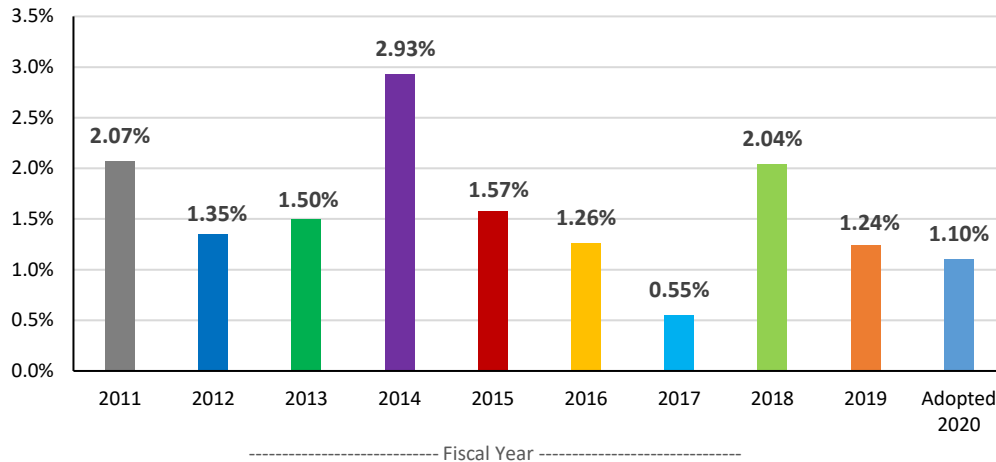
General Fund - Use of Fund Balance



Mill Rate

The combined budget proposal for Town Operations, Education, and Debt & Transfer requires a 1.0% increase in the mill rate from 36 to 36.36. This assumes the 1.1% estimated growth in the GL, 99.1% collection rate, and expenditure and revenue proposals described herein. State aid proposed by Governor Lamont over coming weeks and continued review of revenue estimates could change this projection for the expenditures now enacted.

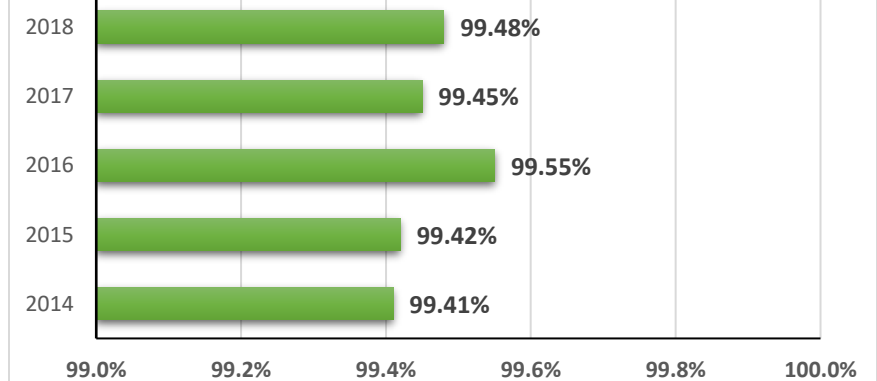
Tax Increase: 9 Year History and Adopted 2020



Tax Collection Rate

A 99.1% collection rate is assumed when calculating the mill rate for FY2020. A comparative summary of actual collection history is shown at the right. Glastonbury consistently adopts a conservative tax collection assumption when enacting the mill rate. A collection rate of 99.4±% is expected for FY2019.

Collection Rate (Actual)
FY2014 - FY2018



Special Revenue Funds

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



Tax Abatements

A \$939,000 adjustment is incorporated into the mill rate calculation to recognize combined tax relief programs for Public Safety Volunteers, Farm Buildings, and Elderly Tax Relief. (A downward adjustment in abatements may be possible based on preliminary review of actual totals.)

State Spending Cap

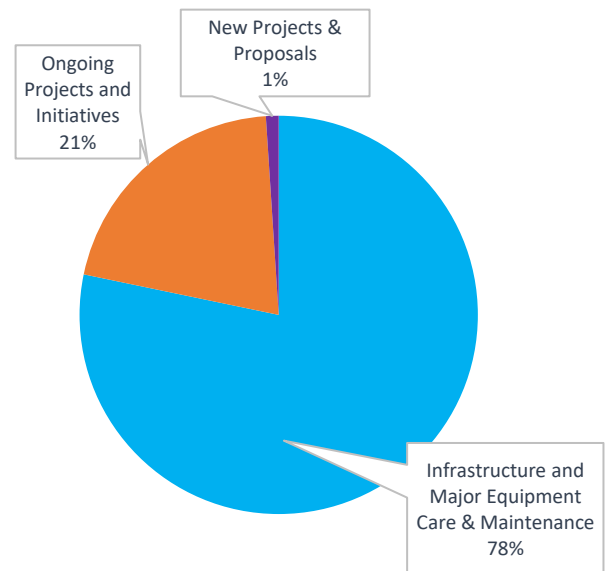
The State Legislature enacted a 2.5% cap on municipal expenditures effective FY2018. The spending cap includes a number of exemptions such as Debt Service, Capital expenditures (over \$100,000), payment for unfunded pension liabilities, Special Education, and other such exemptions. Each community is required to certify to the Office of Policy and Management (OPM) that the adopted budget satisfies this requirement. The FY2020 adopted budget satisfies this 2.5% spending cap.

Capital Improvement Program (CIP)

Glastonbury's notably successful CIP is strongly supported by the community and bond rating agencies consistently give Glastonbury high marks for its pay-as-you-go structure. Projects approved under the FY2020 Capital Program are highlighted beginning on page 132. The 27 projects approved for the FY2020 year can be categorized into the 3 groups shown to the right. As depicted, 99% of Capital Reserve funding is allocated to care and maintenance and ongoing initiatives.

Each Capital Project description shown in the CIP section of this document, (beginning on page 141), indicates the estimated ongoing Operating & Maintenance (O&M) implications. In nearly all cases, the Capital Project reduces O&M costs and helps avoid higher future capital requirements.

CIP Program by Major Category



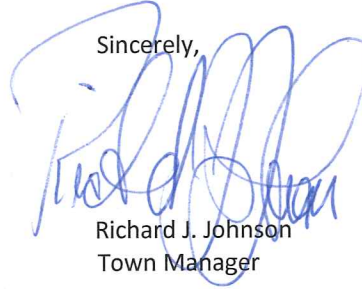
**Figures are before grants.*

Closing Comments

The spending plan for FY2020 effectively balances the operating, infrastructure, and financial goals and categories discussed previously, while considering the long-term interests of the community and its citizenry. My sincerest thanks and appreciation to all those administrative staff members who thoughtfully presented and discussed budget proposals for their respective operating units.

My thanks also to the Board of Finance and Town Council for their continued support of sound financial and budget policies and ongoing Town operations.

Sincerely,



Richard J. Johnson
Town Manager

RJJ: Sal

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

Overview

Budget Schedule | General Fund and Capital Improvement Program (CIP)

DATE	ACTION REQUIRED
OCTOBER 2, 2018	Staff Receives and Completes CIP Project Requests and Status of Current Projects
OCTOBER 17, 2018	Staff Receives General Fund Budget Packets
NOVEMBER 2 THROUGH DECEMBER 18, 2018	Staff Returns Capital Outlay, Capital Improvement, and General Fund Budget Requests as Assigned
DECEMBER 5, 2018	Town Manager Begins General Fund and Capital Budget Reviews
JANUARY 15, 2019	Town Council Receives CIP Planning Document
JANUARY 17, 2019	Town Council CIP Workshop
JANUARY 19, 2019	Public Notice of Annual Town Meeting (Town Council received notice 1/10/2019)
JANUARY 24, 2019	Annual Town Meeting – Town Manager and Board of Education Superintendent present Operating, Capital, and Debt & Transfer Budgets
JANUARY 30, 2019 THROUGH FEBRUARY 7, 2019	Board of Finance Meets with Town Manager to review requests
FEBRUARY 21, 2019	Board of Finance Recommends CIP Budget Document and General Fund Budget to Town Council
FEBRUARY 26 THROUGH MARCH 12, 2019	Town Council Reviews budget requests with Town Manager and Department Directors
MARCH 12, 2019	Town Council Reviews CIP Projects, Recommends General Fund Budget and Capital Improvement Projects, and sets CIP Planning Document Priorities
MARCH 19, 2019	Proposed Budget Available to Public
MARCH 21, 2019	Final Budget Hearing Closed / Budget Adopted
MARCH 25, 2019	Set Mill Rate / Board of Finance (Charter, Section 608)

Budgeted Funds | BUDGET PROCESS

The Town establishes and maintains legally adopted operating budgets for its General Fund Budget and Capital Improvement Program (CIP) in accordance with provisions of the Town Charter and the Connecticut General Statutes. The budget process follows the schedule as outlined previously on the Budget Schedule page. Budgets are legally adopted for four Special Revenue Funds: Sewer Operating Fund; Recreation Activities Fund; Police Private Duty Fund; and the Riverfront Park Fund.

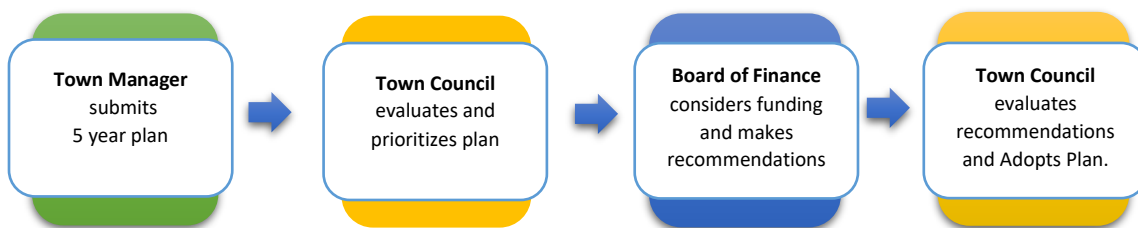


The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General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

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

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

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



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

Budgeted Funds | GENERAL FUND

The account structure of this fund is as follows:

Revenues and Transfers

- Taxes** - The current levy, collection on prior year delinquent amounts, interest, and lien/penalty fees.
- Licenses & Permits** - Building Inspection Fees, Town Clerk and Refuse Permit Fees.
- Intergovernmental Revenue** - The majority of this revenue is comprised of State grants, most significant of which is the State Education Cost Sharing Grant (ECS). Others include Payment In Lieu of Taxes reimbursements, Public Safety, and Human Service grants.
- Charges for Services** - Planning and Zoning fees, Town Clerk Recording and Conveyance fees, Solid Waste fees, and fees for Recreation, Health, Public Safety, Library, and Senior Service programs.
- Other Revenues** - All other revenues, most significant of which is Interest on Investments, Vocational Agricultural Tuition, Employee Health Insurance reimbursements, and rental income from Town-owned property.
- Transfers In** - Transfers from other funds. For budgetary purposes, the use of Fund Balance is also accounted for in this category.

Revenues Non-Tax

Divisions that generate Non-Tax Revenue will be so noted on the respective budget page and include a line defining "Required from Taxes." In some cases, fees and charges are dictated by statutory requirements, local Ordinance, or regulations.

Expenditures and Transfers

- Personal Services** - Full time, part time, and overtime wages.
- Supplies** - All office & operating supplies, professional development and training, all highway, drainage, grounds and roadside materials, and snow/ice removal materials.
- Services & Charges** - All contractual services, employee related insurance, workers' compensation, casualty insurance, pension contributions including social security, costs to maintain Town equipment & buildings, Town Attorney fees, and utility & fuel costs.
- Capital Outlay** - All purchases of office equipment & furniture, vehicles & trucks, machinery & equipment, and land and building improvements.
- Debt Services** - Current annual debt service payments on Town debt and may include estimates for future borrowing in the coming year.
- Transfers Out** - Transfers to the Capital Reserve Fund and any other transfers to other funds.

Throughout the budget process and this document, each division provides:

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

Budgeted Funds | SPECIAL REVENUE FUNDS

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

Sewer Operating Fund	Recreation Activities Fund	Police Private Duty Fund	Riverfront Park Fund
<ul style="list-style-type: none">• Operations & budgetary control of expenditures associated with the Waste Water Treatment Plant.	<ul style="list-style-type: none">• Town sponsored recreation activities and programs that are fully supported by registration and user fees.	<ul style="list-style-type: none">• Activity associated with police services provided to private companies and/or individuals that pay for the services. Revenues generated offset the expenditures for this service.	<ul style="list-style-type: none">• Operation of Riverfront Park facilities, including the boathouse, boat storage, and boat launch. Operations are funded by usage fees.

Budgeted Funds | CAPITAL PROJECTS FUND

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

The Town Charter outlines the process and responsibilities associated with the Town budget. The Charter may be reviewed in the Town Clerk’s office or on the Town’s website at www.glastonbury-ct.gov. The pertinent budgetary requirements sections are:

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

FINANCIAL POLICIES

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

Amending the Budget

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

Debt Policy

The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 2.5% of the respective year full value Grand List. At 2.5%, the debt limit at the current equalized net grand list value equates to approximately \$105 million. By comparison, debt as of the end of fiscal year 2018/19 is estimated at \$48.9 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2020 adopted budget, the Town's debt service payments represent approximately 4.3% of expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's Investors Service respectively. The Town's policy is to protect these ratings by adhering to sound financial policies.

Capital Reserve Policy

The Town Council and Board of Finance enacted a formal Capital Improvement Program (CIP) Criteria policy whereby the Town Council will review capital projects annually as well as the financing plan to fund them as recommended by the Town Manager. Upon review, the Town Council will develop project priorities and recommend a capital program for the following year. Based on review of the CIP recommended projects in the multi-year plan, the method of financing and the various factors as outlined in the criteria, including the General Fund and Capital Reserve unassigned fund balances and other funding sources, a transfer from the General Fund to the Capital Reserve fund is determined. The goal of the Town is to effectively balance the annual Capital Reserve transfer and Debt Service requirements to minimize fluctuations in the mill rate in accordance with established guidelines in the CIP Criteria as well as maintain a Capital Reserve unassigned fund balance in the amount equivalent to \$1,000,000, except as needed to meet emergencies.

Cash Management

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

FINANCIAL POLICIES CONT'D

Use of Fund Balance Policy

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

Pension and Other Post-Employment Benefits Trust Fund (OPEB)

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

Technology Replacement Schedule

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

Loss Control

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

Organization Fund Structure



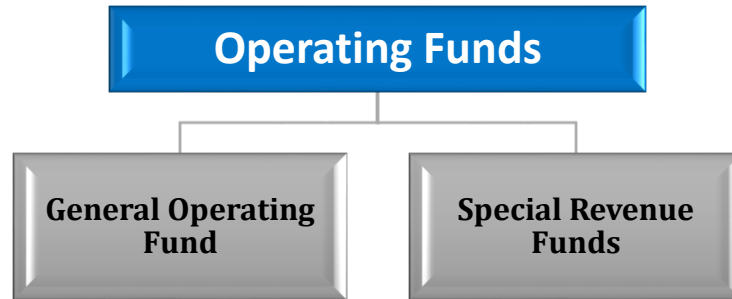
* Denotes fund with legally adopted budget.

Functional Relationships

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

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

Fund Descriptions



General Operating Fund

General Fund:

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

Special Revenue Funds

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

Camp Sunrise

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

Connecticard Fund

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

Dog Fund

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

Education Grants Fund

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

Grants and Contracts Fund

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

Historic Documents/Preservation

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

Insurance Reserve Fund

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

Fund Descriptions | SPECIAL REVENUE FUNDS CONT'D

Library Funds

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

Planetarium Fund

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



Police Private Duty Fund*

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

Police Forfeited Property

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

Recreation Activities Fund*

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

Riverfront Park Fund*

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

School Cafeteria Fund

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

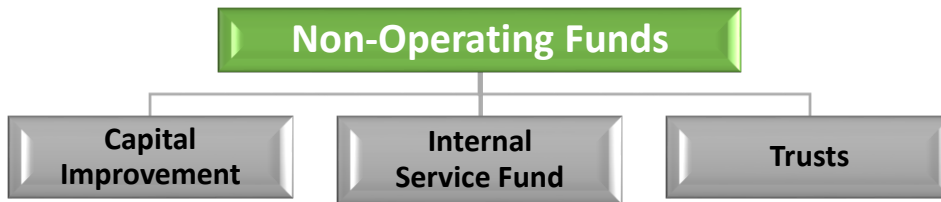
Sewer Operating Fund*

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

Special Gifts/Grants Fund

Gifts from the public designated for specific purposes.

**Denotes fund with legally adopted budget.*



Capital Improvement Funds

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

Capital Reserve Projects

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

Capital and Nonrecurring Expenditures

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

Gateway Project

Costs associated with the Gateway Project.

Minnechaug Golf Fund

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



Riverfront Park

Costs associated with the Riverfront Park along the Connecticut River.

Sewer Sinking Projects

Various projects funded by the Special Assessments Fund.

Town Aid

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

Internal Service Fund

Self Insurance Reserve Fund

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

Trusts

Other Post-Employment Benefits (OPEB)

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

Pension Trust Fund

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

General Fund

General Fund | Summary of Revenues and Appropriations/Expenditures

DESCRIPTION	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)	% Increase (Decrease)
REVENUES					
Taxes	147,560,197	150,395,708	153,589,767	3,194,059	2.12%
Licenses & Permits	1,442,653	1,126,100	1,150,800	24,700	2.19%
Intergovernmental	8,166,349	7,052,570	6,781,043	(271,527)	-3.85%
Charges for Services	1,357,233	1,416,570	1,436,765	20,195	1.43%
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	166,007,626	3,656,837	2.25%
APPROPRIATIONS/EXPENDITURES					
TOWN					
General Government	3,038,972	3,364,593	3,311,802	(52,791)	-1.57%
Community Development	1,857,924	2,103,418	2,201,929	98,511	4.68%
Administrative Services	5,707,606	6,074,815	6,213,738	138,923	2.29%
Public Safety	13,634,224	14,085,496	14,580,054	494,558	3.51%
Physical Services	6,943,112	7,075,183	7,457,270	382,087	5.40%
Sanitation	725,609	804,477	859,961	55,484	6.90%
Human Services	2,787,794	2,979,232	2,964,504	(14,728)	-0.49%
Leisure & Culture	5,239,873	5,528,789	5,744,767	215,978	3.91%
TOTAL TOWN	39,935,114	42,016,003	43,334,025	1,318,022	3.14%
DEBT & TRANSFERS OUT	16,783,939	14,967,804	13,973,755	(994,049)	-6.64%
EDUCATION	104,911,670	105,366,982	108,699,846	3,332,864	3.16%
TOTAL APPROPRIATIONS/EXPENDITURES	161,630,722	162,350,789	166,007,626	3,656,837	2.25%

General Fund | Summary of Revenues and Transfers (page 1 of 3)

DESCRIPTION	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)
TAX REVENUES				
Current Levy	144,966,421	148,093,708	151,287,767	3,194,059
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	153,589,767	3,194,059
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	302,000	12,000
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	1,150,800	24,700
INTERGOVERNMENTAL				
Housing Authority In-Lieu Tax				
Housing Authority Welles Village	86,908	90,000	87,000	(3,000)
Other Housing Projects	90,328	100,000	106,000	6,000
	177,235	190,000	193,000	3,000
St Conn In-Lieu Taxes				
St/CT Pilot	4	-	-	-
Homeowner Tax Relief	-	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
Undesignated Reduction State Aid	-	-	-	-
	407,071	531,148	635,330	104,182
ST Education Entitlements				
Magnet School Transportation	26,400	-	-	-
ECS Cost Sharing Grant	5,659,951	5,516,478	5,089,459	(427,019)
Spec Education 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 Cont'd (page 2 of 3)

DESCRIPTION	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)
Admin Services				
ST/CT Historical Document Preservation	5,000	6,500	7,500	1,000
	5,000	6,500	7,500	1,000
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 Ambulance Reimbursements	18,365	20,010	20,820	810
	378,284	331,120	385,930	54,810
Physical Services / Sanitation				
CRRA/Resource Recovery	83,596	-	-	-
	83,596	-	-	-
Human Services				
State of CT Health Grants	7,983	7,500	-	(7,500)
Dial A Ride Grant	51,278	51,278	51,278	-
Housing Authority Resident Services	48,420	60,000	60,000	-
Youth & Family ST Grant	25,448	26,658	26,658	-
	133,129	145,436	137,936	(7,500)
TOTAL INTERGOVERNMENTAL	8,166,349	7,052,570	6,781,043	(271,527)

CHARGES FOR SERVICES	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)
Planning & Zoning	15,842	12,000	17,000	5,000
Town Clerk Recording Fees	169,768	185,800	169,800	(16,000)
Town Clerk Conveyance Fee	561,513	582,100	561,500	(20,600)
Education/Community Service Fees	34,910	20,000	20,000	-
Solid Waste Tip Fees	233,775	280,000	265,000	(15,000)
Sewer Inspection Fees	-	2,000	2,000	-
Parks/Rec Swimming Fees	108,932	107,000	132,200	25,200
Parks/Rec Program Fees	94,401	35,000	45,985	10,985
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 Service Programs	61,291	55,000	77,960	22,960
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	1,436,765	20,195

General Fund | Summary of Revenues and Transfers Cont'd (page 3 of 3)

DESCRIPTION	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)
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	-
Education Student Activities	140	200	200	-
Education Vo Ag Tuition	365,973	365,989	365,989	-
Purchasing - Auction Sales	11,485	35,000	35,000	-
Physical Services 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 Fees Reimbursed	35,132	12,000	12,000	-
Utilities Reimbursed	20,818	-	-	-
Tower Lease	-	18,000	-	(18,000)
Unrealized Gain/(Loss) on Investments	(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	166,007,626	3,656,837

General Fund | Summary of Expenditures and Transfers (page 1 of 2)

DEPARTMENT	2018 Actual	2019 Adopted	2020 Adopted	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
TOTAL GENERAL GOVERNMENT	3,038,972	3,364,593	3,311,802	(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	1,517,047	84,234
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	2,030,799	8,186
TOTAL ADMINISTRATIVE SERVICES	5,707,606	6,074,815	6,213,738	138,923
PUBLIC SAFETY				
POLICE	12,387,280	12,823,309	13,396,071	572,762
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	14,580,054	494,558
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

General Fund | Summary of Expenditures and Transfers Cont'd (page 2 of 2)

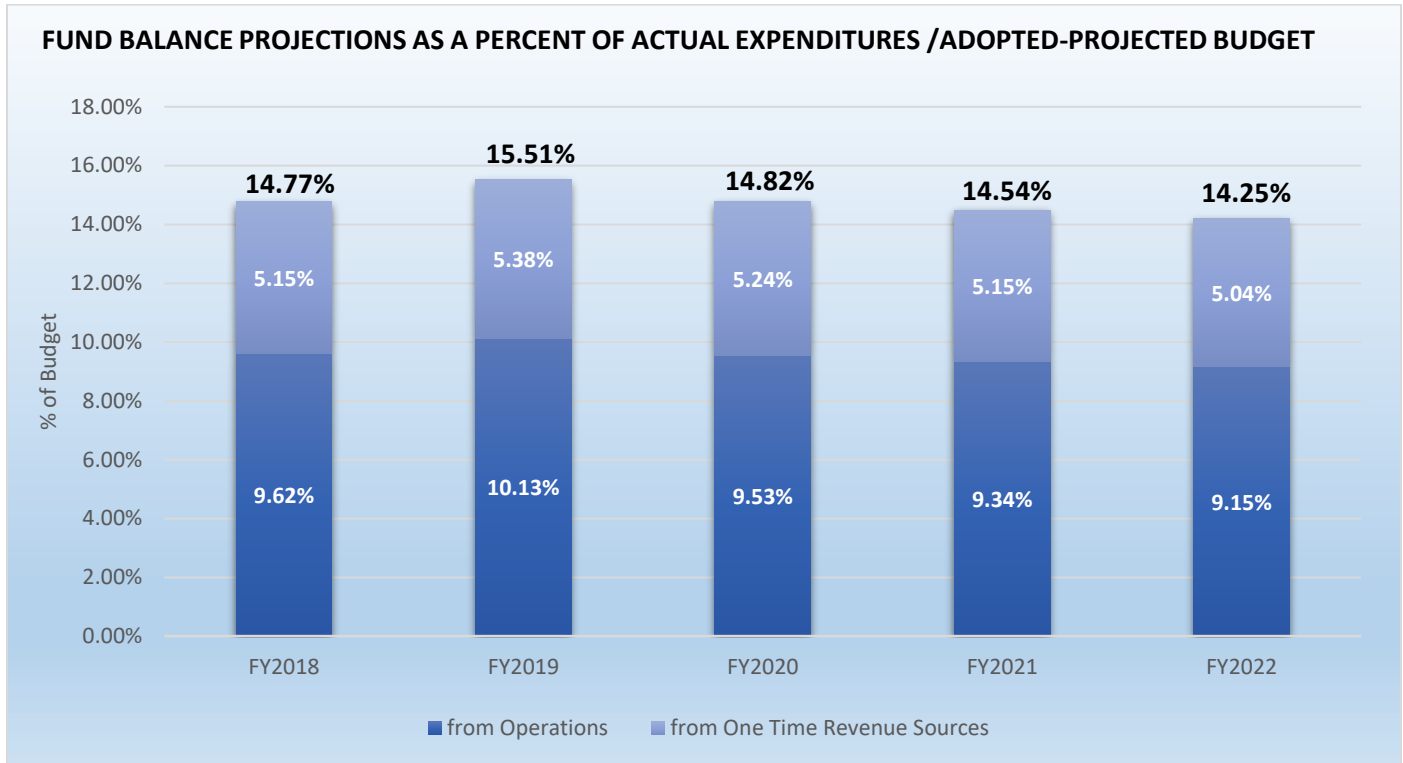
DEPARTMENT	2018 Actual	2019 Adopted	2020 Adopted	Increase (Decrease)
SANITATION				
REFUSE DISPOSAL	725,609	804,477	859,961	55,484
TOTAL SANITATION	725,609	804,477	859,961	55,484
HUMAN SERVICES				
HEALTH GRANTS	21,409	32,577	32,577	-
YOUTH/FAMILY SERVICES	1,286,057	1,441,090	1,301,056	(140,034)
SENIOR & COMMUNITY SERVICES	1,480,328	1,505,565	1,630,871	125,306
TOTAL HUMAN SERVICES	2,787,794	2,979,232	2,964,504	(14,728)
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	43,334,025	1,318,022
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	108,699,846	3,332,864
GRAND TOTAL EXPENDITURES AND TRANSFERS	161,630,722	162,350,789	166,007,626	3,656,837

General Fund | Fund Balance and Estimated Operational Results (Page 1 of 2)

	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 ADOPTED	2020/21 PROJECTED	2021/22 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
July 1, Fund Balance	\$26,655,711	\$25,757,528	\$25,182,528	\$24,607,528	\$24,607,528
REVENUES & Transfers In	160,732,546	162,350,789			
EXPENDITURES & Transfers Out	(161,630,729)	(162,350,789)			
GAIN/(LOSS) ON OPERATIONS	(898,183)	0			
Actual/Estimated Fund Balance Ending - June 30	\$25,757,528	\$25,757,528	\$25,182,528	\$24,607,528	\$24,607,528
<i>Note: This schedule makes no projection of gain or (loss) on operations for 2019 and beyond other than projected use of fund balance.</i>					
Expenditure Actuals & Estimates	161,630,729	162,350,789	166,007,626	169,358,364	172,776,735
	<i>ACTUAL EXPENDITURES</i>		<i>Adopted Budget</i>	<i>Estimated at 2% - 4 year average</i>	
FUND BALANCE:					
Total Fund Balance - June 30	\$25,757,528	\$25,757,528	\$25,182,528	\$24,607,528	\$24,607,528
Reserves:					
<i>Non Spendable (estimated)</i>	(202,704)				
<i>Assigned for Education surplus carried to subsequent year</i>	(667,038)				
<i>Assigned for Capital Outlay in Subsequent year</i>	(216,738)				
<i>Assigned for Continued Appropriations</i>	(219,821)				
<i>Assigned for Subsequent Year Budget</i>	(575,000)	(575,000)	(575,000)	0	0
Unassigned Fund Balance - June 30	\$23,876,227	\$25,182,528	\$24,607,528	\$24,607,528	\$24,607,528
% of Proposed and Subsequent Year's Adopted / Projected Budget	14.77%	15.51%	14.82%	14.54%	14.25%

General Fund | Fund Balance & Estimated Operational Results (Page 2 of 2)

The Town has been successful with the sale of Town owned land previously acquired through foreclosure. During the budget process, the Town reviews fund balance projections and evaluates the effect of revenues accumulated from one time revenue sources and operations. The graph below illustrates the projections of fund balance from these two sources.



General Fund | Comparative Balance Sheet

	FY2017	FY2018
ASSETS		
Cash and cash equivalents	\$25,252,709	\$24,197,516
Receivables:		
Property Taxes	953,632	1,062,882
Intergovernmental	22,970	21,500
Other	320,095	476,562
Inventory	197,871	192,828
Investments	6,130,973	6,200,294
Other assets	20,757	9,876
TOTAL ASSETS	\$32,899,007	\$32,161,458
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE		
Liabilities:		
Accounts and other payables	\$4,493,445	\$4,442,431
Due to other funds	-	38,581
Due to developers for escrow deposits	676,073	771,364
Due to others for escrow deposits	96,833	123,580
Unearned revenue	46,564	34,643
Total Liabilities	5,312,915	5,410,599
Deferred inflows of resources:		
Unavailable revenue - property taxes	706,532	740,091
Advance tax payments	223,849	253,240
Total deferred inflows of resources	930,381	993,331
Fund Balance:		
Nonspendable	218,628	202,704
Assigned	2,121,442	1,678,597
Unassigned	24,315,641	23,876,227
Total Fund Balance	26,655,711	25,757,528
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE	\$32,899,007	\$32,161,458

GENERAL FUND | REVENUES (Page 1 of 2)

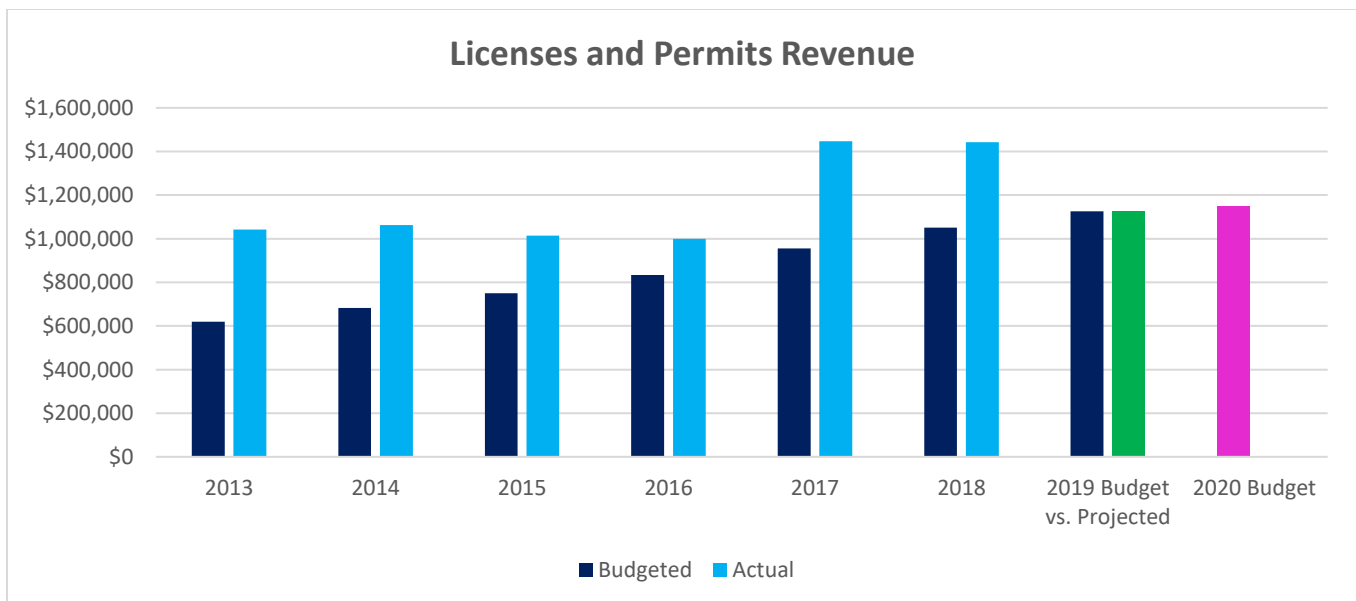
	FY2020 Adopted Budget	% of Budget
Property Taxes	\$153,589,767	92.5%
Licenses and Permits	\$1,150,800	0.7%
Intergovernmental Revenues	\$6,781,043	4.1%
Charges for Services	\$1,436,765	0.9%
Other Revenues	\$2,474,251	1.5%
Use of Fund Balance	\$575,000	0.3%
Adopted Operating Budget	\$166,007,626	100.0%

Revenues to support the enacted FY2019/20 general fund operating budget total \$166,007,626, representing an increase of \$3,656,837 or 2.25% over the FY2018/19 adopted budgeted revenues.

Property Taxes - Per Connecticut State Statues, property taxes for municipalities in Connecticut are limited to taxes levied on residential and commercial real estate (RE), motor vehicles (MV), and commercial personal property (PP). The Town performed a state mandated revaluation for the October 1, 2017 Grand List. The net taxable Grand List of October 1, 2017 was \$4.18 billion, representing an increase of 5.28% from 2016. Individually, the real estate segment increased 5.72%, the personal property segment increased 2.62%, and the motor vehicle list increased 1.55% over the net 2016 totals. For 2018/2019, the mill rate and collection rate adopted for RE, PP, and MV was 36.00 and 99.1%. For 2019/2020, a 1.1% increase in the Grand List was achieved.

Through the use of reminder notices, tax warrants, and a collection agency, the Revenue Collector's office has consistently maintained an average collection rate of 99.5% for the last five years. As a result, the mill rate and tax revenues adopted for 2019/2020 assumes a 99.1% collection rate for Real Estate, Personal Property, and Motor Vehicle at 36.36 mills or a 2.16% tax increase.

Licenses and Permits - This category includes revenues from Building Inspection Fees, Town Clerk Fees, Engineering Fees, Refuse Permit Fees, Health Licenses, and Fire Marshal fees. License and Permit Fees are estimated at \$1,150,800, an increase of \$24,700 over the previous year. Please note that this \$24,700 increase is an update to the Licenses & Permits summarized below and will be adjusted during the budget process.



GENERAL FUND | REVENUES CONT'D (Page 2 of 2)

Intergovernmental Revenues - Revenue of \$6,781,043 is anticipated from various State and Federal grants. This amount represents a decrease of \$271,527 from the previous year. The Town's budget process is early when compared to the timing of the State's budget schedule. This requires management to project future funding levels based on economic indicators at the time the budget is presented. When more is known in the coming weeks, these projections will be updated.

Charges for Services

Revenue of \$1,436,765 in this category represents an increase of \$20,195. This is primarily a result of an increase to Parks & Recreation and Senior program fees.

Solid Waste Tip Fees make up \$265,000 or 18% of revenues in this category. This revenue is generated from the sale of permit fees or through 'pay as you go' services for entrance to the Transfer Station. A fee increase, associated with these services, is enacted.

Other Revenues – Revenue in this category increased \$689,410 primarily as a result of increased interest on investments.

Interest on Investments, accounted for in the Accounting division, is estimated at \$1,500,000, an increase of \$700,000. An average assumed rate of return of 2.25% was used to estimate investment income for 2020, compared to 1.25% used for 2019. Investment Income is generated through the investment of idle funds of the General Fund. The Town uses a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool, money market funds, and also solicits bids on certificates of deposit when appropriate. One of the pools, the State administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 1.38% in 2017/18. The use of various CD and money market programs has provided the opportunity for the Town to maximize earnings slightly over and above conservative budget estimates. The high and low earnings rate of these investments ranged from 1.1% to 3.4% currently. The average rate earned for FY2018 was 1.20% for pooled investments.

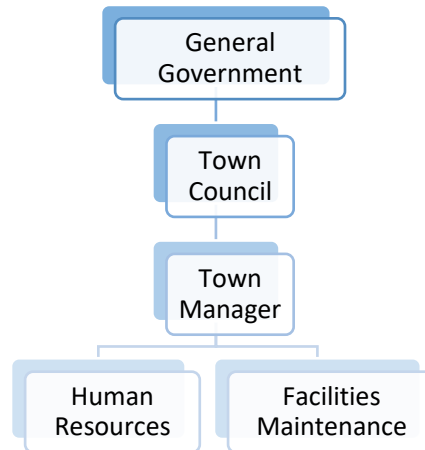
Revenues are reflected throughout the budget document on an activity/program basis where applicable. Below is a four year history of major revenues by activity/program.

Revenues by Activity/Program

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Taxes - Current Levy	139,935,898	144,966,421	148,093,708	151,287,767	2.16%
Building Inspection Fees	975,364	941,858	650,000	650,000	0.00%
Accounting - Investment Income	410,843	793,946	800,000	1,500,000	87.50%
Town Clerk	1,196,057	814,459	851,500	808,800	-5.01%
Insurance/Pension/Claims Reimbursed*	824,795	168,814	40,000	40,000	0.00%
Refuse Disposal	515,079	675,200	627,750	627,000	-0.12%
Senior & Community Services	302,199	273,696	296,278	319,238	7.75%
Parks and Recreation	210,579	203,333	142,000	178,185	25.48%
Education	8,340,389	7,383,058	6,234,555	5,807,536	-6.85%

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

General Government



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,533,820	1,675,067	1,701,018	1,728,363	1.61%
Supplies	37,035	51,680	60,470	60,900	0.71%
Services & Charges	1,304,747	1,257,269	1,586,645	1,460,039	-7.98%
Capital Outlay	67,848	54,957	16,460	62,500	279.71%
TOTAL EXPENDITURES	\$2,943,449	\$3,038,972	\$3,364,593	\$3,311,802	-1.57%

Activities, Functions, and Responsibilities by Division

Town Council

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

Activities, Functions, and Responsibilities by Division Cont'd

Town Manager

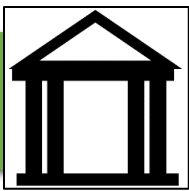
- Overall executive management responsibility for municipal departments and operations
- Policy recommendation and implementation as applicable
- Project management
- Budget preparation, administration, and fiscal management
- Grants, contract management, and legal affairs with Town Attorney
- Land acquisition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

Human Resources

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

Facilities Maintenance

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



Town Council

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

Successes & Accomplishments

- Approved Town purchase and preservation of 145± acres of open space and agricultural lands.
- Authorized referendum proposal for renovation and expansion to Welles-Turner Memorial Library. Bond issue approved at referendum November 2018.
- Convened multi-member subcommittee to consider amendments to the Building Zone Regulations to increase limits on building heights and stories within certain commercial zones. Subcommittee recommendations under review.
- Approved zone change for properties along North Main Street and Sycamore Street to support continued economic development.
- Conducted public hearing to consider the updated Plan of Conservation and Development effective 2018 through 2028 and formally adopted recommendations to the Town Plan and Zoning Commission.
- Approved amendment to Building Zone Regulations to update and clarify Building Zone Regulations concerning Excavation and Filling or Removal of Earth Products.
- Enacted Capital and Operating Budgets for 2018-19 in support of ongoing operations and effective care and maintenance of community infrastructure.

Future Goals & Initiatives

- Consider and enact, by policy action, proposed amendments to the Building Zone Regulations concerning building heights and stories.
- Authorize updated agreements for Emergency Medical Services.
- Consider and authorize, as applicable, pending sale of land within the Gateway area to continue successful development of this high quality economic development resource.
- Approve legislative actions involving policies, ordinances, zoning regulations, and other such matters as presented or recommended for Council support as applicable.
- Adopt Annual Operating and Capital Budget plan for FY2020 consistent with the Town’s long-term goals and initiatives.
- Consider options for proposed indoor aquatic facility and develop next steps as applicable.

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	7,746	8,009	23,120	15,000	-35.12%
Supplies	2,922	6,240	7,675	7,675	0.00%
Services & Charges	107,262	93,777	117,178	120,558	2.88%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$117,930	\$108,026	\$147,973	\$143,233	-3.20%



Town Manager

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

Successes & Accomplishments

- Received national recognition through the International City Manager's Association for multi-phase project to complete Riverfront Park including environmental remediation, Riverfront Community Center, and Park Phases I and II.
- Awarded Silver Designation (highest) in inaugural Sustainable CT process. One of five communities statewide to achieve this recognition.
- Recognized by National Recreation and Parks Association for excellence in park design for Riverfront Park Phase II project.
- Reaffirmed AAA/Aaa Bond Rating from Standard & Poor's and Moody's. Management and financial planning rated highly.
- Negotiated and completed Town purchase and preservation of 145± acres of open space and farmland consistent with Town's land preservation goals.
- Achieved 100%+ revenue offset for operating and maintenance of the Riverfront Park Phase II project.
- Decreased pension investment assumption to 6.625% while achieving average annual increase in Town operations of 1.5% for the ten years 2009-2018 after allocation to pension Actuarially Determined Contribution (ADC).
- Negotiated Option Agreement to sell Town-owned land off Western Boulevard for construction of Class A medical office buildings. Proposed sale builds successful prior sales and development of Town-owned land in the Gateway area.
- Worked successfully with property owners and Manchester Water Company to extend public water service to residential properties with significantly high levels of uranium in well water.
- Received approval through the Connecticut Zero Renewable Energy Credit (ZREC) Program to continue solar PV installations at Town and school facilities. Most recent approvals include Academy Building, Police Department, and Naubuc School.
- Continued effective management of capital, infrastructure projects, grant management, and highly effective and efficient municipal operations.

Future Goals & Initiatives

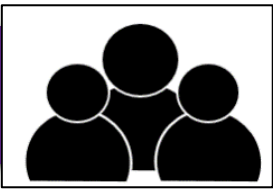
- Continue effective funding and management of the Town's highly successful Capital Improvement Program for care, maintenance, and improvement of Town infrastructure.
- Sustain effective organization-wide efforts to achieve cost efficiencies, cost avoidance, and overall operating economies. Well established component of organizational culture.
- Negotiate land acquisition and preservation as opportunities present to achieve goals and objectives established through the Plan of Conservation and Development and overall land acquisition and preservation initiatives.
- Effectively manage library addition and renovation project approved at referendum in November of 2018.
- Continue ongoing Town initiatives involving energy efficiency, grant management, space planning for municipal buildings, budget and financial management, economic development, sustainability, and other organization-wide goals identified throughout this budget document.
- Provide effective management assistance to Town Council with policy actions and legislation through effective research, background information, alternatives, recommendations, and other such support.
- Author cost effective Town operating, debt and transfer, and capital infrastructure budgets for FY2020.

Personnel & Expenditure Summary



PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	3	3	3	3
Part Time	0	0	0	0
FTE	3	3	3	3

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	330,375	383,770	345,627	360,950	4.43%
Supplies	13,061	12,789	15,065	17,425	15.67%
Services & Charges	185,467	183,068	225,465	237,175	5.19%
Capital Outlay	1,489	0	0	0	0.00%
TOTAL EXPENDITURES	\$530,392	\$579,627	\$586,157	\$615,550	5.01%



Human Resources

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

Customer Service Center

The Customer Service Center (CSC), a sub-division of the HR Department, provides the public with friendly, professional, and timely assistance on a diverse variety of Town matters. Division Representatives assist the public with notary services, passport processing, refuse permits, pool passes, employment applications, online transactions, and a host of other service requests. The CSC also fields inquiries for general information and connects citizens with the appropriate department(s) to address their needs.

Successes & Accomplishments

- Received the 2018 CIRMA Excellence Risk Management Award of \$2,500 for "Sustained Risk Management Programs."
- Supported Town's goal of opening a new and improved Customer Service Center (CSC): Managed the transition of passport application processing from Probate Court to the CSC and the Library, providing a liaison with the Department of Homeland Security; Hired and trained two (2) Customer Service Representatives (CSRs); Three (3) HR employees became notary publics; and one (1) CSR and the Human Resources and Customer Service Coordinator (HRCS Coordinator) became passport processing agents.
- Implemented new Employee Assistance Program (EAP) at a 25% savings to the Town. The EAP provides: eight (8) confidential, short-term counseling sessions per year, per issue (from 3 previously); ten (10) free training sessions (from 5 previously); and adds services including assistance with daily living concerns and covers family members as well.
- Developed an Americans with Disabilities Act compliant program that facilitates communication between impacted employees and supervisors. Program objective is to maximize employee capability to achieve operational success through mutual understanding of business and personal needs and limitations, and collaborative problem solving.
- Negotiated agreement with local physical therapy group to conduct pre-employment work simulation assessments for select jobs requiring enhanced physical capabilities to help ensure safe job performance and minimize work-related injury.
- Implemented new process for requesting the refill of open positions, improving inter-departmental communication and reducing time to initiate recruitments.
- Negotiated agreement for the gratis provision of medical director services to Recreation's Summer Camp program.
- Introduced an online application for seasonal Parks and Recreation employment opportunities, allowing management to screen and communicate with candidates quickly.
- Significantly decreased time-to-hire once an offer is made by reducing processing time of FBI criminal background checks from 8 weeks to 7 days and state criminal background checks from 2 weeks to 2 days.
- Implemented changes to pension authorization process to improve documentation of relevant elements.
- Successfully recruited, screened, and on-boarded 54 new employees in 15 service areas. Recruitment/selection activities included focus on two critical, high-profile positions; Police Chief, and Director of Finance & Administrative Services.
- Updated or created sixteen (16) job descriptions.
- Managed the separation and pension benefit elections of sixteen (16) employees; managed the separation and medical benefit elections of eighteen (18) employees.
- Provided 34 training classes for a total of 418 employee participants on topics such as Preventing Workplace Harassment, Cyber Risk, Minimizing Healthcare Costs, Social Security, Retirement Investments, and Excel. Department Heads participated in a Leadership Program involving executive conversations on Leadership Engagement and Boosting Productivity, as well as an executive workshop on Improving Workplace Communication & Collaboration.
- Engaged in negotiations for successor contract with:
 - Glastonbury Police Officers Association (GPOA) to the contract extension that expired June 30, 2017.
 - Association of Federal, State, County and Municipal Employees (AFSCME) to the contract that expired June 30, 2017.
- Settled wage reopener with the International Union of Operating Engineers (IUOE).



Future Goals & Initiatives

- Implement HR management system for application tracking, on/off-boarding, and performance and learning management.
- Continue Participation on CTPRIME Health and Wellness Committee to research and implement programs to benefit employees and reduce/contain healthcare costs.
- Develop and communicate comprehensive benefits strategy and improve employee communications regarding benefits.
- Provide online training, including harassment prevention training, and leadership development activities.
- Continue to streamline recruitment and benefits administration processes and redesign performance management system.
- Update and provide training on administrative policies including Customer Service Standards, Respectful Workplace, Attendance, Leave of Absence, Social Media, and the hiring process.
- Settle collective bargaining agreements with GPOA, AFSCME, and IUOE.
- Continue Phase II of Munis integration of employee pension data.
- Further collaborate with CIRMA and Safety Committee to identify opportunities to improve safety and reduce loss claims.
- Identify new services to be offered at the Customer Service Center, continuing the department's goal of serving as a one-stop-shop for Town Hall visitors.
- Generate \$30,000 in revenue through passport processing services.
- Increase notary service revenues to \$3,000 per fiscal year.
- Train staff cross-departmentally for CSC and certify an additional CSC staff member as a passport processing agent.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	3.00	3.00	3.00	3.00
Part Time	1.27	1.67	1.67	1.27
FTE	4.27	4.67	4.67	4.27

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	275,151	270,990	320,645	318,160	-0.77%
Supplies	8,112	15,654	16,100	17,000	5.59%
Services & Charges	174,343	185,543	434,384	232,211	-46.54%
Capital Outlay	16,479	6,264	0	0	0.00%
TOTAL EXPENDITURES	\$474,085	\$478,452	\$771,129	\$567,371	-26.42%

Performance Measures

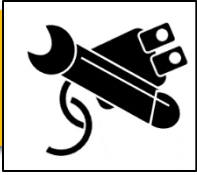
PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of Workers Compensation Claims	<20	23	27	26	26
Total Cost of Workers Compensation Claims	<\$150,000	\$282,500	\$118,200	\$150,000	\$150,000
# of Employee Programs/Training Sessions	25	25	34	25	25
# of Days to Certify Qualified Candidates for FT Positions (days from test date)	<10	2	2	1	1



Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Number of Applications Reviewed	1,146	1,000	1,000	1,000
Total Number of Participants in Training Sessions for Fiscal Year	430	418	400	400
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	60	52	50	50
Number of Full Time Budgeted Positions	241	239	240	240
Passport Application Processing Revenue***	N/A	N/A	\$30,000	\$30,000
# of Passport Applications Processed ***	N/A	N/A	858	858
Notary Services Revenue	N/A	N/A	\$1,000	\$3,000

*** Passport Application Processing Services offered by the Town commenced on October 1, 2018.



Facilities Maintenance

Mission: Provide comprehensive operations and maintenance management of all municipal buildings to ensure cost effective operations, high quality customer service, and an exceptional working environment. Facilities Maintenance manages all capital building construction projects for the Town and the Board of Education.

Successes & Accomplishments

- Installed a new telephone system, saving money and increasing functionality.
- Augmented Town Hall Addition with radiant heat in floor for more efficient, quiet, and energy saving heat. Also installed snow melt system under sidewalk to minimize slips and falls and keep harsh chemicals out of the building.
- Designed new windows to replace 60 year old units at the Police Department.
- Added emergency generators for Riverfront Community Center, Police Department, and Traffic Signal and a Portable Generator to the Town’s fleet.
- Implemented additional security measures to the new, Town Hall building addition.
- Oversaw design and bidding process for new air conditioning units for 110 classrooms in 4 schools, including electrical upgrades and controls.
- Worked with Registrars’ of Voters to streamline set up for Town-wide voting at elections.
- Replaced electric water heater with a heat pump at Addison Pool, realizing savings on utilities and repairs.

Future Goals & Initiatives

- Increase Renewable Energy use from 35% to 50% of Town’s total use
- Oversight of design and construction on Glastonbury High School locker room/field house renovation project
- Finalize Parks Maintenance Facility Renovation project
- Re-roof the two barns on Old Maids Lane
- Continue work on Air Conditioning project in the classrooms at Gideon Welles School
- Proceed with renovations at Welles Turner Memorial Library

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	12.00	12.00	12.00	12.00
Part Time	5.30	5.30	6.36	6.36
FTE	17.30	17.30	18.36	18.36

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	920,548	1,012,298	1,011,626	1,034,253	2.24%
Supplies	12,940	16,997	21,630	18,800	-13.08%
Services & Charges	837,675	794,880	809,618	870,095	7.47%
Capital Outlay	49,880	48,693	16,460	62,500	279.71%
TOTAL EXPENDITURES	\$1,821,042	\$1,872,868	\$1,859,334	\$1,985,648	6.79%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Energy Intensity (KBTU/SF)*	<79.1	80.0	79	79	79
Custodial Costs (\$/SF)	<1.90	1.88	1.94	1.94	1.98
Custodial Quality (5 High to 1 Low)	5.0	4.22	4.33	4.33	4.33
# of Workplace Incidents	0	4	2	2	1
# of Lost Days	0	4	35	4	4
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	35%	35%	50%	50%

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

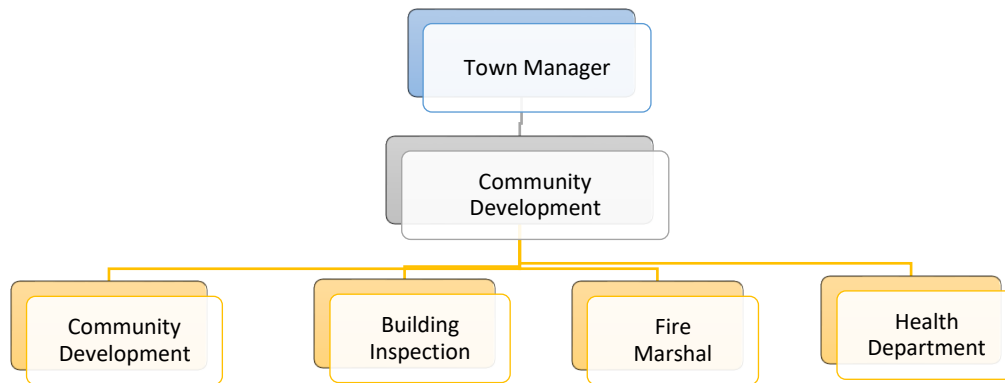
**Percentage from 2009 baseline.

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Number of Work Orders	1,795	1,672	1,900	1,900
Capital Improvement Program Execution	2,500,000	3,500,000	2,50,0000	2,500,000
Square Feet of Municipal Facilities Managed	322,000	323,000	323,000	323,000

Community Development

The Community Development Department provides management of the Town’s land use, health, and building activities including long range planning, zoning, building inspection, environmental protection, economic development, health services, and fire prevention & enforcement services. It also provides staff services to boards & commissions with land use and building responsibilities including the Town Plan & Zoning Commission, Town Council (Zoning Authority), Conservation Commission, Economic Development Commission, and the Historic District Commission.



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,227,088	1,225,076	1,360,686	1,378,158	1.28%
Supplies	27,383	23,238	25,795	33,795	31.01%
Services & Charges	592,688	606,630	715,437	747,476	4.48%
Capital Outlay	34,174	2,980	1,500	42,500	2733.33%
TOTAL EXPENDITURES	\$1,881,334	\$1,857,924	\$2,103,418	\$2,201,929	4.68%

Activities, Functions, and Responsibilities by Division

Community Development

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

Activities, Functions, and Responsibilities by Division Cont'd

Building Inspection

- Enforce Zoning and Building Codes applicable to building, electrical, plumbing, & heating
- Handle zoning & building complaints, conduct investigations, issue cease & desist orders, and perform joint inspections with the Fire Marshal
- Review Building plans
- Issue Building permits, conduct building and construction project inspections, and approve/issue Certificates of Occupancy
- Provide administration for the Zoning Board of Appeals

Fire Marshal

- Enforce CT Codes as they apply to Fire Safety, Flammable & Combustible Liquids, Oil Burning Equipment, Gas Equipment & Piping, Liquefied Petroleum Gas and Liquefied Natural Gas, Fireworks & Special Effects, and Explosives Regulations as prescribed by CT General Statutes
- Conduct plan reviews in accordance with CGS 29-263 for construction and alterations to all structures, excluding one and two family dwellings and appurtenant out buildings
- Serve as Local Open Burning Official and investigate cause / origin of fires & explosions
- Conduct Certificate of Occupancy inspections and inspect public buildings, manufacturing facilities, and establishments which use, store, or manufacture hazardous materials
- License inspections of Day Care Centers, Health Care Occupancies, Residential Board & Care Facilities, and establishments that serve liquor
- Conduct Code Consultation inspections for architects, design engineers, developers, and property owners
- Issue blasting permits
- Conduct fire prevention training programs, distribute public service announcements, and author press releases

Health

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



Community Development

Successes & Accomplishments

- Completed and adopted the 2018-2028 Plan of Conservation and Development, which included sustainability policies.
- Finalized text amendments to the Building-Zone Regulations in regards to excavation operations.
- Played a leading role in helping the Town achieve a Silver level designation from the Sustainable CT certification program and completed actions that totaled 110 points towards certification.
- Coordinated with Youth and Family Services staff to complete a Relocation Plan to guide the Town in handling displacement issues resulting from severe code violations on residential properties.
- Worked with Information Technology staff to create a database for loading land-use approval records into OnBase, the Town's document management program.
- Coordinated a process to amend the Town's Blight Ordinance towards the improvement of blighted properties.
- Developed a narrative about the Town of Glastonbury in a book entitled, "Connecticut 169 Club: Your passport and guide to exploring Connecticut."

Future Goals & Initiatives

- Revise Town's Building-Zone Regulations for home occupations, timber harvest operations, senior housing, and fitness and athletic clubs.
- Complete a Development Review Manual to help guide applicants through the land use permitting process.
- Continue document management efforts with IT staff to transition 100% of land use documents to electronic format.
- Update the bylaws for the Town Plan and Zoning Commission.
- Hire a part-time Environmental Analyst for zoning and wetlands matters.
- Collaborate with Human Resources to recruit recording secretaries for the Town's Land Use Boards and other Boards/Commissions.
- Work with Information Technology to develop an electronic application submittal process to decrease the amount of paper documents that may need to be scanned in the future.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.50	0.50	1.00
FTE	4.50	4.50	4.50	5.00

*Administrative Assistant splits full time between Engineering & Community Development, therefore is counted as part-time (0.5) in each department.

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	311,131	338,448	376,972	387,181	2.71%
Supplies	10,859	8,137	7,550	9,200	21.85%
Services & Charges	125,706	136,833	155,144	166,529	7.34%
Capital Outlay	964	2,392	0	0	0.00%
TOTAL EXPENDITURES	\$448,659	\$485,810	\$539,666	\$562,910	4.31%
REVENUES - Non Tax	\$17,039	\$15,842	\$12,000	\$17,000	41.67%
Required From Taxes	\$431,620	\$469,968	\$527,666	\$545,910	3.46%

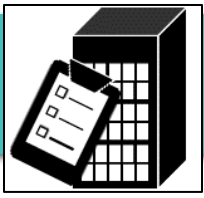


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%	100%
Process Section 12.10 Insignificant change requests within 7 days of submission	100%	70%	75%	80%	85%
Update and adoption of the Plan of Conservation and Development (POCD)	100%	70%	85%	100%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Applications Approved				
Subdivision	4	3	3	3
Special Permit	39	49	50	50
Wetland Permit	6	9	10	10
Commission Subcommittee Meetings/Public Workshops Held	25	20	15	15
Building Permit Plans Reviewed	42	51	50	50
Town Plan & Zoning Commission Meetings	15	15	15	15
Inland Wetlands/Conservation Commission Meetings	12	12	12	12



Building Inspection

Successes & Accomplishments

- Worked with Information Technology on the Document Management program to scan ~500,000 documents and plans.
- Welcomed a new Building Inspector to the team with experience in electrical aspects of the building code.
- Delivered reliable and prompt permitting services, resulting in the collection of ~\$1 million in permit fees.
- Worked with Health, Community Development, and Fire Marshal staff to achieve a 65% success rate of compliance with blighted properties as reported to the department.
- Coordinated the issuance of Certificate of Occupancies for over 60 commercial and residential projects.

Future Goals & Initiatives

- Continue working with Health, Community Development, and Fire Marshal staff to increase blight compliance to ≤75%.
- Collaborate cross-departmentally to further streamline the permit screening process and expedite plan review time for simplified home improvement projects.
- Continue to support community beautification efforts by enforcing Town signage regulations and eliminating illegal signage.
- Partner with Information Technology on the Document Management System to transmit 100% of plan documents and files into an electronic, user friendly format and continue with document management initiative to develop a completely electronic plan review and inspection system.
- Continue to serve as a guide and educational resource for contractors and developers in the permit inspection process that will aid in the completion of code compliant projects and the generation of tax revenue to the Town of Glastonbury.
- Foster ongoing staff development by supporting continuing education opportunities in building and zoning code compliance. Support the Deputy Building Official's efforts to achieve certification through the Connecticut Association of Zoning Enforcement Officials (CAZEO) course.

Personnel & Expenditures

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.50	0.50	0.50
FTE	4.50	4.50	4.50	4.50

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	309,134	258,798	305,252	313,685	2.76%
Supplies	5,881	4,929	6,070	9,550	57.33%
Services & Charges	162,944	131,341	171,708	186,670	8.71%
Capital Outlay	1,111	588	0	42,500	0.00%
TOTAL EXPENDITURES	\$479,070	\$479,070	\$483,030	\$552,405	14.36%
REVENUES - Non Tax*	\$975,584	\$941,858	\$650,150	\$650,000	-0.02%
Required From Taxes	(\$496,514)	(\$462,788)	(\$167,120)	(\$97,595)	-41.60%

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



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Complete 80% of Inspections within 2 days of request	80%	100%	100%	100%	100%
Annual Relicensing Training for Inspectors (Hours/Person/Year)	≥30	30	30	30	30
Implement Use of Online Permitting	50%	20%	40%	50%	50%

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Building Permits Issued*	657	740	800	825
Other Permits Issued (Non-Building)	1,235	1,217	1,230	1,250
Certificate of Occupancy Permits Issued	82	54	60	65
Zoning Board of Appeals Applications Received	38	42	45	50

*New and renovated structures



Fire Marshal

Successes & Accomplishments

- Conducted a multi-family inspection campaign to help prevent the loss of property and life in residential buildings, including 62 inspection activities and 119+ apartments verified for code compliance.
- Performed 120 Certificates of Occupancy inspections for construction projects.
- Completed 225 plan reviews related to new construction projects and 85 permit-screening reviews.
- Inspected 70 fire protection systems to verify conformance with the fire code.
- Conducted 343 grease hood inspection activities related to commercial cooking to reduce associated fire risks.
- Performed 77 license inspections to satisfy permitting requirements of state regulatory agencies.

Future Goals & Initiatives

- Continue with multi-family residential dwelling fire safety inspection campaign throughout the community.
- Provide plan review and consulting services for new construction projects and site developments to help ensure fire code compliance.
- Continue structural inspection efforts with timeframes consistent with State of Connecticut requirements.
- Increase fire prevention outreach programs to at risk target groups.
- Focus on secondary exit egress requirements of aging buildings as it pertains to outside stair, platforms, and escape routes.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	0.50	0.50	0.64	0.64
FTE	2.50	2.50	2.64	2.64

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	182,410	187,343	215,619	219,296	1.71%
Supplies	5,346	4,652	4,800	7,250	51.04%
Services & Charges	96,229	104,182	119,794	132,646	10.73%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$272,783	\$283,984	\$340,213	\$359,192	5.58%
REVENUES - Non Tax	\$5,282	\$4,238	\$5,100	\$5,100	0.00%
Required From Taxes	\$267,501	\$279,746	\$335,113	\$354,092	5.66%

Performance Measures

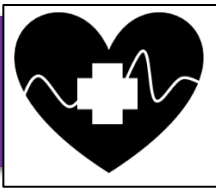


PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Certificate of Occupancy (COO) Inspections Completed within 6 Work Days	100%	100%	100%	100%	100%
Annual Fire Prevention Training Programs with Emphasis on Day Care and Senior Adults	26	9	0	8	4
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	139	126	114	118

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	2	2	4	5
Residential	12	14	10	16
Other	14	20	19	14
Certificate of Occupancy Inspections	88	120	116	115





Health Department

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

Successes & Accomplishments

- Collaborated with multiple Town departments to develop a Relocation Ordinance to provide consistency in response in code inspections that may result in removal of inhabitants from their home.
- Three staff members completed 50 mandatory training courses to prepare for the transition to the FDA Food Code as the new Connecticut Food Code Regulations.
- Provided direct mail, electronic, and in-person communications to licensed food service establishments regarding the Connecticut Department of Health’s postponement of full implementation of the FDA Food Code.
- Coordinated an educational forum for residents about naturally occurring uranium in well water.
- Presented the preliminary draft of the Glastonbury Community Health Assessment to the Glastonbury Health Alliance (GHA) Steering Committee.
- Partnered with the Manchester Health Department as Public Health Preparedness Mass Dispensing Area 33 to hold a late season flu vaccination clinic in which more than 200 people were vaccinated.
- Worked with multiple Town departments to provide information for the Sustainable CT application, which was ultimately awarded the highest (Silver) recognition.
- Led Bicycle Advisory Group in bi-monthly meetings to advance bicycling in Glastonbury and prepare for spring 2019 recertification application.
- Successfully achieved re-designation for Glastonbury as a HEARTSafe Community through our partnership with Glastonbury EMS (GEMS). Recertification recognized our coordination of training for 147 Town staff to operate AED units located in 11 Town facilities, and GEMS training of 20 Town staff in American Heart Association CPR/AED training.
- Issued Food Service Licenses and conducted related inspections as follows:

Class	Food Service Licenses Issued	Related Inspections
Class I- Cold Food	27	19
Class II- Pre-packaged food	15	21
Class III- Prepare & serve <4 hours	22	94
Class IV- Prepared & serve >4 hours	105	350

Future Goals & Initiatives

- Present final draft of Community Health Assessment to the public in multiple venues.
- Initiate development of the Community Health Improvement Plan with the GHA Steering Committee.
- Work collaboratively with food service establishments during Connecticut’s transition to the FDA Food Code.
- Incorporate information about Glastonbury’s at-risk population into public health emergency planning.



Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	5.00	5.00	5.00	5.00
Part Time	0.50	0.50	0.64	0.64
FTE	5.50	5.50	5.64	5.64

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	424,414	440,486	462,843	457,996	-1.05%
Supplies	5,297	5,520	7,375	7,795	5.69%
Services & Charges	207,809	234,273	268,791	261,631	-2.66%
Capital Outlay	32,099	0	1,500	0	-100.00%
TOTAL EXPENDITURES	\$669,620	\$680,280	\$740,509	\$727,422	-1.77%
REVENUES - Non Tax	\$84,397	\$122,374	\$104,600	\$116,700	11.57%
Required From Taxes	\$585,223	\$557,906	\$635,909	\$610,722	-3.96%

Performance Measures

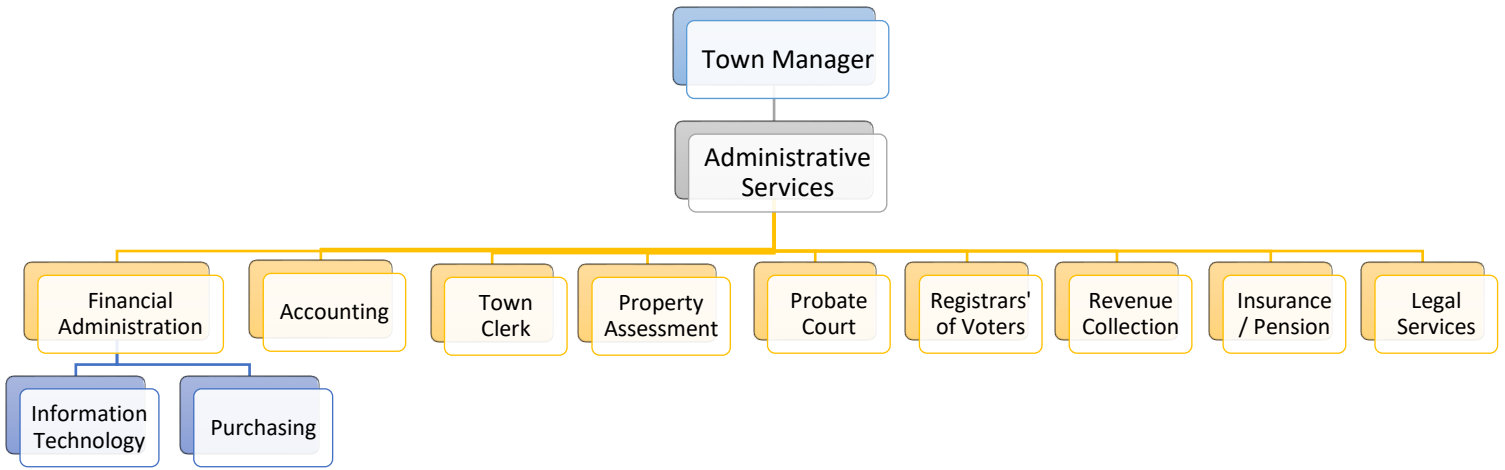
PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	80%	80%	85%	80%	82%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments	<20%	15%	18%	20%**	19%

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

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Well and Septic Permits Issued (including repairs)	93	84	90	85
Routine Inspections (Septic installation, restaurants, etc.)	995	837	900	925
Complaint Inspections (Housing Code Matters, Environmental Sanitation)	223	220	220	235

Administrative Services



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,981,168	1,958,785	2,084,145	2,147,698	3.05%
Supplies	112,684	99,864	140,135	143,130	2.14%
Services & Charges	4,651,003	3,476,682	3,747,374	3,849,910	2.74%
Capital Outlay	40,132	172,274	103,160	73,000	-29.24%
TOTAL EXPENDITURES	\$6,784,987	\$5,707,605	\$6,074,815	\$6,213,738	2.29%

Activities, Functions, and Responsibilities by Division

Financial Administration

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

Activities, Functions, and Responsibilities by Division Cont'd

Information Technology

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

Purchasing

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

Accounting

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

Property Assessment

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

Revenue Collection

- Process real estate and personal property tax bills for the Town's residents
- Coordinate with State DMV for processing of motor vehicle tax bills for approximately 32,000 registered vehicles
- Enforce delinquent collections of taxes
- Act as central processing office for revenue from all Town departments
- Partner with Sanitation Department to collect data and process 5,700 annual sewer use bills

Activities, Functions, and Responsibilities by Division Cont'd

Town Clerk

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

Registrars' of Voters

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

Legal Services

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

Activities, Functions, and Responsibilities by Division Cont'd

Probate Court – Glastonbury-Hebron

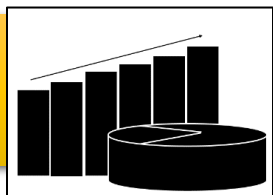
- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships and Guardianships of the estate of a minor
- Temporary custody, Termination of parental rights, Adoptions, Emancipations
- Compromise of claims
- Commitment of mentally ill and commitment of persons who are drug and/or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

Insurance/Pension

- The Town maintains an Insurance/Pension Division to account for Workers' Compensation, Casualty/ Property/Liability insurance, life and disability insurance, employee and retiree related costs for health insurance, pensions, and OPEB. All employer costs for health insurance, social security, Medicare and pension, are accounted for in each department's budget.
- The Insurance Advisory Committee reviews insurance requirements and monitors the procurement process for Casualty/Property/Liability and Workers' Compensation; and recommends the annual renewal to the Town Manager as specified in the Charter and Town Code. The Director of Finance acts as the liaison to the committee and shares the Risk Management function with the Human Resources Director.
- H.D. Segur Insurance advises and negotiates the annual renewal on behalf of the Town for Casualty/Property/Liability and Workers' Compensation insurance. The Town's primary insurance has been with the Connecticut Interlocal Risk Management Association (CIRMA) since July 2001.
- Coordinates with health care consultant, medical insurance for Town employees and retirees by advising and assisting the Town with administering Self Insurance-program and coordinating the annual renewals with Anthem, ConnectiCare, and Delta Dental.
- Accounts for health benefit costs for retirees.
- Oversee the administration of Wells Fargo Retirement Services who currently serve as directed trustee/custodian for the Town's pension funds and benefit payment administrator for the Town's retirees.
- Work with Fiduciary Investment Advisors (FIA) who assists the Town in the management of the pension fund investments and Milliman who provides actuarial services for the annual pension valuation and benefit calculations.
- The OPEB Trust is administered by Wells Fargo with actuarial services provided by Milliman.

Self Insurance

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



Financial Administration

Financial Administration | Purchasing | Information Technology

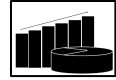
Successes & Accomplishments

- Retained Moody's Aaa and Standard and Poor's AAA credit ratings for general obligation bond offerings.
- Successfully refinanced \$3.8 million general obligation debt for a savings of \$250,000.
- Enhanced financial model to assist Council and Board of Finance in evaluating factors and trends influencing capital and operating expenses, Grand List growth, non-tax revenues, and the tax rate over a five-year planning horizon.
- Enhanced internal controls over a variety of systems and processes.
- Started implementation of a multi-year Town-wide Electronic Document Management System that converts paper documents to electronic media and develops workflows that allow Departments to operate in an all-electronic format. As part of this effort, converted nearly 80 years of paper documents into an electronic format for expedited staff retrieval.
- Coordinated lease renewals and updated insurance certificates of Town-owned residential properties resulting in annual revenue of \$63,750. Coordinated sale of Town surplus property resulting in ~\$11,500 in revenue for the General Fund.
- Implemented new legislation for Town purchasing, including revised prevailing wage thresholds and anti-fracking ordinance language as related to bids, contracts, and purchase orders.
- Collaborated with IT and key department staff to develop an electronic change order form and new vendor form for streamlined updates to the Town's financial system.
- Revised internal procedures documentation for the Munis purchasing module of the Town's financial system and J.P. Morgan Chase (JPMC) p-card banking system used for Town procurement of goods and services. Also drafted revisions to the P-Card policy to incorporate new enhanced procedures and electronic expense reporting capabilities.
- Coordinated electricity and motor-fuel contracts for Town and Board of Education.
- Further expanded JPMC bank procurement card program, resulting in an annual rebate to the Town of \$4,723.
- Purchasing Agent co-chaired Capitol Region Purchasing Council and the legislative agenda for the Public Purchasing Association of Connecticut.
- Coordinated administrative responsibilities between Financial Administration, Town Manager, and Purchasing to provide on-going and shared back-up support for these offices.
- Completed and implemented a Sustainable Purchasing Policy and Federal Procurement Standards Policy.

Future Goals & Initiatives

- Continue to support completion of various land acquisitions, as applicable.
- Streamline budget process to focus conversations on value-added initiatives and continue to enhance Town budget document to receive GFOA Distinguished Budget Presentation Award.
- Prepare for future bond issues and long term capital improvement as it relates to the Capital Improvement Program.
- Continue to develop system integration and improve timely access and retrieval of documents for accurate transfer of information, time savings of data entry, and reduced storage space requirements on a Town-wide basis.
- Increase overall server up-time and reduce un-budgeted hardware replacements by developing & using predictive analytics.
- Research categorization of suppliers, (including minority vendor tracking), and electronic tracking of expired certificates of insurance for suppliers within MUNIS financial system.
- Coordinate procurement use of document management software for solicitations and related Town purchasing documents.
- Implement *Seamless Docs* to electronically route purchasing forms cross-departmentally, e.g. *New Vendor Application* form.
- Develop User Training for *Munis* purchasing module of the Town's financial system for improved staff efficiency.
- Research and coordinate training related to insurance requirements for vendors and programs used by the Town.

Personnel & Expenditure Summary



PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	8.00	8.00	8.00	9.00
Part Time	0.50	0.50	0.50	0.00
FTE	8.50	8.50	8.50	9.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	740,087	701,146	763,467	797,165	4.41%
Supplies	\$22,969	\$16,171	\$31,090	\$31,865	2.49%
Services & Charges	483,050	496,496	552,456	640,417	15.92%
Capital Outlay	\$31,822	\$140,107	\$85,800	\$47,600	-44.52%
TOTAL EXPENDITURES	\$1,277,928	\$1,353,920	\$1,432,813	\$1,517,047	5.88%
REVENUES - Non Tax	\$297,013	\$442,222	\$981,748	\$1,088,410	10.86%
Required From Taxes	\$980,915	\$911,698	\$451,065	\$428,637	-4.97%

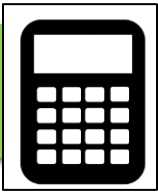
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
GFOA Distinguished Budget Award: # of Years Received	Annual	22	22	22	23
Unassigned Fund Balance as a % of Budgeted Revenues	>12%	15.7%	14.9%	15.5%	14.8%
Debt Service as a % of Actual Expenditures	<10%	6.0%	5.4%	5.2%	4.3%
Bond Ratings:					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Ave. Time to Close Computer Requests for Assistance (CRAs) - in days	10	25	28	28	28
Tech Staff per Total Staff*	<3.6%	1.05%	1.5%	1.5%	1.5%
Tech Spending per Employee*	<\$7773	\$3,338	\$5,447	\$5,563	\$5,962
Tech Spending % of Revenue*	<3.6%	2.9%	3.6%	3.5%	3.6%

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

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of Bids Issued	22	16	25	25
# of Requests for Proposal Issued	18	9	20	18
# of Quotes Issued	13	10	14	13
# of Networked Devices	994	1,039	1,100	1,150
CRAs Resolved	519	525	580	600
Average Monthly CRA Volume Processed	46	45	49	50
Information Technology Projects Completed	66	33	50	52



Accounting

Successes & Accomplishments

- Awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA). This is a key factor to maintain the Town's high bond rating.
- Managed cash balances and investment opportunities to ensure that Town funds were secure and prudently invested.
- Collaborated with Human Resources personnel to streamline and clarify procedures for recording costs of retiree health insurance and other employee benefits.
- Developed enhanced security process for verification of changes to vendor records in the Town's financial system.

Future Goals & Initiatives

- Maintain the Town's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to monitor investment opportunities and rates to improve investment yield as much as practicable without compromising safety of principal.
- Work with Information Technology and Revenue Collection personnel to streamline issuance and reporting of tax refunds.
- Collaborate with Information Technology staff to implement the financial portion of the document management system.
- Restructure positions and duties of personnel to provide more cross-training and support to ensure adequate backup for critical functions.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	276,692	285,807	293,211	306,602	4.57%
Supplies	10,020	11,682	13,100	13,100	0.00%
Services & Charges	132,032	120,554	141,067	123,623	-12.37%
Capital Outlay	0	14,215	6,800	6,300	-7.35%
TOTAL EXPENDITURES	\$418,744	\$432,258	\$454,178	\$449,625	-1.00%
REVENUES - Non Tax*	\$410,843	\$793,946	\$800,000	\$1,500,000	87.50%
Required From Taxes	\$7,901	(\$361,688)	(\$345,822)	(\$1,050,375)	203.73%

*Non-tax revenue is generated by investing the Town's idle cash. Through the use of a consolidated pooled cash concept, the Town is able to maximize investment earnings. Glastonbury participates in the State-administered Short-Term Investment Fund (STIF), invests in bank money market accounts, and invests in certificates of deposit when appropriate. The State-administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 1.38% in fiscal year 2018. Interest rates increased three times during the year with a federal funds rate of 1.75% - 2.00% at June 30, 2018. Rates are expected to continue to increase, gradually; therefore, the Town is estimating an average yield of 2.25% for fiscal year 2019/2020.

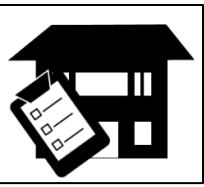


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Financial Reporting:					
GFOA CAFR	Yes			Yes	
Audit Findings of Material Weakness	None			None	
Financial Operations:					
% of Payroll Remitted by Direct Deposit	85%	82%	86%	88%	88%
% of Direct Deposit Electronic Statements	70%	66%	67%	68%	70%
Investment Results:					
General Fund/Pooled Cash	1.50%	0.67%	1.20%	2.25%	2.25%
Sewer Funds - Pooled and Separately Invested	2.20%	1.59%	1.79%	2.50%	2.50%

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Payroll Checks Issued	2,451	1,837	1,900	1,900
Direct Deposit Advices	11,289	10,831	11,000	11,000
Vendor Payments	6,200	6,253	6,300	6,300
1099 Misc. Issued	163	182	185	185
W-2s Issued	958	947	950	950
Revenue Batches Posted	1,911	2,826	2,850	2,850
Accounts Receivable Bills Issued	419	451	450	450



Property Assessment

Successes & Accomplishments

- Finalized and signed the revalued 2017 Grand List on January 31, 2018
- Continued to provide a higher volume of local businesses with access to our online personal property filing application
- Resolved all tax appeals related to the 2012 revaluation
- Continued to promote web-based and electronic resources such as downloading forms from the town website and emailing staff members to expedite processing of payments and refunds, associated adjustments, and other resident requests.
- Completed the state mandated 2017 Grand List revaluation
- In collaboration with IT Staff, designed and implemented an electronic 'Change of Address' form for use by our office and the Revenue Collector
- Continued to reach out to as many seniors as possible to inform them about the residents' property tax credit program through local churches and gathering places

Future Goals & Initiatives

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

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	5.00	5.00	5.00	5.00
Part Time	0.00	0.00	0.00	0.00
FTE	5.00	5.00	5.00	5.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	344,672	345,273	356,288	368,439	3.41%
Supplies	10,599	9,031	13,100	13,100	0.00%
Services & Charges	205,825	224,632	266,171	295,846	11.15%
Capital Outlay	1,204	6,233	0	0	0.00%
TOTAL EXPENDITURES	\$562,300	\$585,169	\$635,559	\$677,385	6.58%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	15	20	20	20
Grand List Adjustment/Corrections	<2,600	3,152	3,198	3,200	3,200
Coefficient of Dispersion (COD)*	<12.5%	11.5%	4.96%	4.64%	9.0%
Assessment Level (Median)	63% - 77%	65.8%	64.34%	67.8%	68.0%
Price Related Differential (PRD)**	0.97-1.03	1.03	1.00	1.01	1.0

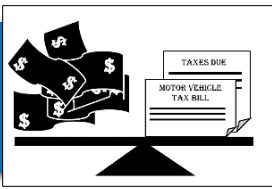
*The coefficient of dispersion is the most commonly used assessment measure for determining the uniformity of assessments.

The lower the COD, the closer the assessments compare with the property sale prices.

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

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Taxable Grand List Accounts	53,794	54,102	54,380	54,300
Elderly Applications Processed	545	571	529	540
Useable Real Estate Sales	603	550	545	550
Deeds Processed	990	1,098	1,039	1,050
Applications to Board of Assessment Appeals	103	87	153	80
Appeals to Superior Court	2	2	33	10
New Construction Assessments Completed	42	26	30	30



Revenue Collection

Successes & Accomplishments

- Achieved a Collection Rate of 99.48%
- Implemented security measures in Revenue Collection Office Area
- Improved Lockbox services for quicker processing of payments
- Offered taxpayers the ability to make on-time sewer use payments at any People's United Bank branches
- Installed second tax payment drop box at Town Hall

Future Goals & Initiatives

- Continue to achieve a collection rate of over 99%
- Electronically issue refunds between Revenue Collection office and Accounting Department
- Train new staff member to receive the Certified Connecticut Municipal Collector designation
- Enhance online Tax Lookup to reflect real estate accounts that have sewer use

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	238,090	261,631	270,237	279,309	3.36%
Supplies	30,877	27,272	33,665	33,665	0.00%
Services & Charges	154,774	156,407	183,600	182,410	-0.65%
Capital Outlay	2,652	0	2,240	2,300	2.68%
TOTAL EXPENDITURES	\$426,394	\$445,309	\$489,742	\$497,684	1.62%

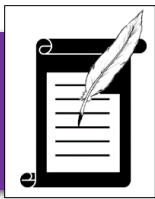


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Tax Revenue Collection Rate					
Personal Property	99.2%	98.9%	98.9%	99.0%	99.0%
Real Estate	99.2%	99.6%	99.6%	99.3%	99.3%
Motor Vehicle	98.5%	98.5%	98.7%	98.5%	98.5%
Sewer Collection Rate	≥97.0%	97.6%	97.9%	97.3%	97.3%

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of Credit Card/E-Check Transactions processed	5,650	6,765	6,000	7,000
Total Dollars for Credit Card/E-Check Transactions	\$5,430,004	\$9,974,011	\$6,200,000	\$6,800,000
Real Estate - Non Escrow (billed)	7,581	7,527	7,600	7,600
Real Estate - Escrow (billed)	6,354	6,409	6,400	6,400
# of Motor Vehicle Accounts	31,661	32,058	32,300	32,400
# of Personal Property Accounts	2,228	2,228	2,230	2,230
# of Supplemental Motor Vehicle Accounts	5,466	5,352	5,400	5,400
# of Sewer Bills Issued	5,751	5,758	5,750	5,770
# of Tax Liens	249	230	250	240
Lockbox Collections (excluding Escrow)	33.9%	44.1%	45.0%	45.5%



Town Clerk

Successes & Accomplishments

- Completed an additional phase of minor vault renovations to consolidate property map volumes, provide much needed additional flat file storage, and create easier public access
- Tested and implemented upgraded browser-view land record and Town meeting search programs to provide streamlined and enhanced search capabilities for the public on our website
- Submitted a State Preservation Grant application in April 2018 for FY 2018/2019 to continue the conservation and preservation project for 265 of the Town’s oldest permanent record property maps
- Completed the FY 2017/2018 State Historic Preservation Grant for the conservation and preservation of 239 of the Town’s oldest permanent record property maps in June 2018
- Monitored and documented the biennial ethics DVD training with staff liaisons for boards and commissions held at their organizational meetings in January 2018
- Collaborated with Revenue Collection to implement a streamlined program to electronically record sewer liens and releases and Bankruptcy Filings Procedure
- Partnered with Engineering and Marketing departments to advertise the Department of Energy and Environmental Protection Storm Water Pollution Prevention Program to reduce pet waste in storm drains and sewers
- Worked with vendor to streamline marriage license issuing module when parties do not apply together
- Revised Election Information Page on website to provide accurate and concise voter information

Future Goals & Initiatives

- Complete third phase of minor vault renovations to add long-term storage for permanent records not frequently accessed
- Continue current data input in board and commission membership tracking system. Historical data will be entered in future phases to provide the ability to generate reports on past participation and pre-populated appointment letters.
- Submit a State Historic Preservation Grant application in April 2019 for FY 2019/2020 for the continuation of the conservation and preservation project for the Town’s oldest permanent record property maps
- By June 2019, complete the FY 2018/2019 State Historic Preservation Grant for the conservation and preservation of 265 of the Town’s oldest permanent record property maps
- Provide continued annual oversight of Ethics Commission training protocol for all board and commission members as well as providing status updates to Ethics Commission
- Continued work on updating webpage to provide relevant and current information to the public

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	274,178	286,198	283,942	279,183	-1.68%
Supplies	11,919	10,239	13,550	14,700	8.49%
Services & Charges	219,830	219,752	247,126	242,265	-1.97%
Capital Outlay	3,407	2,894	4,520	10,050	122.35%
TOTAL EXPENDITURES	\$509,334	\$519,083	\$549,138	\$546,198	-0.54%
REVENUES - Non Tax*	\$1,196,057	\$814,459	\$851,500	\$808,800	-5.01%
Required From Taxes	(\$686,723)	(\$295,376)	(\$302,362)	(\$262,602)	-13.15%

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Land Recordings Returned Within 21 Days (Standard 30)	100%	100%	100%	100%	100%
Land Record Audit Done By Statutory 12/31 Deadline	100%	100%	100%	100%	100%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%	100%
Historic Document, Farmland Preservation, and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	100%	100%	92%	100%
Conveyance Tax Filing Within Statutory Deadline	100%	99%	100%	95%	95%

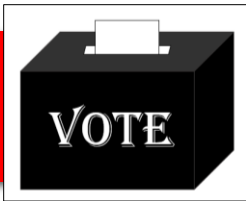
Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Land Record Recording (LRR) - Documents	7,192	6,443	7,000	7,000
Land Record Recording (LRR) - Pages	28,801	23,725	25,000	25,000
Land Record Certifications	162	120	130	130
Property Map Filings & Foreclosed Property Registrations	196 / 102	249 //90	200 / 100	200 / 100
Dog Licenses Issued - Individual / Kennel	2,740 / 12	2,584 / 6	2,650 / 6	2,650 / 6
Sporting Licenses & Permits / Liquor Permits Issued	648 / 48	703 / 48	675 / 50	675 / 50
Vital Records Received & Processed / Certified Copies Issued	826 / 2,173	812 / 1,958	800 / 2,000	800 / 2,000
Marriage Licenses Issued	157	149	150	150
Burial / Cremation / Disinterment Permits Issued	175 / 79 / 0	164 / 85 / 2	165 / 80 / 2	165 / 80 / 2
Notary Registrations / Notarizations / Copy Certified	79 / 497 / 8	96 / 460 / 10	90 / 200 / 5	90 / 200 / 5
Absentee Ballots Issued for Election Events	2,201	292	1,800	800
Online Credit Card Transactions - #/\$*	672 / \$17,613*	610 / \$11,451**	570 / \$6,000***	570 / \$6,000***

* Dog Licenses, Land Record Subscriptions and Copies – Full Year

** Dog Licenses- Full Year and Land Record Subscriptions and Copies – Nine Months

***Dog Licenses Only – Full Year



Registrars of Voters

Successes & Accomplishments

- Presented voter registration overview to a High School Civics class in anticipation of November General Election
- Enrolled 110 students during a High School registration session held on May 31, 2018
- Published articles in the local newspaper to encourage participation in the Federal/State Primary & Election
- Conducted an annual canvass of voters from January 8, 2018 through May 31, 2018
- Held a Federal/State Primary on August 14, 2018, (turnout approximately 34% for Democrats & 31% for Republicans), and a Federal/State General Election on November 6, 2018 with a turnout of approximately 77%.
- Recertified 10 moderators and trained 20 new poll workers, along with additional training for 60 existing poll workers
- Implemented additional changes to the DMV online voter registration and address change system
- Registered 197 new voters at Election Day Registration event and observed a 13% increase in voter registrations prior to election day
- Participated in semi-annual Registrar of Voters Annual Conference and Secretary of State (SOS) conference on election laws and procedures
- Both Registrars' of Voters continued training in order to maintain their Registrar Certification
- Participated on subcommittees within the Registrars professional organization ROVAC, contributing as Chair of the Technology Committee and an active participant on the Legislative Committee

Future Goals & Initiatives

- Conduct annual canvass of voters January 9, 2019 through May 31, 2019
- Plan for Municipal Election November 2019 including recruiting and training new poll workers.
- Advance planning for Presidential Primary in the spring of 2020, State Primary in summer 2020, and Presidential Elections in the fall of 2020
- Conduct high school registration session between January and June 2019 with the objective of increasing participation in registration process via the use of the Online Registration process
- Coordinate meetings and evaluations with IT vendor in preparation for implementation of Poll Books in anticipation of SOS finalizing specifications
- Revise elements of training materials to address specific changes to the law and continued refinements in best practices
- Participate in our professional organization providing guidance on best practices and working to improve systems
- Implement new election laws adopted by the CT State Legislature and/or Congress
- Continue to refine and improve the Election Day Registration process
- Complete training certification for Registrar of Voters, Deputy ROVs, and Moderators
- Continue to monitor election cost savings

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	107,450	78,730	117,000	117,000	0.00%
Supplies	15,341	13,547	14,030	16,100	14.75%
Services & Charges	19,947	16,886	30,141	30,350	0.69%
Capital Outlay	1,046	8,825	0	6,750	0.00%
TOTAL EXPENDITURES	\$143,785	\$117,988	\$161,171	\$170,200	5.60%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Hire, Train, and Certify Election Officials*	70	70	45	69	60

*Goal to hire & train is lower due to retention.

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Number of Registrars	2	2	2	2
Deputy Registrars	2	3	4	4
Tabulator Technicians	6	5	6	6
Number of Elections (including Primaries)	2	2	2	2
Referendum	0	0	1	0
Audit or Recanvas	1	1	1	1
Number of Eligible Voters	23,500	23,700	24,000	24,000
Percent Voting:				
Municipal	*	*	31%	*
State	*	*	*	70%
Primary State			*	40%
Federal	90%	77%	*	90%
Primary Federal		D: 34%, R: 31%		
Party Primary	*	*	*	*
Referendum	*	*	31%	*

* Not Applicable



Legal Services

The Town is currently represented by Shipman & Goodwin and Murtha Cullina. The Town Attorneys are appointed by the Town Council and represent the community in lawsuits when it is not defended by its insurance company's legal counsel.

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Services & Charges	517,580	427,612	300,000	300,000	0.00%
TOTAL EXPENDITURES	\$517,580	\$427,612	\$300,000	\$300,000	0.00%

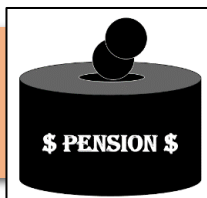


Probate Court – Glastonbury-Hebron

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

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Supplies	10,959	11,923	21,600	20,600	-4.63%
Services & Charges	3,375	3,465	4,200	4,200	0.00%
Capital Outlay	0	0	3,800	0	-100.00%
TOTAL EXPENDITURES	\$14,334	\$15,388	\$29,600	\$24,800	-16.22%



Insurance/Pension

Successes & Accomplishments

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

Future Goals & Initiatives

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

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	606,284	514,756	564,050	495,304	-12.19%
Employee Related Insurance	1,855,133	1,143,900	1,320,308	1,385,395	4.93%
Pension	130,395	26,405	17,930	17,930	0.00%
OPEB Reserve	222,180	0	0	0	0.00%
Claims/Services/Retro Charges	51,353	72,069	60,000	60,000	0.00%
Programs/Professional Services	49,244	53,748	57,625	69,470	20.56%
TOTAL EXPENDITURES	\$2,914,589	\$1,810,878	\$2,022,613	\$2,030,799	0.40%
Revenues - Non Tax*	834,795	168,814	40,000	40,000	0.00%
Required From Taxes	\$2,079,794	\$1,642,064	\$1,982,613	\$1,990,799	0.41%

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Workers' Compensation Experience Modification Factor	<.90	0.90	0.91	0.91	0.91
Pension Contribution (% of Payroll)*	<10%	22.16%	25.81%	29.40%	33.00%
Pension Funded Ratio	100.0%	72.2%	70.9%	70.5%	70.3%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

*Town only

Activity Indicators



ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Casualty Insurance (annual cost)	\$606,284	\$514,756	\$564,050	\$500,000
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	9.0%	17.3%	2.2%*	10.5%
ConnectiCare	8.7%	10.1%	19.3%*	10.5%
Delta Dental	0.0%	0.0%	0.0%	5.0%

*Actual rates used in 2018 open enrollment averaging 17.2% for the total Town.



Self Insurance

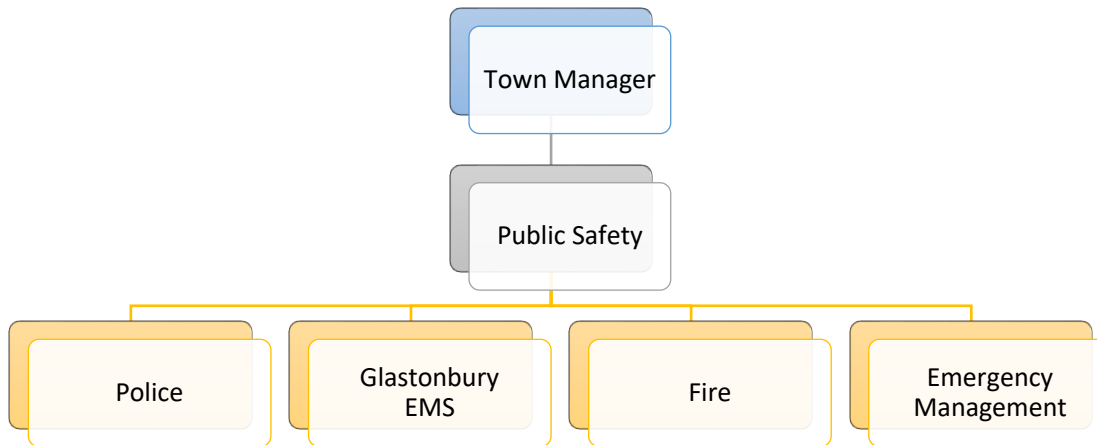
Effective July 1, 2010, the Town and Board of Education implemented a self-insured program for its employee health insurance benefits. In accordance with the Self Insurance Reserve Fund policy, both the Town and Education fund this program using fully insured equivalent premium rates provided annually by the insurance carriers. Per the Self Insurance Reserve Fund Policy, the goal is to maintain a minimum fund balance level equivalent to the total of the following components:

- The difference between the Town's maximum exposure for health related claims and expenses as calculated annually at the time of renewal and the total budgeted amount for health related insurances;
- Ten percent (10%) of the total budgeted amount for health related insurances for the year of renewal; and,
- The total of the incurred but not recorded (IBNR) claims at fiscal year-end as provided by the Town's health benefits consultant.

The chart below outlines the results of operations for FY2016 through FY2018. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$5 million.

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

Public Safety



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	7,500,357	7,785,603	7,866,841	8,021,055	1.96%
Supplies	197,632	174,905	220,645	221,999	0.61%
Services & Charges	4,711,933	5,044,319	5,525,420	5,981,430	8.25%
Capital Outlay	365,012	629,397	472,590	355,570	-24.76%
TOTAL EXPENDITURES	\$12,774,933	\$13,634,224	\$14,085,496	\$14,580,054	3.51%

Activities, Functions, and Responsibilities by Division

Police Department

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

Activities, Functions, and Responsibilities by Division Cont'd

Glastonbury EMS

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

Fire Department

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

Emergency Management

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



Police Department

Successes & Accomplishments

- Welcomed seven Police Officers and three Community Service Officers to the team
- Promoted one Captain, three Lieutenants, one Sergeant, and one Agent and assigned new Community Outreach Officer
- Received approval to begin a K9 program
- Replaced microwave links, which provide critical communication pathways for emergency radio system infrastructure
- Implemented new Computer Aided Dispatch/Records Management System
- Installed in-car video system in police cruisers
- Created new Citizen Survey for feedback on services provided
- Text to 911 system became operational
- Participated in numerous community policing and school related programs
- Conducted tobacco compliance checks
- Participated in several DOT highway safety grant programs (DUI, Click It or Ticket, Distracted Driving)

Future Goals & Initiatives

- Fill remaining police officer vacancies
- Assign and train K9 officer and implement K9 program
- Renovate remaining Department restrooms, replace windows, and upgrade surveillance cameras and pistols
- Select and implement scheduling software
- Provide leadership and advanced training opportunities for personnel
- Conduct liquor, tobacco, and sex offender registry compliance checks
- Participate in grant funded traffic safety initiatives (DUI patrol, Click It or Ticket, Distracted Driving)
- Collaborate with Board of Education on school safety initiatives and training programs
- Expand community outreach initiatives
- Participate in Justice Assistance Grant

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	75.00	79.00	79.00	79.00
Part Time	2.00	2.00	1.59	1.50
FTE	77.00	81.00	80.59	80.50

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	7,024,797	7,282,425	7,355,928	7,503,243	2.00%
Supplies	115,454	95,392	132,270	132,270	0.00%
Services & Charges	4,231,576	4,575,261	5,031,581	5,488,558	9.08%
Capital Outlay	264,366	434,203	303,530	272,000	-10.39%
TOTAL EXPENDITURES	\$11,636,193	\$12,387,280	\$12,823,309	\$13,396,071	4.47%
REVENUES - Non Tax	\$479,749	\$440,596	\$393,000	\$429,000	9.16%
Required From Taxes	\$11,156,444	\$11,946,684	\$12,430,309	\$12,967,071	4.32%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Crime Rate (Per 1000 population) ¹ pop. 34,427	<14	16.1	12.2	15.5	14.6
Percent of Part 1 Crimes ² Cleared by Arrest ³	>31.6	50.6	47.0	49.1	49.1
Answer Time - E911 (Seconds)	<3:00	2.63	Data pending transition to new system.		
Emergency/Priority 1 Response Time (Min)	<4:30	4:56	3:59	4:00	4:00
# of Workplace Incidents	0	7	9	7	8
# of Lost Days ⁴	0	259	19.5/201 ^a	1/2 ^a	20

¹ FBI Uniform Crime Index National Average = 14

² FBI Uniform Crime Index for Major Crimes

³ National Average = 31.6

⁴ Lost days due to employee injuries

^a Designates lost days from prior year's workplace incident

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Alarm Dispatches (Burglary, Fire, & Medical)	1,445	1,549	1,454	1,483
Total Part 1 Crimes* (Murder, Negligent Homicide, Rape, Robbery, Aggravated Assault, Burglary, M/V Theft, Larceny, Arson)	553	419	535	502
Total Calls for Service/Complaints	17,668	16,979	17,739	17,762
Total Medical Calls	2,293	2,229	2,182	2,235
Total Animal Calls	644	566	638	616
Total Motor Vehicle Accidents	918	868	830	872
Accidents Involving Injury	109	93	96	100

*FBI's Uniform Crime Index for Major Crimes



Glastonbury EMS

Successes & Accomplishments

- Implemented name change from Glastonbury Volunteer Ambulance Association to Glastonbury EMS
- Conducted American Heart Association (AHA) CPR and first aid classes for individuals and businesses
- Hosted Emergency Medical Technician (EMT) recertification class
- Conducted Emergency Medical Responder (EMR) recertification classes for Glastonbury Police Department
- Initiated EMS bike team, providing coverage at 8 community activities
- Provided standby first aid coverage for 15 Glastonbury Community events
- Replaced one ambulance with new GMC ambulance
- Received additional training and medical control to allow EMTs to administer NARCAN (naloxone) in cases of respiratory distress from opiate overdoses, use heart monitor for complaints of chest pain – for early recognition of a heart attack, and use CPAP (continuous positive airway pressure) for complaints of breathing difficulty

Future Goals & Initiatives

- Continue to provide high quality emergency medical pre-hospital care
- Provide paramedic level of service
- Increase the number of trained EMS providers for the bike team
- Recruit, retain, and increase number of volunteers
- Increase number of individuals within the community trained in CPR

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	0	0	0	0	0.00%
Services & Charges	17,004	17,663	20,010	20,820	4.05%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$17,004	\$17,663	\$20,010	\$20,820	4.05%
REVENUES - Non Tax	\$23,730	\$18,365	\$20,010	\$20,820	4.05%
Required From Taxes	(\$6,726)	(\$702)	\$0	\$0	0.00%



Fire Department

Successes & Accomplishments

- Recruited ten new probationary Firefighters during the year, of which five are enrolled in Firefighter I certification training
- Maintained partnership with Glastonbury Police Department and St. Francis Hospital to promote car seat safety
- Received a \$4,500 grant from the International Association of Fire Chiefs, on behalf of the Connecticut Fire Chiefs Association, for Physicals and Training of new recruits
- Replaced two 1991 service trucks
- Upgraded 42 of the Department's two-way portable radios
- Purchased two battery operated hydraulic extrication rams
- Replaced the air conditioning system at Station 1

Future Goals & Initiatives

- Increase the number of firefighters trained to the Emergency Medical Response level
- Continue to improve upon firefighter safety through advancements in technology, equipment, and training
- Increase the number of firefighters and officers certified to the Fire Service Instructor and Fire Officer level
- Improve methods of retaining existing members and recruiting new talent to the department
- Replace the third, and final 1991 service truck
- Replace four of the Department's thermal imaging cameras
- Complete the design of a new Class A 4x4 fire engine with an anticipated delivery in the winter of 2020

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	0.00	0.00	0.00	0.00
FTE	2.00	2.00	2.00	2.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	454,560	482,177	488,913	495,812	1.41%
Supplies	82,178	79,500	88,110	89,464	1.54%
Services & Charges	455,121	443,570	465,026	463,115	-0.41%
Capital Outlay	99,614	195,194	167,560	83,570	-50.13%
TOTAL EXPENDITURES	\$1,091,472	\$1,200,441	\$1,209,609	\$1,131,961	-6.42%
REVENUES - Non Tax	\$280	\$320	\$5,320	\$5,320	0.00%
Required From Taxes	\$1,091,192	\$1,200,121	\$1,204,289	\$1,126,641	-6.45%

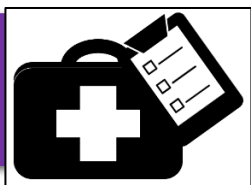


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Average Response Time in Minutes	6-8	7	8	8	8
Insurance Service Rating	4/4Y	04/4Y	04/4Y	04/4Y	04/4Y
Fire Training Hours	7,000	7,680	8,258	8,500	8,750
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Emergency Incidents	900	851	842	820	850
Structure Fires	N/A	27	34	25	25
Volunteer Firefighters	135	114	119	125	125



Emergency Management

Successes & Accomplishments

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

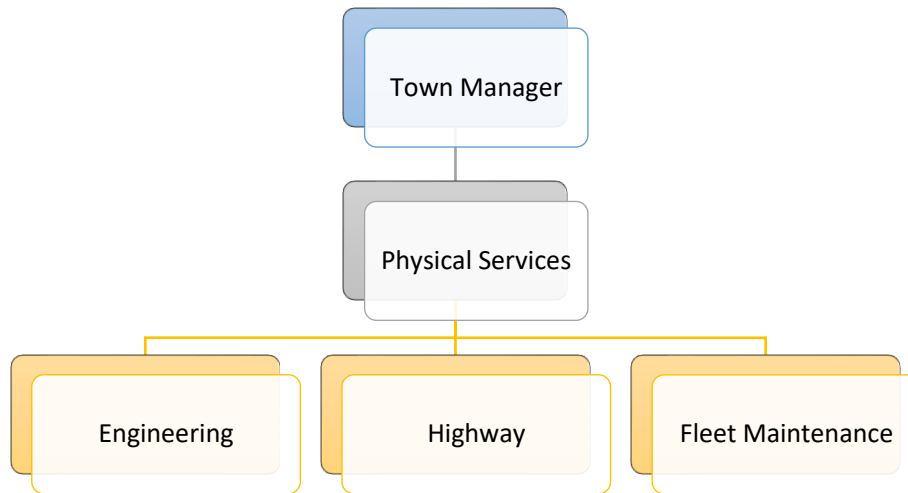
Future Goals & Initiatives

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

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	21,000	21,000	22,000	22,000	0.00%
Supplies	0	14	265	265	0.00%
Services & Charges	8,232	7,826	8,803	8,937	1.52%
Capital Outlay	1,032	0	1,500	0	-100.00%
TOTAL EXPENDITURES	\$30,264	\$28,840	\$32,568	\$31,202	-4.19%
REVENUES - Non Tax	\$23,189	\$0	\$11,110	\$11,110	0.00%
Required From Taxes	\$7,075	\$28,840	\$21,458	\$20,092	-6.37%

Physical Services



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	3,365,027	3,424,237	3,296,073	3,331,997	1.09%
Supplies	559,614	711,402	663,570	683,570	3.01%
Services & Charges	2,458,212	2,593,099	2,774,436	3,019,953	8.85%
Capital Outlay	351,162	214,375	341,104	421,750	23.64%
TOTAL EXPENDITURES	\$6,734,015	\$6,943,112	\$7,075,183	\$7,457,270	5.40%

Activities, Functions, and Responsibilities by Division

Engineering

- Inspect construction items that will become part of the Town’s infrastructure
- Provide in-house design services for roads, storm drainage, sanitary sewers, sidewalks, recreational facilities, and other infrastructure
- Offer technical and administrative support to the Water Pollution Control Authority (WPCA)
- Receive inquiries, perform inspection, and initiate action in response to citizen questions/notifications regarding traffic controls, drainage system, road conditions, and other related topics
- Maintain Town-wide mapping and performance of recurring inspections of Town infrastructure
 - Manage administration and implementation of the Town’s Stormwater Management Plan as well as construction projects designed by Division staff and retained consultants
 - Maintain Town’s web-based Geographic Information System (GIS), which allow for public access to a wide range of infrastructure and assessment information

Activities, Functions, and Responsibilities by Division Cont'd

Highway

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

Fleet Maintenance

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



Successes & Accomplishments

- Administered and performed inspection services for construction of a modern roundabout at the Hebron Ave./House St. intersection. Construction was phased to minimize detour duration and maintain critical traffic routes into the Town Center, thereby reducing impacts to merchants and inconvenience to motorists. Construction completion has eliminated a quantifiable safety problem. All construction costs were fully grant reimbursable.
- Administered construction and performed inspection services associated with removal of the Town-owned dam on the Blackledge River. The river channel was restored and stabilized, creating passage ability for diadromous fish species and re-establishment of native vegetation within the former impoundment area.
- Worked with multiple environmental regulatory agencies to refine trail alignment design and identify means of mitigating wetland impacts associated with construction activity and trail usage. Town staff completed overall project design, generated contract specifications, and prepared permit applications for regulator review.
- Administered construction and performed inspection services associated with complete rehabilitation of the Hebron Ave. pavement structure between Main St. and Sycamore St. Construction was closely coordinated with the Hebron Ave./House St. Roundabout project in order to minimize impacts to businesses in this corridor. 100% of construction costs were reimbursable through previously-approved grant programs.



Completed roundabouts in Town Center. (Top left image by Shoreline Aerial Photography)

Future Goals & Initiatives

- **GLASTONBURY BOULEVARD PAVEMENT REHABILITATION:** Complete survey and design plans for construction that will result in complete rehabilitation of the entire pavement structure on Glastonbury Blvd. Ancillary work is also expected to include installation of video detection capability at signalized intersections within the corridor. The proposed work would be 100% grant-reimbursable and would be consistent with recent Town efforts to improve high volume roadways.
- **MAIN STREET SIDEWALKS:** Complete design and prepare contract specifications for construction of sidewalks on Main St. (Route 17) between Mallard Dr. and Stockade Rd. Construction will eliminate a 3,300 foot network gap and will result in a continuous 4.5 mile strand of sidewalk between South Glastonbury and the East Hartford town line.
- **FISHER HILL ROAD BRIDGE REPLACEMENT:** Administer final design and permitting phases of bridge replacement in accordance with Federal Local Bridge Program requirements. Bridge replacement is required due to structural deficiencies identified by the Connecticut Department of Transportation bridge inspectors. Approved grant funding will provide 80% reimbursement for all project costs.



Personnel & Expenditure Summary

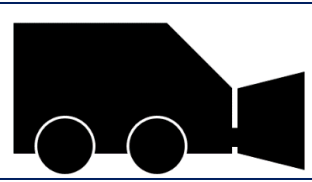
PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	11.00	11.00	11.00	11.00
Part Time*	1.00	1.00	1.00	1.00
FTE	12.00	12.00	12.00	12.00

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

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	977,951	926,379	976,325	972,005	-0.44%
Supplies	13,682	14,074	18,500	18,500	0.00%
Services & Charges	472,481	489,475	544,670	623,095	14.40%
Capital Outlay	64,596	20,102	10,864	43,400	299.48%
TOTAL EXPENDITURES	\$1,528,710	\$1,450,030	\$1,550,359	\$1,657,000	6.88%
REVENUES - Non Tax	\$16,918	\$16,623	\$17,500	\$17,500	0.00%
Required From Taxes	\$1,511,792	\$1,433,407	\$1,532,859	\$1,639,500	6.96%

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Sales Revenue	\$1,823	\$2,248	\$2,500	\$2,500
Permits Issued				
Right-of-Way Permits	350	339	350	350
Sanitary Sewer Permits	61	58	50	50
Certificate of Occupancy Inspections	45	53	50	50
Call Before You Dig Requests Processed	2,469	2,570	2,500	2,500
New Town Road Accepted (Miles)	0.0	0.1	0.5	0.5
Value of Capital Improvement Projects Managed	\$1.3M	\$4.6M	\$3.0M	\$3.0M



Highway

Successes & Accomplishments

- **GLASTONBURY HIGH SCHOOL PAVING:** Highway Division staff completed the first phase of a planned four-phased renovation of all the paved surfaces at Glastonbury High School. Work included rehabilitation of drainage structures, pavement reclamation, curbing, and general restoration.
- **SALT SHED COVER REPLACEMENT:** Coordinated and assisted in replacing the fabric-type cover to the salt storage facility located at the Town highway garage. Completion of this initiative protects the Town's investment in treated road salt material while ensuring continued compliance with applicable environmental regulations governing salt storage at industrial facilities.
- **ANNUAL TOWN ROAD PAVING PROGRAM:** Town Highway Division staff, in conjunction with contractual entities, successfully completed an extremely ambitious road resurfacing program that addressed both collector and residential roads. Extensive work to replace and/or repair drainage structures was also completed in advance of paving operations in order to minimize potential for future road openings.

Future Goals & Initiatives

- **CLARK HILL ROAD PAVEMENT REHABILITATION:** Complete all construction necessary to reclaim the existing paved surface on Clark Hill Rd. and provide a new, long-lasting road base and pavement structure. Work will also include minor road widening and geometric improvements.
- **HOUSE STREET DRAINAGE:** Complete installation of new, large diameter drainage pipe to replace existing undersized system. Proposed improvements will eliminate the road flooding and adverse private property impacts that occur during extremely intense rain events.
- **TOWN ROAD PAVING PROGRAM:** Implement the Town's Annual Road Paving Program to coincide as closely as possible with recommended mill and overlay intervals while continuing to use cost-effective alternative resurfacing methodologies where prudent. Highway Division staff continues to complete work in preparation of paving, as well as all curbing and restoration work required in order to allow maximum use of funding for Contractual paving operations. The paving program will also encompass rehabilitation of asphalt surfaces at selected Town facilities.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	0.50	0.50	0.50	0.50
FTE	22.50	22.50	22.50	22.50

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,823,868	1,934,593	1,747,547	1,791,533	2.52%
Supplies	539,385	690,667	631,410	651,410	3.17%
Services & Charges	1,472,246	1,542,073	1,584,906	1,717,564	8.37%
Capital Outlay	255,307	194,273	328,870	374,400	13.84%
TOTAL EXPENDITURES	\$4,090,805	\$4,361,607	\$4,292,733	\$4,534,907	5.64%



Performance Measures

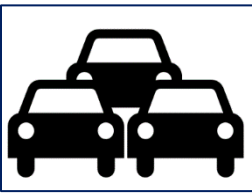
PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Lane Miles Resurfaced	20	14	16	18	18
Treated Road Salt: Ton/Lane Mile	0.08	0.09	0.07	0.08	0.08
Snow Removal within 8 hours of Storm Cessation	100%	100%	100%	100%	100%
# of Workplace Incidents	0	4	5	-	-
# of Lost Days Due to Injury	0	242*	369**	-	-

*This number reflects three significant employee injuries which substantially impacted total lost days (124 days resulting from an employee injury in a work zone traffic accident caused by an un-attentive motorist, 59 days from employee hand surgery, and 71 days from employee shoulder surgery).

**This number reflects one significant employee injury which substantially impacted total lost days (214 days resulting from an employee injury in a work zone traffic accident caused by an inattentive motorist, 69 days from a knee injury, and 51 days from back injury).

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Road Miles Plowed	N/A	32,627	37,470	40,000	40,000
Catch Basins Cleaned	500	357	425	500	500



Fleet Maintenance

Successes & Accomplishments

- **SCHOOL BUS MAINTENANCE:** Administered the contract for all mandated and scheduled/unscheduled maintenance of the Town's 70-unit school bus fleet. Created and managed maintenance records for regulatory compliance and cost-tracking purposes.
- **VEHICLE PARTS WASHER:** Installed a bio-remediating parts washer to replace the existing solvent-based unit. The new parts washer uses an environmentally-friendly, water-based degreasing/cleaning solution that is pH-neutral and non-hazardous, thereby eliminating the need to dispose of the cleaning fluid through special means.
- **WINTER STORM ASSISTANCE:** Division staff again provided essential service and assistance during every winter storm event. Staff regularly assumes plowing duties while other technicians expeditiously repair trucks around the clock during plowing operations. Trucks are subjected to severe duty situations requiring frequent diagnosis and repair in order for each unit to remain in service.

Future Goals & Initiatives

- **SNOW MOVER FABRICATION:** Custom fabricate a high-volume snow mover attachment for the Highway Division wheel loader. This will allow for more efficient clearing of snow at the Highway Garage during and after each storm event.
- **DIVERSE FLEET MAINTENANCE:** Continue providing efficient maintenance service for the Town's diverse fleet consisting of 272 motorized units. Technicians perform complex and routine repair work on many vehicle types, including heavy construction equipment, fire apparatus, police cruisers, sedans, large trucks, commercial grade mowers, generators, compressors, etc.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	6.00	6.00	6.00	6.00
Part Time	2.20	2.20	2.20	2.20
FTE	8.20	8.20	8.20	8.20

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	563,208	563,264	572,201	568,459	-0.65%
Supplies	6,547	6,661	13,660	13,660	0.00%
Services & Charges	513,485	561,551	644,860	679,294	5.34%
Capital Outlay	31,259	0	1,370	3,950	188.32%
TOTAL EXPENDITURES	\$1,114,499	\$1,131,475	\$1,232,091	\$1,265,363	2.70%



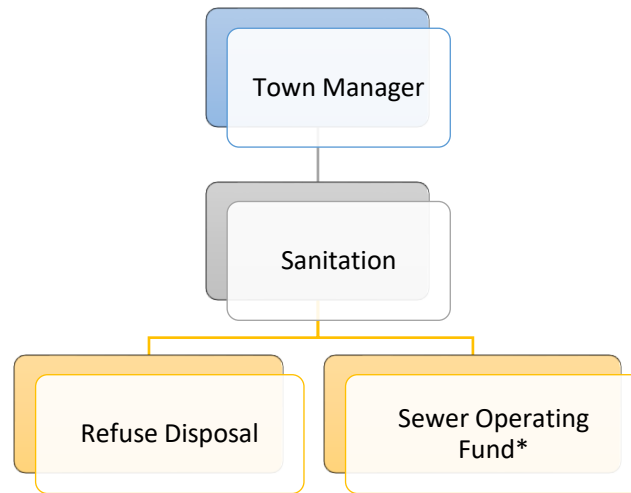
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	100%	94%	95%	95%
Cruisers	95%	86%	92%	90%	90%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.22	0.17	0.19	0.19
Cruisers	≤0.50	0.43	0.43	0.43	0.43
Non-Police Sedan Fuel Efficiency (mpg)	≥25.0	25.4	30.17	30.0	30.0
# of Workplace Injury Incidents	0	2	1	0	0
# of Lost Days Due to Injury	0	0	5	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	278	275	274	274
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	87	87	87	87
# Natural Gas-Fueled Vehicles / # Electric Vehicles	27 / 2	27 / 2	27 / 2	27 / 2
Road Miles Traveled by Town Fleet	943,182	987,363	1,000,000	1,000,000
Road Miles Traveled by Board of Education	837,110	748,571	800,000	800,000
Average Fleet Age (Industry Average 6.5 years)	10.18 years	10.68 years	10.4 years	10.4 years

Sanitation



*Sewer Operating Fund information is in the Special Revenue Fund section of this budget document (page 101).

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	306,925	315,823	329,272	331,285	0.61%
Supplies	3,858	3,095	6,980	6,980	0.00%
Services & Charges	394,513	405,209	468,225	521,696	11.42%
Capital Outlay	27,114	1,481	0	0	0.00%
TOTAL EXPENDITURES	\$732,411	\$725,609	\$804,477	\$859,961	6.90%

Activities, Functions, and Responsibilities by Division

Refuse Disposal

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



Refuse Disposal

Successes & Accomplishments

- Continued participation in statewide product stewardship programs which include recycling efforts for electronics, and mattresses/box springs
- Maintained active membership in the Central Connecticut Solid Waste Authority to fully evaluate effective opportunities for regional refuse and recycling disposal options
- Hosted two Town-wide paper shredding events which served 221 residents
- Implemented Food Waste Recycling Program with drop off container at Transfer Station
- Replaced Bulky Waste vehicle weighing system

Future Goals & Initiatives

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

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	4.10	4.56	4.56	4.16
FTE	6.10	6.56	6.56	6.16

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	306,925	315,823	329,272	331,285	0.61%
Supplies	3,858	3,095	6,980	6,980	0.00%
Services & Charges	394,513	405,209	468,225	521,696	11.42%
Capital Outlay	27,114	1,481	0	0	0.00%
TOTAL EXPENDITURES	\$732,411	\$725,609	\$804,477	\$859,961	6.90%
REVENUES - Non Tax*	\$515,079	\$675,200	\$627,750	\$627,000	-0.12%
Required From Taxes	\$217,332	\$50,409	\$176,727	\$232,961	31.82%

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



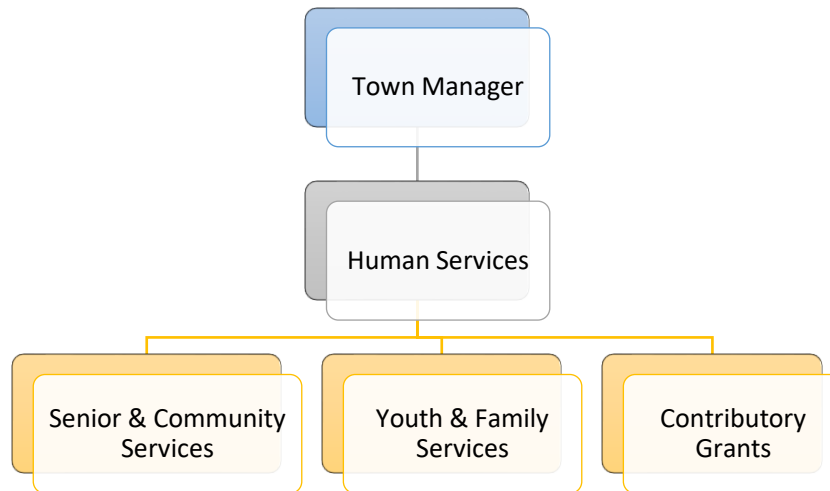
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Tons of Solid Waste Disposed at Transfer Station	< 1,650	1,574	1,525	1,600	1,625
Revenue Offset versus Refuse Operating Budget	≥ 75%	76%	81%	76%	76%
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Cost Per Ton for Refuse Disposed at Materials Innovation and Recycling Authority (MIRA)	\$64.00	\$68.00	\$72.00	\$76.00
# of Vehicles Attending Household Hazardous Waste Collection Events	442	765	450	450
# of Refuse Disposal Permits Issued	7,253	6,860	7,200	7,200

Human Services



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,677,178	1,644,783	1,740,190	1,684,311	-3.21%
Supplies	34,305	35,650	47,150	47,150	0.00%
Services & Charges	1,056,476	1,049,861	1,184,292	1,167,943	-1.38%
Capital Outlay	24,618	68,667	7,600	65,100	756.58%
TOTAL EXPENDITURES	\$2,792,576	\$2,798,962	\$2,979,232	\$2,964,504	-0.49%

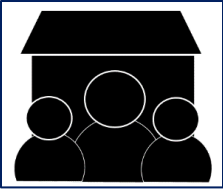
Activities, Functions, and Responsibilities by Division

Senior & Community Services

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

Youth & Family Services

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



Senior & Community Services

Successes & Accomplishments

- Achieved National Accreditation by meeting established senior center standards of excellence developed by NCOA's National Institute of Senior Centers
- Met the criteria to successfully be enrolled in the AARP Network of Age-Friendly Communities, helping towns/cities prepare for the growth of the older adult population
- Awarded \$51,278 in renewal funding from CT DOT for enhanced Dial-A-Ride service
- Acquired new grant funded Hybrid 12 passenger wheelchair equipped bus for the Dial-A-Ride program, improving comfort, safety and reliability of fleet
- Introduced new programming offerings including: CT Women's Hall of Fame Series of Talks, Thursday Night Movie & Pizza nights, Open Art Studio, Zumba/Low Impact Cardio Dance classes, Beginner Line Dancing classes, and on-site Flu clinics
- Provided Dial-A-Ride Services to over 500 unduplicated seniors/disabled individuals, increasing their access to healthcare, nutrition, socialization and decreased isolation
- Offered an array of services to approximately 1,500 unduplicated seniors/disabled individuals designed to improve their mobility, socialization and overall well-being
- Updated Senior Center policies and procedures to include a Code of Conduct policy, Health and Safety and Security/ Emergency protocols for participants

Future Goals & Initiatives

- Continue to increase programming for individuals with early stage dementia and/or special needs
- Assist the Commission on Aging in achieving next steps towards creating an Age-Friendly community in Glastonbury
- Restructure the program registration process to include an online registration option and to accept credit card payments
- Provide seniors with access to fitness equipment, either in partnership with external parties or through on-site facility opportunities
- Increase culturally diverse programming to better meet the needs of all community members
- Create a separate Senior Services annual report that spotlights program outcomes, major accomplishments, participant success stories, and a vision for the future
- Increase program usage of facility by 10%

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	7.00	7.00	7.00	7.00
Part Time	9.80	9.80	9.80	10.00
FTE	16.80	16.80	16.80	17.00

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	822,886	831,127	848,745	871,397	2.67%
Supplies	20,997	23,558	27,400	27,400	0.00%
Services & Charges	585,422	580,649	625,320	674,974	7.94%
Capital Outlay	9,645	44,994	4,100	57,100	1292.68%
TOTAL EXPENDITURES	\$1,438,949	\$1,480,328	\$1,505,565	\$1,630,871	8.32%
REVENUES - Non Tax	\$302,199	\$273,696	\$296,278	\$319,238	7.75%
Required From Taxes	\$1,136,750	\$1,206,632	\$1,209,287	\$1,311,633	8.46%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Customer Approval Rating	>97%	98%	98%	98%	98%
Offset RCC Facilities Maintenance and Utility Costs - Rental Fees	<40%	35%	37%	39%	38%
Improvement Rating - Wellness Programs*	>90%	96%	96%	97%	97%
Food Service Cost vs. Contractual Cost**	<85%	85%	85%	84%	84%

*Based on annual evaluations of wellness programs by participants.

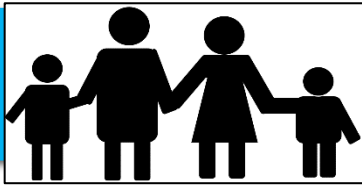
**Actual costs compared to contractual service costs.

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Senior Center Participation*	34,106	35,084	36,000	37,000
Senior Lunch Participation*	11,501	10,639	11,000	11,500
Dial-A-Ride Rides*	18,963	18,287	18,500	20,000
Social Work Services*	12,701	11,640	11,650	11,650
Number of External Building Reservations**	222	165	170	170

* Measured in units of service.

**Revenue producing building use.



Youth & Family Services

Successes & Accomplishments

- “4 What’s Next” program held in July 2018 for the Welles Village Activity Council Leaders through the Jordan Porco Foundation. This student-driven primary prevention program helps high school students develop coping skills and enhance protective factors in preparation for life after high school. Positive feedback received from student participants.
- Hosted “Navigating Transitions” program in December 2018, offered to students and their parents. The program offered discussion on mental health and well-being, red flags, parenting tips, and self-advocacy and was facilitated by a team of mental health professionals from Youth and Family Services (Y&FS), the Community, and the Jordan Porco Foundation.
- Clinical and Outreach staff offered a series of parenting workshops at the Welles Village Community Center.
- Creative Experiences, Clinical, and prevention staff, along with the Youth and Family Services Commission are developing and implementing a community enrichment program aimed to foster self-efficacy and a sense of belonging through meaningful community service activities
- Collaborated with the Police Youth Unit to strengthen cross-departmental and shared programming.
- Expanded Creative Experiences presence at Smith Middle School by participating in lunch-based social groups developing relationships with students. This encouraged students to join the social and cooking groups held at the Y&FS facility.

Future Goals & Initiatives

- Clinical Staff and the Substance Abuse Prevention Coordinator will collaborate with GCAP and the Greater Hartford Trauma Recovery Network to host a community film viewing of the documentary RESILIENCE: THE BIOLOGY OF STRESS & THE SCIENCE OF HOPE. The film chronicles the birth of a new movement among professionals and communities, who are using cutting edge brain science to disrupt cycles of violence, addiction and disease. Viewing to be followed by a panel discussion consisting of local mental health professionals.
- Under the direction of the Substance Abuse Prevention Coordinator, the Youth Action council (YAC) will hold a workshop discussion on the dangers of e-cigarettes and vaping among youth. YAC will address adolescent vaping and illicit drug/alcohol use through creative and interactive presentations at local schools.
- The Substance Abuse Prevention Coordinator will actively seek additional funding for prevention/intervention programs.
- Clinical and Outreach Staff will develop and increase use of peer mediation throughout the schools and grade levels.
- Continue to build programming that reaches “at risk” youth as well as “underserved” youth in the Glastonbury community, through partnerships within the school system. Services to include a therapeutic group community service program. Combining mentoring /supervision, staff will work alongside youth participants in a variety of community settings to collaborate on projects with various Town departments, area non-profits, and faith based groups while building relationships, gaining practical skills and making a positive impact on their broader community.

Personnel & Expenditure Summary



PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	12.00	12.00	11.00	11.00
Part Time	1.00	1.10	1.60	1.60
FTE	13.00	13.10	12.60	12.60

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	854,292	813,656	891,446	812,914	-8.81%
Supplies	13,308	12,092	19,750	19,750	0.00%
Services & Charges	438,477	436,635	526,395	460,392	-12.54%
Capital Outlay	14,973	23,674	3,500	8,000	128.57%
TOTAL EXPENDITURES	\$1,321,049	\$1,286,057	\$1,441,090	\$1,301,056	-9.72%
REVENUES - Non Tax	\$57,503	\$31,929	\$60,808	\$60,808	0.00%
Required From Taxes	\$1,263,546	\$1,254,128	\$1,380,282	\$1,240,248	-10.15%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Client Satisfaction Rating	>90%	95%	95%	95%	95%
Clinical Service Waiting List (Business days between referral and first session)	<45	10	10	10	10

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Outreach Clients	1,021	1,050	1,050	1,050
Clinical Clients - Individual	876	821	845	845
Youth Program Participation	1,763	1,135	1,200	1,200
Substance Abuse Prevention Programs	5	6	6	6

Human Services: Contributory Grants

Contributory Grants

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
InterCommunity Inc.	9,000	9,000	9,000	9,000	0.00%
Interval House, Inc.	5,000	5,000	5,000	5,000	0.00%
KIDSAFE/Exchange Club Ctr.	5,000	5,000	5,000	5,000	0.00%
MARC, Inc.	11,168	11,168	11,168	11,168	0.00%
NC Regional Mental Health	2,409	2,409	2,409	2,409	0.00%
TOTAL EXPENDITURES	\$32,577	\$32,577	\$32,577	\$32,577	0.00%

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

Activities, Functions, and Responsibilities by Agency

InterCommunity Inc.

For several decades, Glastonbury has supported community mental health services through a contributory grant to InterCommunity, Inc. The request for consideration is a commitment of \$9,000 toward community-based mental health services.

- DPH granted InterCommunity a primary care license in September 2013, thus opening the doors for InterCommunity to provide truly integrated care that addresses both the physical and mental health needs of the community. In March 1, 2015, InterCommunity was designated a Federally Qualified Health Center look alike (FQLA).
- Staff voted InterCommunity a Top Work Place 2011, 2012, 2013, 2014, and 2015 (every year of the award).
- Best practice services include:
 - The Quadruple Aim Improved Patient Experience, Health Outcomes, Finances, and Staff Fulfillment
 - Rapid Cycle Quality Improvement Using Plan, Do, Study, Act processes for innovation implementation
 - Help Now same day intake assessments, PRN groups, and rapid medication management scheduling
 - Gold STAR Documentation Service Plan and Session Documentation - including specific intervention provided, time spent, advances/regressions of objectives, and response while tying into the golden thread
 - Whole Person Health Assessments - all new patients receive both a general medical and behavioral health evaluation when starting services

Interval House

- Counseling/support- current fiscal year served 66 Glastonbury clients/ last fiscal year 56
- Advocacy- current fiscal year 66 Glastonbury clients/last fiscal year 56
- Safety Planning- current fiscal year 66 Glastonbury clients/last fiscal year 56
- Information and Referral – current fiscal year 66 Glastonbury clients/last year 56

KIDSAFE/Exchange Club Ctr.

Private, non-profit agency with a mission of child abuse prevention, intervention, treatment, and advocacy. The agency provides these services in the Greater Hartford and Tolland Counties through several programs including:

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

Activities, Functions, and Responsibilities by Agency Cont'd

MARC, Inc.

MARC, Inc. embraces the concept that all people should be afforded the opportunity to live and work in the community. Employment of choice at prevailing wages, promotion of natural supports, and advocacy are important priorities. Expansion of skills to obtain and maximize community-based employment is emphasized. MARC provides 6 basic services: Supported Employment, Retirement/DSO/DSO Work, Residential, Recreation, Respite & In-Home Supports and Advocacy.

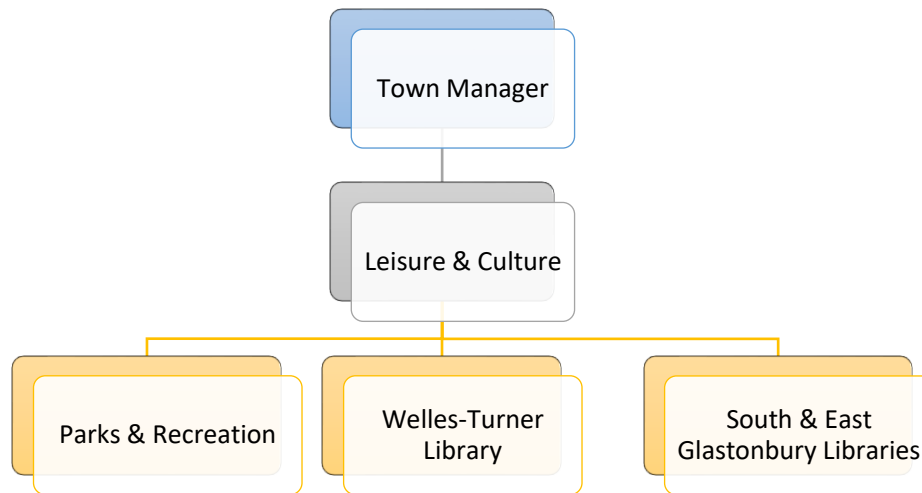
- Employment DSO - 8 Glastonbury clients this current fiscal year
- Respite/In Home Support- 8 clients from Glastonbury in the current fiscal year
- Residential- 3 clients from Glastonbury in the current fiscal year
- Self-Advocacy- 5 Glastonbury clients in the current fiscal year

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

All activities of NCRMHB are designed to improve local mental health services by gathering information from, and enhancing collaboration between, DMHAS funded services and local Town social service providers, other community providers, and citizens who need or use mental health services. NCRMHB advocates for individuals in Region IV towns as follows:

- Work with Town officials, local providers, consumers, and family members to evaluate services and articulate critical service needs in the Catchment area (CA) 16, including Glastonbury.
- Promote continued service development for individuals with behavioral health needs across the lifespan.
- Provide information about mental health issues and initiatives to members to the provider community and members of the general public: NCRMHB will provide information and resources through weekly communications, training programs such as Mental Health First Aid, and public forums such as “Community Conversations about Mental Health” to engage and inform constituents and the general public about ways to promote health and wellness in their communities. Also, as a result of a Federal grant obtained through the Connecticut Department of Transportation, NCRMHB will provide outreach, information and resources, and advocacy for individuals with disabilities, senior citizens and veterans in our communities about disability transit options available to them.
- Develop a regional priorities plan for service delivery and stimulate action on recommendations in the plan. DMHAS has asked the Regional Boards to assume major responsibility for identifying and making recommendations regarding service priorities for our regions.
- Monitor DMHAS response to local issues. Meet monthly with the Commissioner of DMHAS to relate local concerns emanating from our CAC discussions, evaluations, and special projects.

Leisure & Culture



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	2,899,631	2,931,270	2,988,654	3,048,838	2.01%
Supplies	165,082	165,205	179,950	184,540	2.55%
Services & Charges	1,982,939	2,009,499	2,191,960	2,283,139	4.16%
Capital Outlay	124,919	133,899	168,225	228,250	35.68%
TOTAL EXPENDITURES	\$5,172,570	\$5,239,873	\$5,528,789	\$5,744,767	3.91%

Activities, Functions, and Responsibilities by Division

Parks & Recreation

- Maintain 28 baseball/softball fields and 26 rectangular fields (football, soccer, lacrosse and field hockey) for use by youth and adult leagues and the high school interscholastic sports program
- Operate 3 swimming pools (1 indoor and 2 outdoor) and one pond used by 40,000 visitors annually for public swimming
- Inspect and maintain 16 children's playgrounds
- Provide 2,000+ summer day camp opportunities for youth ages 4-17
- Mow 250+ acres of lawn area weekly from mid-April to late October
- Teach approximately 1,700 children's swim lessons each year
- Provide an instructional basketball program for approximately 1,200 boys and girls ages 8-18
- Operate a teen center and skate park
- Provide a wide array of special events to enhance the quality of community life including the Santa's Run Road Race, Annual Senior Citizens Picnic, Summer Music Series, Kids' Dog Show, and Children's Holiday Performances
- Operate a public boat launch on the CT River and a banquet facility at the Glastonbury Boathouse in Riverfront Park

Activities, Functions, and Responsibilities by Division Cont'd

Welles-Turner Library

- Provide traditional and modern library resources for public use including a collection of approximately 160,000 items that includes both print and non-print formats and digital downloads
- Professional reference librarians available during regular business hours to assist the public in meeting information needs
- Access to online databases including *Historical Hartford Courant*, *Historical New York Times*, *Facts.com Ancestry Library Edition*, *ConsumerReports.org*, *Morningstar Investment Research Center*, *RefUSA*, *researchIT* (Connecticut's Digital Library), and the iCONN databases
- A comprehensive children's/youth/teen program that includes story times, summer reading programs, and special events
- Public computers, Internet access, Wi-Fi, and 3D printing
- A selection of museum passes that allow discount admission to selected museums
- Local history and genealogy section including the complete Barbour Collection and online access to Ancestry Library and Heritage Quest

South Glastonbury Library

- The South Glastonbury Public Library provides local resources for the education and recreation of the Community. These primary resources include books, periodicals, and recordings.
- Services also include programs, concerts, lectures, art exhibits, nature programs, children's story hours, craft programs, and summer programs.
- Meeting room Space for community organizations.

East Glastonbury Library

- The East Glastonbury Public Library is operated entirely on a volunteer basis for 21 hours/week.
- The library has 6 trustees and 4 officers who direct the library policy and approximately 40 volunteers who donate 106 hours per week.





Parks & Recreation

Successes & Accomplishments

- Taught 1,900 children's swim lessons, over 70% of which were for children ages 8 or under. This aligns with the departmental goal of having all Glastonbury children learn to "Swim by Eight".
- Completed installation of interpretive signs and a picnic area at the Matson Hill Open Space (July 2017).
- Replaced outdoor play equipment at Bell Street Preschool.
- Hired a nurse to oversee medication administration and assist with medical issues at summer camps (June 2018).
- Installed storage cubbies in the gymnastics waiting room (July 2018).
- Partnered with L.L. Bean to provide Kayaking, Paddle Boarding, and Fly Fishing Programs, serving 1,233 participants.
- Expanded Camp Discovery to meet the demand for full day summer programming.
- Assisted in planning, organizing, and executing the Town's 325th birthday celebration.
- Partnered with Riverfront Recapture to be a work site for a youth rowing camp in July 2018. 51 young rowers participated.
- Provided over 100 individuals with sports equipment through the Locker Room Program.
- Improved efficiency and productivity by implementing first phase of remote control system for in-ground irrigation systems by June 2018. Phase two to be completed by April 30, 2019.
- Replaced aging equipment including turf tractor, 12' trailer, and turf aerator.
- Improved the aesthetic appeal of Town center public spaces and public parks by adding part-time and seasonal maintenance staff to ensure timely completion of maintenance tasks (July 2018).
- Fabricated and installed additional kayak racks to accommodate public desire for on-site rental storage.
- Partnered with GAB to provide dugout roofs at Smith Middle School Baseball field.
- Refurbished play equipment at Eastbury School.
- Ensured continued reliability of operating systems at Addison and Grange swimming pools by replacing chemical controllers, circulation pumps and motors.

Future Goals & Initiatives

- Continue to teach 1,500 swim lessons to kids age 8 and younger as part of the 'Swim by Eight' campaign.
- Replace aging and antiquated public playground equipment in Town parks by May 2019.
- Remove and replace ash trees located in public spaces and affected by the Emerald Ash Borer by June 2019.
- Revitalize Adult Sports Leagues by reformatting leagues and partnering with other towns.
- Manage urban forest and address dead and dying trees and safety issues resulting from Gypsy moth and drought issues (manifested from drought of 2015-2017).
- Evaluate alternatives and develop concepts for a municipal indoor aquatic facility.
- Improvements to Dog Park – provide future water service.

Personnel & Expenditure Summary



PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	1.50	1.50	1.50	1.50
FTE	23.50	23.50	23.50	23.50

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	2,035,064	2,103,370	2,060,956	2,135,789	3.63%
Supplies	145,683	143,586	156,450	158,800	1.50%
Services & Charges	1,234,895	1,258,149	1,396,114	1,434,273	2.73%
Capital Outlay	100,582	121,880	144,995	214,050	47.63%
TOTAL EXPENDITURES	\$3,516,224	\$3,626,985	\$3,758,515	\$3,942,912	4.91%
REVENUES - Non Tax*	\$210,579	\$203,333	\$142,000	\$178,185	25.48%
Required From Taxes	\$3,305,645	\$3,423,652	\$3,616,515	\$3,764,727	4.10%

*Non tax revenue is generated from fees and charges to participants in Town-sponsored recreation programs and user fees charged to groups or individuals reserving Town-owned facilities. Annually, the Town Council approves a schedule of fees applicable to the programs and activities. Self-supporting recreation activities are accounted for in the Recreation Activities Fund. More detail on this fund can be found in the Special Revenue Fund section of this document. The estimate of \$158,185 in FY19/20 revenues will be generated through Parks & Recreation programs to be accounted for in the General Fund.

Performance Measures

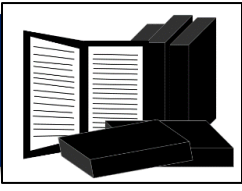
PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Revenue Reimbursement of Program Expenses	95.0%	100.0%	100.0%	100.0%	100.0%
Program participants indicating that program "met expectations"*	≥95%	93.0%	96.0%	96.0%	98.0%
Public playgrounds that comply with accepted safety standards	100%	100%	100.0%	100.0%	100.0%
Percent of snow removal completed within 12 hours of the end of storms	100%	95%	95.0%	95.0%	95.0%
# of Workplace Incidents	0	5	4	4	0
# of Lost Days	0	0	0	0	0

*Data based on customer response to survey question.

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of 9 hole rounds played at Minnechaug Golf Course*	11,555	12,387	10,797	12,500
# of athletic fields maintained for baseball, softball, football, soccer, field hockey, and lacrosse	54	54	54	54
Total hours of scheduled athletic field use per fiscal year	43,942	41,449	44,000	44,200
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations	88,138	76,661	85,000	85,200

*Number of annual rounds subject to weather conditions



Welles-Turner Library

Successes & Accomplishments

- Added two (2) charging stations for electronic Android and iOS devices: 1 located in the Teen Room and 1 in Reference Area, courtesy of the Friends of Welles-Turner Memorial Library.
- Launched Burbio.com, a free community-building service that streams all library, school and community events together in one place. Users can sync with their personal calendars (Google of iCal) to be in the right place at the right time.
- Acorn TV is a streaming video service that brings world-class mysteries, dramas and comedies from Britain and other parts of the world to any web-connected device.
- Children's Department expanded its Science, Technology, Engineering, Arts and Mathematics (STEAM) offerings by including a coding program, claymation creation and several opportunities to build your own toys.
- Hosted first "READ LOCAL" – WTMLs Local Connecticut Author Fair, an event where local authors could interact with the community and promote their works.

Future Goals & Initiatives

- Upgrade A-V equipment in the Friends Room to handle digital equipment by September 2019.
- Redesign web page to be more user-friendly and mobile compatible by June 2020.
- Explore the development of a library app by March 2020.
- Investigate digitization of local history and make it available through the library web page and links to the Town of Glastonbury web page by June 30, 2020.
- Work with staff, library board, support groups, community and architect on final design of renovation/expansion project

South Glastonbury Future Goals & Initiatives

- Operate and maintain the library open to the public

East Glastonbury Future Goals & Initiatives

- Operate and maintain the library open to the public
- Offer an adult book-study group
- Offer library services to teachers and students from Eastbury Elementary School



Personnel & Expenditure Summary

Welles-Turner Library

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	10.00	10.00	10.00	10.00
Part Time	16.83	15.94	15.94	15.94
FTE*	26.83	25.94	25.94	25.94

* As calculated by State Library.

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	864,567	827,900	927,698	913,049	-1.58%
Supplies	19,398	21,618	23,500	25,740	9.53%
Services & Charges	733,044	736,349	780,846	833,866	6.79%
Capital Outlay	24,336	12,019	23,230	14,200	-38.87%
TOTAL EXPENDITURES	\$1,645,219	\$1,597,888	\$1,755,274	\$1,786,855	1.80%
REVENUES - Non Tax	\$91,792	\$94,026	\$122,000	\$123,000	0.82%
Required From Taxes	\$1,553,427	\$1,503,862	\$1,633,274	\$1,663,855	1.87%

South Glastonbury Library

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%

East Glastonbury Library

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Library visits per capita*	5.5	6.8	6.6	6.5	6.5
Circulation per capita*	7.0	10.8	10.5	10.0	10.0
Cost per circulation*	\$1.95	\$1.44	\$1.39	\$1.40	\$1.40
% of circulation using self-check out	90%	86%	83%	85%	90%
Program attendance per capita*	0.55	0.38	0.30	0.45	0.50
Public Internet sessions per capita*	1.04	0.69	0.53	0.50	0.55

*Based on statewide averages as listed in Connecticut Public Libraries: a Statistical Profile, July 1, 2016 - June 30, 2017.

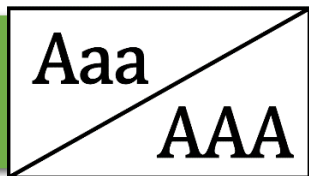
Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
# of In-Person Library Visits	235,110	229,776	230,000	230,000
# of Online Library Visits	169,392	148,262	145,000	145,000
Total circulation	374,345	361,639	360,000	360,000
Total program attendance	13,299	10,465*	13,500	13,500
Total public Internet sessions**	24,144	18,492	18,000	18,000
Room Use (Friends Room, Glastonbury Room, Other)	456	352	500	500
Study Room Use	1,560	2,676	2,500	2,500
Passport Application Processing Revenue***	N/A	N/A	\$23,000	\$24,500
# of Passport Applications Processed ***	N/A	N/A	650	700

*Short staffed in Children & Adult.

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

*** Passport Application Processing Services by the Town commenced on October 1, 2018.



Debt Service

Major Capital Projects for the Town and Education are financed through the sale of bonds. The bonds may be structured over 10 to 20 years with level debt payments and a rapid payback period. Generally, the projects are initiated through the Capital Improvement Program (CIP) and administered through the Capital Projects Funds. Bonding is authorized on approval of the voters at referendum. Prior to recommending projects for inclusion in the CIP, the Town carefully reviews the status of previously approved projects and the information available for new projects being proposed. Factors reviewed and analyzed prior to recommendation in the CIP include:

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

Debt Policy

The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 2.5% of the respective year full value Grand List. At 2.5%, the debt limit at the current equalized net grand list value equates to approximately \$105 million. By comparison, debt as of the end of fiscal year 2018/19 is estimated at \$48.9 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2020 enacted budget, the Town's debt service payments represent approximately 4.3% of expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's Investors Service and Glastonbury's policy is to protect these ratings by adhering to sound financial policies.

Activities, Functions, and Responsibilities

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

Successes & Accomplishments

- In July 2018, rated AAA by Standard & Poor's and Aaa by Moody's Investors Service
- Land BANs: Issued Bond Anticipation Notes (BANs) for Land Acquisitions in the amount of \$1,305,000 due to mature July 25, 2019
- General Obligation Bonds, dated July 26, 2018, Issued:
 - Series A New Money Bonds in the amount of \$2,735,000 due to mature June 30, 2039
 - Series B General Purpose (Refunding) in the amount of \$2,970,000 due to mature June 30, 2026
 - Series B School (Refunding) in the amount of \$830,000 due to mature June 30, 2026

Future Goals & Initiatives

- Continue to review and analyze CIP projects in accordance with the established criteria and the long term financing plan
- Bond Issues: Pursue financing as necessary in accordance with CIP five-year plan

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Town	3,410,248	3,330,979	2,920,996	3,038,057	4.01%
Education	5,496,651	5,314,683	5,113,073	3,629,100	-29.02%
Sewers	0	0	175,000	175,000	0.00%
Other	78,060	16,874	250,016	315,000	25.99%
TOTAL EXPENDITURES	\$8,984,959	\$8,662,535	\$8,459,085	\$7,157,157	-15.39%

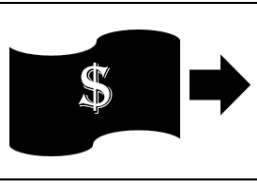
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Bond Ratings					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Debt Service as % of Expenditures	< 10.00%	5.7%	5.4%	5.2%	4.3%
% of Debt Retired within Ten Years	> 60%	87%	89%	90%	89%
Ratio of Net Debt to Full Value Grand List	< 2.50%	1.5%	1.3%	1.1%	1.0%

Activity Indicators

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

ACTIVITY INDICATORS	FY 2017 ACTUAL	FY2018 ESTIMATED	FY2019 ESTIMATED	FY2020 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,690	\$1,500	\$1,300	\$1,190
Outstanding Long Term Debt at June 30 (in thousands)	\$51,735	\$44,925	\$38,505	\$35,865
Bond Anticipation Notes at June 30 (in thousands)	\$1,650	\$8,000	\$1,500	\$1,305



Transfers

Activities, Functions, and Responsibilities

Transfers within the General Fund - Contingency

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

Expenditure Summary

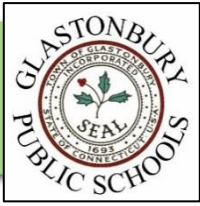
EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
EXPENDED	0	0	0	0	0.00%
TOTAL	\$0	\$0	\$0	\$0	0.00%

Transfers to Other Funds

- The primary revenues and expenditures of the community are accounted for in the General Fund. The budget document includes the majority of the operational activities for Town and Education. There are some activities and projects that are accounted for in a different fund or account group.
- This section includes the transfer of tax resources from the General Fund to another account group as required, the Capital Reserve Fund and the Dog Fund.
- The purpose of the Capital Program annual transfer is to fund large capital requirements in lieu of issuing debt. This avoids increases in the Town's long term obligations as well as minimizes interest costs associated with the debt. The annual transfer to the Capital Reserve Fund is the first step of accumulating resources to be allocated as a part of the Capital Improvement Program process.

Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
To Capital Reserve	5,000,000	5,213,600	5,750,000	6,000,000	4.35%
To Capital Projects	2,725,000	2,000,000	0	0	0.00%
To Dog Fund	45,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds (Sewer Operating)	175,000	175,000	0	0	0.00%
To Other Funds	0	687,804	0	0	0.00%
To OPEB Fund	0	0	713,719	771,598	8.11%
TOTAL	\$7,945,000	\$8,121,404	\$6,508,719	\$6,816,598	4.73%



Education

Glastonbury Public Schools: Vision and Mission

Glastonbury Public Schools empowers all students to develop their unique abilities as collaborative, innovative, compassionate, and contributing members of a dynamic global society.

Chairman and Superintendent's Message for 2019/2020: January 2019

"To the Citizens of Glastonbury:

We are pleased to present the 2019-2020 Board of Education budget that reflects our educational commitment to our students as well as our desire to demonstrate fiscal responsibility to our community. As we enter a new budget cycle, we are still feeling the effect of very low budget increases during the last two years. In 2017-18, we initially received a budget increase of 0% in light of the threat from the governor to eliminate our Educational Cost Sharing grant. When it was clear that the Town would receive this grant, the Town Council transferred \$2.5 million to the Board of Education.

For the 2018-19 school year, the budget increase was 1.91%. This increase had to accommodate fixed increases in salary and benefits of over 3%. Thus, many reductions were necessary in many other accounts.

In light of the reductions made during the last two years, we realized there are very few areas where we could make reductions in the 2019-20 school year. In this coming year, our salary increases add 2.04% to the budget. Benefits add another 0.6%. There are some required special education positions, adding another 0.22% to our budget. Utility costs resulted in a 0.15% budget increase. With all other line items adding only 0.59% to the budget, we are recommending a total increase of 3.6%. We chose to reduce our contribution to the Eastbury 1% Non-Lapsing Fund because we have a longer time to save funds for the biggest maintenance projects. While we remain committed to responsibly saving for capital needs at Eastbury, we will use these funds to directly impact success in the classroom and to supplement areas where we felt the budget was underfunded. Any significant reductions that we examined would be unacceptable to our families and could adversely impact education.

We have once again included the Capital Improvement Program in our budget book. We have done much work on the projects that were included last year. We were able to eliminate some costly projects and significantly delay others. For those projects still listed, they have been evaluated or are scheduled for evaluation to determine needs and potential savings. With the installation of air conditioning in four elementary schools and planning underway for Gideon Welles, the two biggest projects for the 2019-20 school year are: 1) renovations to the GHS kitchen to meet handicap accessibility and 2) replacement of the GHS locker rooms built in 1971 to meet the needs of our student athletes.

There are no new initiatives in this proposal; our budget sustains current efforts to meet our obligations. Our guiding strategic plan will keep us focused on student achievement, enhanced security, and preparing students for their future.

We will continue to advocate for maintaining a school system that challenges our students to succeed while we will continue to control the costs for education."

Susan Karp
Chair, Board of Education

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



Activities, Functions, and Responsibilities

- The Board of Education budget provides the funding to support all aspects of the instructional program in Grades K to 12 for all children of Glastonbury. In addition to the regular instructional program, opportunities are provided for students to participate in a wide variety of school-sponsored student activities.
- To support all school programs, the budget further provides for the upkeep and maintenance of nine school buildings and one administrative building. These facilities are also regularly utilized by community groups and support a large number of activities within the Town of Glastonbury.

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
FTE	802.47	801.27	788.8	795.4

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Instruction	50,843,865	52,424,074	52,195,612	54,215,988	3.87%
Support Services Instruction	19,914,078	19,574,035	18,975,268	19,484,198	2.68%
Operations	12,053,488	13,294,231	12,490,188	12,900,586	3.29%
Community Services	332,704	361,938	369,875	373,559	1.00%
Fringe Benefits	18,226,494	19,257,392	21,336,039	21,725,515	1.83%
TOTAL EXPENDITURES	\$101,370,629	\$104,911,670	\$105,366,982	\$108,699,846	3.16%
REVENUES - Non Tax	\$7,346,536	\$6,982,034	\$5,848,366	\$6,197,115	5.96%
Required From Taxes	\$94,024,093	\$97,929,636	\$99,518,616	\$102,502,731	3.00%

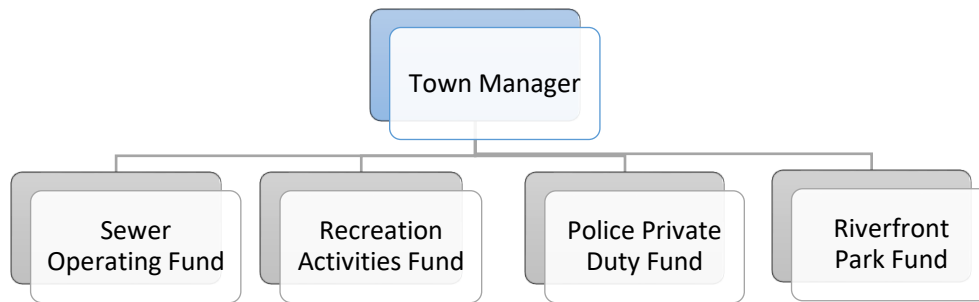


Education Expenditures Report by Program

PROGRAM NAME	FY17/18	FY18/19	FY19/20
Art	1,210,174	1,131,179	1,188,508
Basic Education	14,675,074	14,732,609	15,077,806
English/Reading & Language Arts	4,145,763	4,246,429	4,320,148
Mathematics	2,525,173	2,650,523	2,703,601
Science	3,373,323	3,428,179	3,533,399
History/Social Sciences	2,143,572	2,261,459	2,280,935
Career and Vocational Education	1,554,017	1,558,178	1,602,645
P.A.C.E./Math Science Resource	618,681	594,756	607,555
Foreign Languages and ELL	4,085,230	4,265,427	4,436,982
Health/Physical Education	1,937,845	2,010,823	2,107,226
Music	1,757,011	1,666,515	1,740,497
Special Education	14,155,022	13,358,026	14,291,854
Agriscience and Technology	264,689	291,509	324,832
TOTAL INSTRUCTION	52,445,574	52,195,612	54,215,988
School Counseling	2,938,725	3,209,702	3,363,189
Health Services	749,613	761,572	775,478
Libraries/Media Centers	1,305,466	1,298,316	1,347,198
Program/Staff Development	586,952	693,900	662,500
Athletics/Clubs	1,749,372	1,760,895	1,829,954
Elementary Education	2,489,500	2,234,379	2,265,018
Secondary Education	2,741,222	2,776,602	2,778,425
System-wide Support Services	3,050,414	2,846,213	2,812,303
Technology Support Services	3,962,771	3,393,689	3,650,133
TOTAL SUPPORT SERVICES/INSTRUCTION	19,574,035	18,975,268	19,484,198
Operations/Maintenance	7,578,921	6,664,634	6,698,947
Utilities	2,070,618	2,070,285	2,374,490
Pupil Transportation	3,644,692	3,755,269	3,827,149
TOTAL SUPPORT SERVICES/OPERATION	13,294,231	12,490,188	12,900,586
Community Services	361,938	369,875	373,559
TOTAL COMMUNITY SERVICES	361,938	369,875	373,559
Fringe Benefits and Substitutes	19,257,392	21,336,039	21,725,515
GRAND TOTALS	104,933,170	105,366,982	108,699,846

Special Revenue Funds

Special Revenue



EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	1,709,786	1,744,126	1,819,978	1,779,963	-2.20%
Supplies	80,505	47,560	90,425	90,425	0.00%
Services & Charges	1,794,883	1,915,490	2,235,041	2,278,920	1.96%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Transfer to General Fund	0	0	0	0	0.00%
Capital Outlay	133,102	10,841	8,000	12,250	53.13%
TOTAL EXPENDITURES	\$4,866,956	\$4,866,697	\$5,303,444	\$5,311,558	0.15%

Activities, Functions, and Responsibilities

Sewer Operating Fund

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

Recreation Activities Fund

- The principal programs, services, and activities offered by this division include:
 - Fitness Classes
 - Youth Basketball
 - Golf Camps & Clinics
 - Gymnastics Lessons & Team
 - Music & Arts Camp
 - Playgrounds
 - Adult Sports Leagues
 - Swim Lessons & Team
 - Tennis Lessons & Team

Activities, Functions, and Responsibilities Cont'd

Police Private Duty Fund

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

Riverfront Park Fund

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

Sewer Operating Fund

Successes & Accomplishments

- Maintained effective operations. Average nitrogen removal of 84lbs. compared to monthly permit of 98lbs., a 14% favorable variance
- Sustained sewer use rate within lowest ¼ percentile among Towns with similar populations served
- Completed design phase of Cider Mill Pump Station replacement
- Purchased mobile auxiliary power generator unit to provide additional backup electrical power for Water Pollution Control Division operations as well as Town facilities

Future Goals & Initiatives

- Continue ongoing evaluation and implementation of increased technology use to reduce operating costs and improve overall efficiencies
- Ongoing administration for the Cider Mill Pump Station project construction phase
- Finalize energy cost saving measures at the treatment plant as outlined in energy audit report

Personnel & Expenditure Summary

PERSONNEL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
Full Time	9.00	9.00	9.00	9.00
Part Time	0.00	0.00	0.00	0.00
FTE	9.00	9.00	9.00	9.00

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	700,228	683,270	739,517	728,535	-1.49%
Supplies	75,520	45,139	83,125	83,125	0.00%
Services & Charges	923,881	998,226	1,093,862	1,196,732	9.40%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	133,102	10,841	8,000	12,250	53.13%
TOTAL EXPENDITURES	\$2,981,411	\$2,886,155	\$3,074,504	\$3,170,642	3.13%
REVENUES - Non Tax*	\$3,309,224	\$3,230,415	\$3,074,504	\$3,170,642	3.13%
Required From Taxes	(\$327,813)	(\$344,260)	\$0	\$0	0.00%

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Total Sewer Use Rate per ccf	*	\$3.05	\$3.05	\$3.10	\$3.15
• Operations and Capital Funding		\$2.21	\$2.23	\$2.28	\$2.33
• Debt Service - Clean Water Fund Repayment		\$0.84	\$0.82	\$0.82	\$0.82
Treatment Plant Sludge Solids Concentration	6.00%	5.94%	5.97%	6.00%	6.00%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0	\$0
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

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

Activity Indicators

ACTIVITY INDICATORS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Treatment Plant Gallons of Sludge Disposed	2,541,500	2,742,500	2,750,000	2,575,000
Treatment Plant Average Daily Flow in Million Gals	1.95	2.19	2.25	2.20
Estimated ccf usage	950,000	950,000	950,000	950,000

Recreation Activities Fund

Successes & Accomplishments

- Developed an integrated seasonal training program for all summer staff to provide consistent and comprehensive training for all new and returning employees.
- Modified fee schedule to maintain self-supporting status of Recreation Activities Fund.
- Transitioned the following programs from the General Fund budget to the Recreation Activities Fund: Children’s Holiday Performances, Fishing Derby, Fun Runs, Kangaroo Kids Preschool, Kid’s Dog Show, Open Gym/Volleyball, Spooky Story Stroll.
- Initiated new introductory boys running program, MPower, to complement the existing girls running program, Girls In Stride.
- Expanded Summer Camp Discovery Program to accommodate increased demand. Restructure program to create smaller groups and lower the staff to camper ratio.
- Adjusted Schedule of Fees and Charges to maintain the self-supporting status of programs.
- Revamped Annual Pumpkin Carving Contest by collaborating with the library to create the Spooky Story Stroll with over 160 participants in the inaugural year.
- Introduced a Camp Nurse position to the summer staff to better support program participants and camp staff.

Future Goals & Initiatives

- Offer winter Ski Club for teens during the late winter season.
- Expand Locker Room Open House to a two-day event.
- Revitalize Adult Sports Leagues by reformatting leagues and offering additional options.
- Continue to keep up with trends in fitness by offering new classes.

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	654,892	633,371	801,549	727,119	-9.29%
Supplies	0	0	0	0	0.00%
Services & Charges	601,904	564,311	781,300	760,597	-2.65%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$1,256,796	\$1,197,682	\$1,582,849	\$1,487,716	-6.01%
REVENUES - Non Tax*	\$1,346,802	\$1,290,827	\$1,582,849	\$1,487,716	-6.01%
Required from Taxes	(\$90,006)	(\$93,145)	\$0	0	0.00%

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

Police Private Duty Fund

Successes & Accomplishments

- Continued self-sustaining revolving account for contracted police private duty activities.
- Provided effective and timely traffic management services throughout construction of modern roundabout at Hebron Avenue and New London Turnpike.

Future Goals & Initiatives

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

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	271,842	344,011	175,000	216,000	23.43%
Supplies	0	0	0	0	0.00%
Services & Charges	160,058	250,845	228,625	184,000	-19.52%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$431,901	\$594,856	\$403,625	\$400,000	-0.90%
REVENUES - Non Tax*	\$457,903	\$612,584	\$403,635	\$400,000	-0.90%

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

Riverfront Park Fund

Successes & Accomplishments

- Revenues from the Boathouse, boat launch, and boat storage facility brought in \$227,000+ in revenues, nearly offsetting operational expenses for the facility.
- Hosted 63 events from July 1, 2017 – June 30, 2018 at the Glastonbury Boathouse, including fundraisers, corporate meetings, holiday parties, bar/bat mitzvahs, and 29 weddings.
- Implemented Bistro Catering option as a more casual and affordable option for weekday corporate meetings.
- Upgraded the Boathouse Google listing to include a virtual tour.
- Continued successful partnership with L.L. Bean and initiated new partnership with a rowing camp with Riverfront Recapture which resulted in over \$5,000 in revenue in FY 17-18.

Future Goals & Initiatives

- Host more special events, including a holiday fair in December 2018 and a Spring Fair in 2019.
- Continue to build and cultivate wedding bookings (40+ already booked for 2019 plus several for 2020 to date).
- Increase staffing before and during rental events to meet the custodial, maintenance, and parking demands.

Personnel & Expenditure Summary

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL*	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Personal Services	82,823	106,524	103,912	108,309	4.23%
Supplies	4,985	5,733	7,300	7,300	0.00%
Services & Charges	109,040	115,840	131,254	137,591	4.83%
Transfers to General Fund	0	0	0	0	0.00%
Transfers to Capital Reserve	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$196,848	\$228,097	\$242,466	\$253,200	4.43%
REVENUES - Non Tax**	\$185,717	\$227,332	\$242,466	\$253,200	4.43%

*Includes marketing and facility expenses related to Boathouse event management.

** Program registration and user fees derived from use of the banquet facility, boat storage fees (non-motorized), and boat launch fees are intended to offset operating expenditures.

Performance Measures

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

PERFORMANCE MEASURES	GOAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 ESTIMATED
Boat Rental Storage (indoor)	35	10	10	11	11
Boat Rental Storage (outdoor)	16	16	24	28	30
Boat Launch Passes Sold	120	131	114	135	140
GHS Crew Regattas Hosted	4	4	4	4	4
# of Banquet Facility Reservations	90	62	63	85	90
Operating Rev. as % of Op. Expenditures	>100%	94%	100%	100%	100%



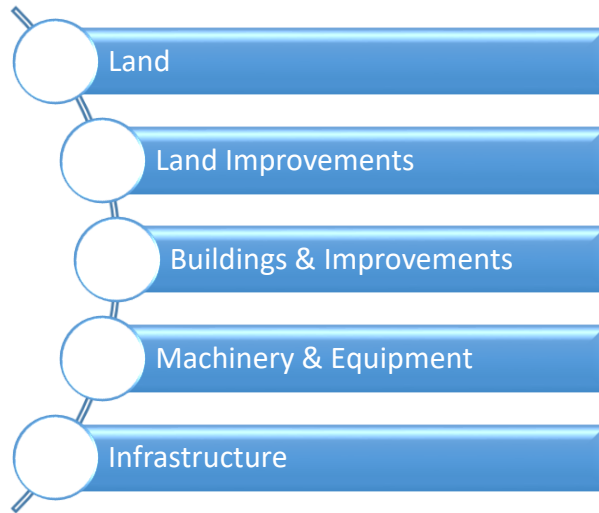
**Capital Improvement
Program (CIP)**

Capital Improvement Program | Criteria/Purpose

Purpose

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

Capital/Fixed Assets are categorized as follows:



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

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

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

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

The above items and other similar items that may require significant funding of \$75,000 or more, and are not anticipated to be acquired each year, may be appropriate to be included in the CIP process. This CIP provides for a five-year plan of acquisition, renovation, replacement, and construction of the items included in the CIP and includes a planning, budgetary, and financing process.

Capital Improvement Program | PLANNING PROCESS

Identification of Needs

Annually, each department, board, or agency shall submit a proposed five year CIP to the Town Manager in accordance with the CIP schedule. Requested items shall include acquisition of capital assets, new construction, major renovations and improvements to municipal facilities, purchase of machinery and equipment, and other items that satisfy the CIP criteria. Capital improvement proposals received outside of the formal CIP process from departments, citizens, agencies, or organizations shall be forwarded to the Town Manager for review and recommendation to the Town Council as applicable.

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

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

Capital Improvement Program Timing/Schedule

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

<i>Timeline</i>	<i>Action</i>
<i>No later than January 29</i>	Town Manager shall provide a 5 year planning document to the Town Council summarizing department proposals for capital improvements, a recommendation of items to be included in the CIP, project priorities for the following fiscal year and proposed method/sources of funding for all recommended projects.
<i>On or about February 1</i>	Town Council shall recommend preliminary capital improvement priorities to the Board of Finance
<i>On or about February 15</i>	Board of Finance shall recommend CIP to Town Council
<i>No later than March 27</i>	Town Council adopts capital program for the following fiscal year

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

Estimated Costs

Costs shall be estimated for all items requested as part of the five-year Capital Improvement Program. Costs for items requested in years 2 through 5 shall anticipate an escalation rate to be determined by the Town Manager at the beginning of the CIP process.

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

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

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

Capital Improvement Program | BUDGETARY PROCESS

Funding

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

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

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

The Capital Improvement Program shall generally be funded as follows:

A. Capital Reserve Fund – The Town will use the Capital Reserve Fund as the primary funding source for CIP projects to be funded on a cash basis.

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

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

Other factors to be considered for funding the CIP include:

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

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

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

Capital Improvement Program | BUDGETARY PROCESS CONT'D

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

Debt Limitations

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

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

Referendum Threshold – Expenditures of Cash Resources

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

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

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

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

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

Annual Review

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

Capital Improvement Program | Funding

In recognition that major improvements require substantial funding, a multi-year Capital Improvement Program is prepared, reviewed and updated annually. The program is funded through a combination of Debt, Capital Reserve Fund, Sewer Sinking Fund and Grant Revenues. The purpose of this program is to acquire and/or improve assets, including infrastructure, that have an extended useful life of more than ten years, and a minimum value of \$75,000. Capital improvements of a significant expenditure may be considered for referendum. All capital improvements exceeding 2% of the adopted Town, Education and Debt and Transfer budget may be submitted to public referendum.

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

Primary Funding

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

EXPENDITURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	PERCENT CHANGE
Capital Reserve	\$5,000,000	\$5,213,600	\$5,750,000	\$6,000,000	4.35%
Appropriations/Expenditures*	\$7,437,500	\$9,560,000	\$6,315,000	\$9,707,000	53.71%

*Before grants.

Goals & Priorities – 2019/2020

A summary of projects recommended by the Town Manager for FY2019/20 is on the following page.

Capital Improvement Program | Capital Reserve Fund Projection (Page 1 of 2)

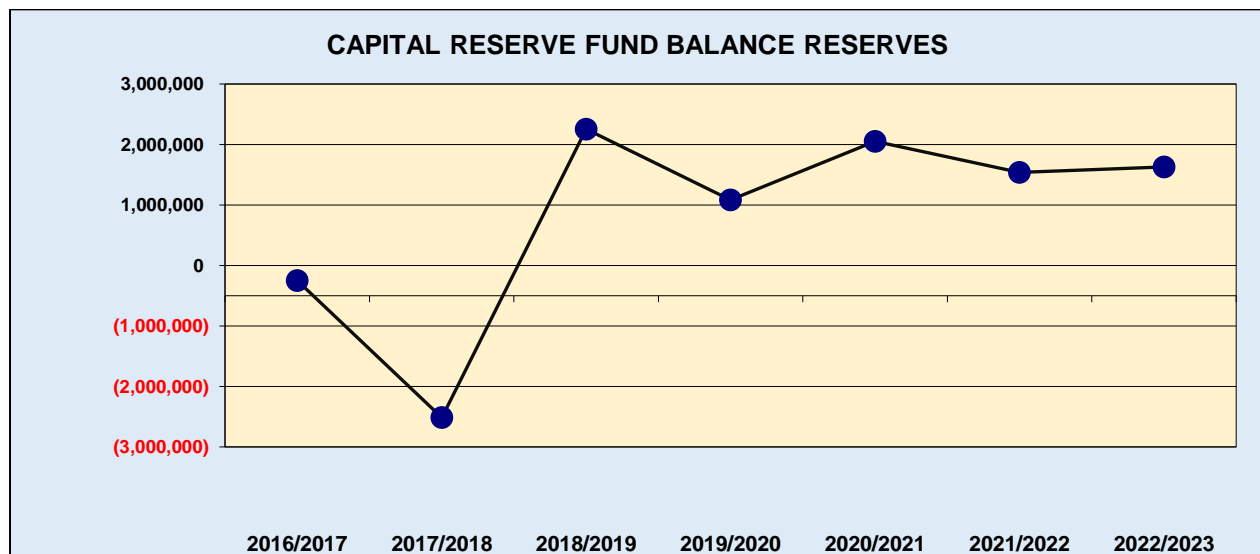
DESCRIPTION	ACTUAL 2016/2017	ACTUAL 2017/2018	ADOPTED & ESTIMATED* 2018/2019	ADOPTED 2019/2020	PROJECTED		
					2020/2021	2021/2022	2022/2023
REVENUES							
Interest on Investments	\$65,724	\$109,604	\$146,794	\$100,000	\$100,000	\$100,000	\$100,000
OTHER REVENUES							
Farmland Preservation Fees	13,317	11,769	11,172	20,000	20,000	20,000	20,000
Eastern Blvd. Bridge Grant 80%	134,324	1,429,698	161,977				
STEAP Grant - Facilities Building	81,024	30,496	208,480				
Local Bridge Grant - Fisher Hill 80%			418,196	240,000	1,200,000		
Local Accident Reduction – Hebron/House Roundabout			1,132,000	110,000			
State DOT - Hebron Ave Paving		413,489	776,512				
Multi-Purpose Trail			1,000,000				
LOCIP		371,527					
State Transition Grant	250,000						
Main Street Traffic Signals			195,515				
House/Griswold/Harris Intersection	92,359		136,232				
Contribution – Glastonbury One/Library	150,000						
Eversource Grant	20,000						
Parks Grant		12,000					
Cedar Ridge H2O			250,000				
Gideon Welles Windows	38,436						
EV Charging Station Reimbursement		18,712					
Municipal Grants in Aid	240,799	240,799	240,799	240,799	240,799	240,799	240,799
E-ticket Software Installation			10,476				
Multi-Town Dispatch ICE Grant	112,682	162,441					
PD Tower Lease			36,000	37,000	38,000	39,000	40,000
Glastonbury Boulevard				1,800,000			
Mill Street Bridge						280,000	1,760,000
Main Street Sidewalks				300,000			
GHS Cafeteria Grant					400,000		
Subtotal	\$1,198,665	\$2,800,535	\$4,724,153	\$2,847,799	\$1,998,799	\$679,799	\$2,160,799
Estimated Project Close Outs			866,421				
Reallocated Capital Funding				440,000			
TRANSFERS IN							
General Fund Budgeted	5,000,000	5,213,600	5,750,000	6,250,000	6,250,000	6,250,000	6,250,000
General Fund Mid-Year							
Capital Projects Fund: Closed Projects (projected)		679,559	94,085				
ESTIMATED REVENUES & TRANSFERS	\$6,198,665	\$8,693,694	\$11,434,659	\$9,537,799	\$8,248,799	\$6,929,799	\$8,410,799

*Includes anticipated grants to be received.

Capital Improvement Program | Capital Reserve Fund Projection Cont'd (Page 2 of 2)

DESCRIPTION	ACTUAL 2016/2017	ACTUAL 2017/2018	ADOPTED & ESTIMATED* 2018/2019	ADOPTED 2019/2020	PROJECTED		
					2020/2021	2021/2022	2022/2023
ESTIMATED REVENUES & TRANSFERS <i>(Carried over from previous page for reference purposes)</i>	\$6,198,665	\$8,693,694	\$11,434,659	\$9,537,799	\$8,248,799	\$6,929,799	\$8,410,799
DEDUCTIONS							
CAPITAL IMPROVEMENT (CIP) PROJECTS							
Authorized CIP Projects - July 1	\$7,437,500	\$9,560,000	\$6,315,000	\$9,707,000	\$8,600,500	\$7,444,500	\$8,323,000
School Air Conditioning Design/Electrical		600,000					
Riverfront Park Phase II Remediation	500,000						
Correction - Grant funding		636,110					
Parks grant transferred to TH Improvements		12,000					
Outdoor Pool (Grange)			350,000				
Library Upgrade Donations		150,000					
TOTAL DEDUCTIONS	\$7,937,500	\$10,958,110	\$6,665,000	\$9,707,000	\$8,600,500	\$7,444,500	\$8,323,000
Period Increase (decrease)	(1,738,835)	(2,264,416)	4,769,659	(169,201)	(351,701)	(514,701)	87,799
Unreserved Fund Balance Beginning	1,487,994	(250,841)	(2,515,257)	2,254,402	1,085,201	1,733,500	1,218,799
Unreserved Fund Balance Ending	(250,841)	(2,515,257)	\$2,254,402	\$2,085,201	\$1,733,500	\$1,218,799	\$1,306,598

*Includes anticipated grants to be received.



CIP Improvement Program | Town Council Adopted Projects


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


CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance

Project Title: Road Overlay Program		Department: Physical Services																		
<p>Project Description & Status: This project consists of surface treatment of Town-owned and maintained roadways. Streets are evaluated by Staff at the end of each winter season. Selection of specific roads for surface treatment is based on factors such as traffic volumes, knowledge of pavement structure, pending utility work, etc. Proposed costs are for road preparation by Town forces and paving by a private contractor. It is expected that surface treatment will consist of asphalt milling, traditional hot mix overlay, ultra-thin hot mix asphalt overlay, and other forms of pavement management as appropriate for physical conditions. The Town also utilizes State Aid for Improved Roads to fund the paving program. The amount requested represents a best estimate of funding required to maintain Town roads in a fiscally responsible manner, such that pavement deterioration does not reach a point necessitating complete reconstruction.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>\$1,400,000</td> <td>\$1,400,000</td> <td>\$1,400,000</td> <td>\$1,400,000</td> <td>\$1,400,000</td> <td>\$7,000,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total		\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$7,000,000
In Progress	2020	2021	2022	2023	Future	Total														
	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$7,000,000														
<p>Estimated Operating Budget Requirements: Road overlay at recommended intervals minimizes pavement management costs.</p>																				


Project Title: Fisher Hill Rd Bridge Replacement		Department: Physical Services																		
<p>Project Description & Status: The Connecticut Department of Transportation (CONNDOT) inspects Municipal bridges on a biennial basis. In the most recent (2017) report, a total of 15 bridges were inspected and one bridge received an overall condition rating of “poor”. The bridge with a “poor” condition rating is located on Fisher Hill Road (over Roaring Brook). The Town made application for replacement of the structure under the Federal/Local Bridge Program and received notice of approval from CONNDOT. The Town will be reimbursed for 80% of costs associated with design, construction, and construction administration for all work approved under this program. The required public informational meeting has been held and a structure type chosen. The final design process has been initiated with completion expected mid-calendar year 2019. This will allow the bid process to proceed, such that construction may begin in April 2020 and be completed within a single construction season. Figures shown below represent total construction costs and do not reflect grant reimbursements.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>\$607,000</td> <td>\$1,100,000</td> <td>\$700,000</td> <td>-</td> <td>-</td> <td>-</td> <td>\$2,407,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	\$607,000	\$1,100,000	\$700,000	-	-	-	\$2,407,000
In Progress	2020	2021	2022	2023	Future	Total														
\$607,000	\$1,100,000	\$700,000	-	-	-	\$2,407,000														
<p>FY 2020 figures are inclusive of construction administration and partial costs for actual construction. FY 2021 figures represent remaining construction costs.</p>																				
<p>Estimated Operating Budget Requirements: Replaces existing structure. No change in average long-term maintenance costs.</p>																				


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

Project Title: Construction Equipment (Mini-Excavator)		Department: Physical Services																		
<p>Project Description & Status: This proposal suggests purchase of a mini-excavator to supplement the Highway Division's larger pieces of similarly purposed equipment. Use of mini-excavators has become increasingly common throughout the construction industry and are particularly useful in circumstances where work space is limited and in circumstances that necessitate minimization of disturbance. Work in environmentally-sensitive locations is especially well-suited to this smaller piece of equipment. Frequent use of a mini-excavator will also result in longer life spans for the larger and far more costly machines in the Town's heavy equipment fleet. Future year costs approximate purchase prices for replacement of other pieces of Highway Division heavy equipment such as road side mower, street sweeper, forklift, etc. The estimated cost of the mini-excavator is \$110,000, which will be purchased in FY2019/2020. Funding from FY2018/2019 in the amount of \$50,000 is available to apply to the purchase, leaving a net cost of \$60,000 to be incurred in FY2019/2020.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>\$110,000</td> <td>\$200,000</td> <td>\$265,000</td> <td>\$80,000</td> <td>-</td> <td>\$655,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	-	\$110,000	\$200,000	\$265,000	\$80,000	-	\$655,000
In Progress	2020	2021	2022	2023	Future	Total														
-	\$110,000	\$200,000	\$265,000	\$80,000	-	\$655,000														
<p>Estimated Operating Budget Requirements: Maintenance costs associated with this piece of equipment would be incurred, as is typical for all pieces of heavy equipment.</p>																				


Project Title: Slocomb Dam		Department: Physical Services																		
<p>Project Description & Status: The Town's highly successful land acquisition and preservation program has funded numerous open space purchases over the years. For some of these acquisitions, work is required to support community use of the parcel. Examples include the former Arbor Acres, J.T. Slocomb Mill, and Winter Hill Farm properties. Such work can include building demolition, environmental remediation, and other similar tasks. For the former Slocomb Mill site, building demolition and site restoration is complete, including access drive, parking, fencing, and landscaping. Pending work includes post remediation monitoring and implementation of the chosen dam removal/rehabilitation option. This proposal calls for design and work activities largely related to the dam and pond. A first phase study identifying dam-related alternatives and associated cost estimates is nearly complete. Design and construction costs will be dependent on the specific alternative chosen.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>\$112,000</td> <td>\$40,000</td> <td>\$160,000</td> <td>-</td> <td>-</td> <td>-</td> <td>\$312,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	\$112,000	\$40,000	\$160,000	-	-	-	\$312,000
In Progress	2020	2021	2022	2023	Future	Total														
\$112,000	\$40,000	\$160,000	-	-	-	\$312,000														
<p>Estimated Operating Budget Requirements: Future budget implications hinge on decisions associated with replacement or removal of dam.</p>																				


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

Project Title: Drainage Improvements		Department: Physical Services				
<p>Project Description & Status: From time-to-time, it becomes necessary for staff to make substantive repairs or significant improvements to the Town's extensive drainage system. Said repairs and/or upgrades can be relatively urgent in nature in order to adequately protect private property and to protect the environment from excessive amounts of erosion. These circumstances can be encountered following a sudden severe storm event or the need can be previously known, but is beyond the scope and cost typically associated with Operating Budget accounts to sufficiently fund. Accordingly, an appropriation as noted below is suggested for consideration. Specific use of funding would be on an as-needed basis as determined by the Town Manager.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Estimated Operating Budget Requirements: Drainage system repairs and/or upgrades result in overall maintenance cost avoidance.						

Project Title: Sidewalk Maintenance		Department: Physical Services				
<p>Project Description & Status: The Town now owns and maintains a sidewalk network with cumulative length exceeding 130 miles. Maintenance and panel replacement where necessary is typically funded through Highway Division operating accounts. However, in recent years, the demand for maintenance activity has surpassed the ability of this account to adequately address problem areas. This proposal suggests annual allocations that will allow for resolution of all outstanding maintenance issues. Completion of work as described would remove significant financial liability in the form of potential claims associated with trip and fall accidents.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$175,000	\$175,000	\$175,000	\$175,000	-	\$700,000
Estimated Operating Budget Requirements: Continued annual allocation of funding (\$75k) for sidewalk maintenance through the Highway Division Contract Services account will supplement CIP funding.						




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

Project Title: Glastonbury Boulevard Pavement Rehabilitation		Department: Physical Services																		
<p>Project Description & Status: This proposal serves as a continuation of Town efforts to replace and/or rehabilitate the pavement structure on high volume arterial and collector roadways. Recent years have seen substantive improvements on New London Turnpike, Main Street, Hebron Avenue, Griswold Street, and Putnam Boulevard. Milling, paving, and some full-depth reconstruction is also recommended for Glastonbury Boulevard. This project has tentatively qualified for 100% construction phase State grant funding. Town Engineering Division staff would complete design work and perform construction administration-related tasks. Potential exists for this project to go forward during the 2019 construction season depending on timeframes associated with Connecticut Department of Transportation review. Figures shown below represent total construction costs and do not reflect grant reimbursements.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>\$1,400,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>\$1,400,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	-	\$1,400,000	-	-	-	-	\$1,400,000
In Progress	2020	2021	2022	2023	Future	Total														
-	\$1,400,000	-	-	-	-	\$1,400,000														
<p>Estimated Operating Budget Requirements: Project replaces the existing pavement structure, thereby reducing short-term maintenance costs.</p>																				


Project Title: Public Safety Communications		Department: Public Safety																		
<p>Project Description & Status: Last upgraded in 2006, the Town's radio system is comprised of several distinct components functioning together to provide emergency communication for police, fire, and ambulance. Some of the infrastructure was replaced during the East Hampton merger, and the microwave links were replaced in 2017 as part of the Capital Improvement Project. Most of the remaining components, while still functional, have reached "end of life" status and are no longer manufactured or supported by the manufacturers. The cost of replacing the remaining components will vary, but is estimated at \$3.25 million. In 2017, the Town hired an independent public safety consultant to evaluate the entire system and make recommendations. The consultants advised the system was in excellent condition overall, and should be viable for the next 3-4 years, after which they recommend replacement. A simultaneous upgrade is recommended to minimize disparate systems or networks among the remaining components. Multi-year funding will allow for preplanned funding or emergency replacement should components fail unexpectedly.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>\$330,708</td> <td>\$500,000</td> <td>\$500,000</td> <td>\$500,000</td> <td>\$500,000</td> <td>\$1,250,000</td> <td>\$3,580,708</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	\$330,708	\$500,000	\$500,000	\$500,000	\$500,000	\$1,250,000	\$3,580,708
In Progress	2020	2021	2022	2023	Future	Total														
\$330,708	\$500,000	\$500,000	\$500,000	\$500,000	\$1,250,000	\$3,580,708														
<p>Estimated Operating Budget Requirements: No expected increases in annual maintenance costs from this project.</p>																				


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


Project Title: Police Building		Department: Public Safety				
Project Description & Status: Continues multi-year project to renovate interior spaces at the Police dept. Work to date includes locker rooms, restrooms, and new windows. Proposed funding allows for continued renovation of restrooms and training facility. Future years to include interior space reconfiguration and exterior security.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$60,000	-	-	-	-	-
Estimated Operating Budget Requirements: Slight savings anticipated due to new fixtures and equipment (e.g. water sense, LED).						

Project Title: Fire Companies		Department: Public Safety				
Project Description & Status: The \$200,000 allocated for in progress reflects renovations, upgrades and modernization to Fire Stations 1 and 2. Town staff is currently working with an architect and mechanical engineer to devise plans for Fire Stations 1 and 2. The work to be completed will include addressing ADA compliance matters at both fire stations. In addition, new energy efficient overhead doors, as well as modernization of the offices, kitchen and training room will be completed at Station 1. At Station 2 the focus will be to correct the thin walled copper piping that has resulted in numerous water leaks in the past, as well as leaks with the building's roof. The \$200,000 proposed for this year will address building issues at Stations 3 and 4, which were simultaneously renovated in 1991. The exterior doorframes on both buildings are showing signs of deterioration. The concrete aprons are coming apart. The ceiling in both of the stations' apparatus room is in need of repair. Both buildings will also receive modernization of their offices, kitchen and training room.						
						
Co. 1	Co. 2	Co. 3	Co. 4			
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$200,000	\$200,000	\$75,000	-	-	-	\$475,000
Estimated Operating Budget Requirements: The proposal has the potential to create an annual saving to the Department's overall operating budget. The department would look for ways to incorporate energy saving ideas by going "Green" or utilizing energy efficient products, such as windows, insulated overhead doors, etc., that would have a positive impact on lowering operating and utility expenses.						


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


Project Title: Fire Rescue Boat		Department: Public Safety				
Project Description & Status: The proposal is to replace the department's existing Fire/Rescue boat (Marine 1), a 17' Boston Whaler that is 33 years old. The proposal would be to replace the boat with a 20' – 22' Fire/Rescue boat complete with enclosed pilothouse, hinged rescue door, motor and trailer.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$133,100	-	-	-	-	\$133,100
Estimated Operating Budget Requirements: \$1,000 annual maintenance and fuel.						

Project Title: Glastonbury High School Cafeteria		Department: Board of Education				
Project Description & Status: Following previous years' efforts to re-evaluate all concept options and with the anticipation that final architectural/engineering design drawings are completed, this item is a place-holder for construction funds to the high school kitchen. This renovation work will address compliance with ADA accessibility as well as improve the floor plan layout for better work flow and upgrade the kitchen with more modern equipment. This project will also go through the State School Construction Grant process. At this time we are requesting construction funds.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$1,200,000	-	-	-	-	\$1,200,000
Estimated Operating Budget Requirements: No additional maintenance costs anticipated.						


Project Title: Gideon Welles (GW) Heating & Cooling		Department: Board of Education				
Project Description & Status: The competitive bid process is complete for the combined cooling/heating project at Gideon Welles (GW) School. A \$500K appropriation is proposed to combine with the \$840K now available for this project. This funding will allow for the base bid project involving 34 classrooms. The goal is to begin work in spring 2019 so that cooling is in place for the start of the FY19-20 school year.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	-	\$250,000	-	-	-	\$250,000
Estimated Operating Budget Requirements: Annual Operating costs (primarily electric utilities) will be quantified during the design phase. Improved energy efficiencies anticipated.						


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

Project Title: Hopewell School Paving		Department: Board of Education				
<p>Project Description & Status: This property has approximately 42,500 square feet of parking and this request will consist of an overlay or reclamation and re-pave of areas of the parking lot and driveways that are in need of repair for safety to pedestrians and vehicles. Upon completion, a preventative maintenance program to crackfil and asphalt coat every 3-5 years would be recommended to preserve and extend the life of the bituminous concrete surfaces.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$150,000	-	-	-	-	\$150,000
<p>Estimated Operating Budget Requirements: Timely maintenance of paved surfaces will reduce the need for more expensive reconstruction and ongoing patching. While crackfil and sealcoating every 3-5 years will be a minimal added cost, it will be offset by extending the life of the new pavement. No additional maintenance costs anticipated.</p>						

Project Title: GHS Locker Room		Department: Board of Education				
<p>Project Description & Status: The Field House has received extensive analysis over the past few years. The architectural firm of id3A Architects has evaluated the program needs as well as potential costs for construction. The Town has provided seed money to complete construction drawings which is in the process. Involved in the design process were stakeholders in the district athletic department as well as School and Town employees. The need for additional space for our sports program remains including, expanded/updated locker rooms and the need for housing athletic equipment which has been stored at other locations, requiring students to travel in order to use the equipment. While the addition would be a huge benefit to the athletic program, cost is always a factor. Scope refinement has taken into account the minimum space needs for various team sports and CIAC requirements. This project will also go through the State School Construction Grant process. At this time we are requesting construction funds.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	2,200,000	-	-	-	-	2,200,000
<p>Estimated Operating Budget Requirements: No additional maintenance costs anticipated.</p>						

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


Project Title: Wheel Loader		Department: Sanitation																		
<p>Project Description & Status: The Refuse Disposal Wheel Loader, Asset 3297, is a 2007 model. This equipment is used primarily at the Transfer Station and also serves as a backup to the loaders at the Bulky Waste landfill and Highway division. All three Town loaders also serve a critical need during winter storms and other emergency operations. Planned replacement is warranted to avoid costly repairs and equipment downtime.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>\$235,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>\$235,000</td> </tr> </tbody> </table> <p>Equipment to be purchased through competitive bidding process.</p>							In Progress	2020	2021	2022	2023	Future	Total	-	\$235,000	-	-	-	-	\$235,000
In Progress	2020	2021	2022	2023	Future	Total														
-	\$235,000	-	-	-	-	\$235,000														
<p>Estimated Operating Budget Requirements: Prudent planning of major equipment to avoid costly repairs and downtime.</p>																				

Project Title: Tree Management		Department: Parks & Recreation																		
<p>Project Description & Status: The urban forest has sustained substantial losses from a variety of pressures which include: Emerald Ash Borer, Gypsy Moth, drought, Two Lined Chestnut Borer, and the decline of overly mature trees. The gypsy moth infestation was exacerbated by years of drought and there are many large dead trees needing attention, primarily ash, oaks and maples. Immediate funding is needed to address dead trees posing a risk to roadways and actively used grounds. Additionally, more decline and death is anticipated and funding is anticipated to be needed in the next three to five years. Costs will primarily be associated with contracted work including tree and stump removals, the use of specialized equipment, traffic mitigation, wood pickup, surveillance and assessments to identify trees and ownership, and re-planting in critical areas. Further, the rates for tree contractors are expected to rise because of more work and fewer firms to perform the work as older workers age out of the workforce.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$75,000</td> <td>-</td> <td>\$375,000</td> </tr> </tbody> </table> <p>Additional funds will be needed in the contracted services portion of the operating budget to deal with continued rising costs and trends showing less tolerance for risk, a quicker response due to the age of previously unreported dead trees and a heightened awareness by the community. Estimated costs in future years are subject to adjustment.</p>							In Progress	2020	2021	2022	2023	Future	Total	-	\$100,000	\$100,000	\$100,000	\$75,000	-	\$375,000
In Progress	2020	2021	2022	2023	Future	Total														
-	\$100,000	\$100,000	\$100,000	\$75,000	-	\$375,000														
<p>Estimated Operating Budget Requirements: The traditional operating costs for tree maintenance will still be required. These capital costs are to respond to a loss of trees in the urban forest caused by non-native invasive pests, which was exacerbated by drought. Savings in the operating budget will be generated by reduced risks and accident prevention. Additional savings may be realized via liability avoidance.</p>																				


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


Project Title: Building Roofs		Department: General Government				
<p>Project Description & Status: Roofs for municipal facilities are inspected every year. Particular attention is given to those that are at or approaching the end of their useful life. This ongoing appropriation allows for timely replacement for roofs that indicate need. This proactive approach minimizes disruptions to operations and maintains integrity of assets. Roofs in consideration for funding are two 7,000 +/- and one 3,500 square feet tobacco barns on Town owned land near Nayaug School. Roofs that are in consideration for replacement in future years include the Police Department Annex, Transfer Station Office, and Emergency Medical Services building and Williams Building at Academy.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$650,000	\$50,000	\$85,000	-	-	-	\$785,000
<p>Estimated Operating Budget Requirements: No future budget impact anticipated. Recapitalization of existing asset.</p>						

CIP Improvement Program | Ongoing Projects


Project Title: Property Revaluation		Department: General Government				
<p>Project Description & Status: Connecticut General Statute Section 12-62 mandates the schedule by which each municipality in the state must revalue all real estate within their jurisdiction. In accordance with this schedule, Glastonbury will be performing a revaluation for the 2022 Grand List. The revaluation involves both physical inspections and data collection through data mailers. The last revaluation was completed for the 2017 Grand List.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$216,590	\$145,000*	\$145,000*	\$130,000	\$130,000	\$130,000	\$896,590
<p>Costs associated with a revaluation include professional revaluation & appraisal services, legal services and hardware & software upgrades. Projected costs will vary based upon legal services necessary to defend the new valuations and are typically expended in the 2-3 years following the completion of the revaluation.</p> <p><i>*FY 2020 and 2021 each include \$15k for new software that will be purchased in 2021 and is estimated to cost \$30k.</i></p>						
<p>Estimated Operating Budget Requirements: The revaluation has a major effect on the annual mill rate calculation for the 2023/2024 fiscal year. Revaluation programs are recurring and must be budgeted on a five year cycle.</p>						


CIP Improvement Program | Ongoing Projects Cont'd

Project Title: Document Management		Department: General Government				
Project Description & Status:						
<p>The Document Management Project includes both the purchase and installation of a town-wide Document Management System, as well as the scanning of nearly 2 million paper documents that are currently stored in Town offices. Installation of the town-wide Document Management System is currently progressing and once completed, will be used by all departments. Scanning of the documents commenced in early 2018 and is estimated to be completed June 2019. A few departments are considering conversion of some permanent paper records to microfiche, so that the paper documents could be destroyed. This would cost approximately \$50,000 and would be performed in FY 2020.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$85,000	\$50,000	-	-	-	-	\$85,000
Estimated Operating Budget Requirements:						
<p>The annual operating budget includes approximately \$25,000 for annual maintenance fees. Operating efficiencies will be gained throughout the organization through improved records management.</p>						


Project Title: Main Street Sidewalks		Department: Physical Services				
Project Description & Status:						
<p>This proposed improvement generally consists of construction of a concrete sidewalk along the west side of Route 17 (Main Street), Glastonbury. The total length of new walk to be constructed is approximately 3,300 feet and would connect to existing walk located at the Mallard Drive intersection at the northerly limit and the Stockade Road intersection at the southerly limit. Construction as proposed would eliminate a significant sidewalk gap and would result in a continuous strand of sidewalk between the commercial centers of North and South Glastonbury. It would also provide continuous pedestrian access from South Glastonbury into the neighboring town of East Hartford, a distance of approximately 4.5 miles. Town staff will complete needed design and obtain necessary permits. Accordingly, separate allocation requests for these components are not required. A grant application through the CT Community Connectivity Program has been approved and will defray projected costs by \$300,000. Figures shown below represent total construction costs and do not reflect grant reimbursements.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$64,000	\$840,000	-	-	-	-	\$904,000
Estimated Operating Budget Requirements:						
<p>Additions to the sidewalk network do result in ongoing future costs for maintenance and eventual replacement.</p>						


CIP Improvement Program | Ongoing Projects Cont'd


Project Title: Sidewalk Connections		Department: Physical Services																		
<p>Project Description & Status: Over the years, the Town has developed a highly successful program to construct new sidewalks throughout the community to establish new, and improve existing, pedestrian connections. In addition to the overall policy in support of new sidewalk construction, the Plan of Conservation and Development identifies a comprehensive sidewalk program as a Town-wide transportation policy. Town staff has developed a rating matrix for all sections requested by residents or otherwise identified as being worthy of consideration. The matrix includes ten different rating criteria that are used to score and prioritize each potential project. Rating criteria focus on factors primarily related to safe pedestrian travel in areas of high vehicular volume and with prominent destination points. The amounts listed below are suggested as an annual contribution toward satisfying the list of requested construction on a priority basis. The recently completed sidewalk construction on Cooper Drive is an example of project types funded through annual Capital Improvement Project appropriation. Actual locations for future construction will be determined by review of the priorities established through the sidewalk matrix, public discussion, comment, and public hearing.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>\$100,000</td> <td>\$300,000</td> <td>\$300,000</td> <td>\$300,000</td> <td>\$300,000</td> <td>\$1,300,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	-	\$100,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,300,000
In Progress	2020	2021	2022	2023	Future	Total														
-	\$100,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,300,000														
<p>Estimated Operating Budget Requirements: Additions to the sidewalk network do result in ongoing costs for maintenance and eventual replacement.</p>																				

Project Title: Intersection – NLT/Sycamore/Douglas		Department: Physical Services																		
<p>Project Description & Status: The New London Turnpike/Sycamore Street/Douglas Road intersection is an offset intersection with sightline constraints and poor side street level of service during peak hours. Realignment of this intersection has been contemplated since 2008 when it was identified as an alternative east/west route to and from the Town Center. Town purchase of the parcel located at the Douglas Road/New London Turnpike intersection was accomplished specifically to allow for realignment. A preliminary engineering study has been initiated. Intersection improvement options will be formulated with cost opinions offered for each. Should the Town choose to move forward with a preferred option, it is anticipated that construction would take place in 2020 as part a much larger State of Connecticut project involving Route 17 ramp configuration and bridge removal. The proposed funding request shown below would be considered a “place holder”. Actual dollars required will depend upon the Town’s decision concerning which, if any, alternative is approved.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>\$35,000</td> <td>-</td> <td>\$500,000</td> <td>-</td> <td>-</td> <td>-</td> <td>\$535,000</td> </tr> </tbody> </table>							In Progress	2020	2021	2022	2023	Future	Total	\$35,000	-	\$500,000	-	-	-	\$535,000
In Progress	2020	2021	2022	2023	Future	Total														
\$35,000	-	\$500,000	-	-	-	\$535,000														
<p>Estimated Operating Budget Requirements: Given the early stage of this project, impacts to the Operating Budget are not know at this time.</p>																				


CIP Improvement Program | Ongoing Projects Cont'd

Project Title: Elementary School Air Conditioning		Department: Board of Education				
Project Description & Status: This project funded the cost of ductless split system air conditioning for classrooms at all elementary schools. The project was completed for the start of the 2018-2019 school year. A \$2.0m appropriation and transfer was approved from the General Fund to the Capital Reserve Fund with the understanding that the transfer would be reimbursed to the General Fund through the subsequent 2 year capital budget. The \$525,000 approved for July 1, 2019 funding completes the reimbursement process.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	-	-	\$75,000	\$850,000	-	\$925,000
Estimated Operating Budget Requirements: Estimated increase in electrical cost of \$15,000 per school per year.						

Project Title: Security / Town Hall / Academy		Department: General Government - Facilities				
Project Description & Status: This is a continuing project for phased-in improvements to Town Hall and Academy to provide for better customer service and improve work areas for employees. Near term and future renovations to Town Hall/the Academy Complex include: Town Hall connection to Academy; Exterior door replacements; Interior modifications in Town Hall and build out of Academy Williams Building including ADA work in future years.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$1,717,283	\$75,000	\$200,000	\$50,000	\$50,000	\$50,000	\$2,142,283
Estimated Operating Budget Requirements: Facility renovations will not likely increase operating costs. Energy efficiency initiatives may reduce utility costs.						

Project Title: Energy / Sustainability		Department: General Government				
Project Description & Status: The Town continues to identify and implement clean renewable energy initiatives and to improve energy efficiency. Such initiatives could include solar technology, fuel cells, natural gas powered vehicles and others. The ongoing funding serves as a proactive approach to accessing programs and technologies as they become available. The current lifetime appropriation of \$1,362,044 has been offset by \$357,556 in rebates and grants which have reduced first costs and included benefits to all Town facilities. Future year appropriations will continue to provide funding, as needed, to identify, evaluate, design, and implement energy improvements. The first year funding may provide for an overarching study to bring best practices in sustainability to the forefront in a plan format. Ongoing years funding will support ongoing sustainable and Clean Energy projects including lighting upgrades, improvements to be better able to respond to energy markets and ongoing best practices.						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
\$1,362,044	-	-	-	-	-	\$1,362,044
Estimated Operating Budget Requirements: Energy use intensity (EUI) has been reduced 24% since 2008. Overall energy spend is below the 2005 level.						

CIP Improvement Program | New Projects

Project Title: Traffic Calming		Department: Physical Services				
<p>Project Description & Status: Supports a pedestrian-friendly Town center area to include traffic islands / medians, landscaping, signage, and other such improvements. Future year funding to support traffic calming initiatives throughout the community.</p>						
Estimated Capital Costs:						
In Progress	2020	2021	2022	2023	Future	Total
-	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,100,000
Estimated Operating Budget Requirements: New streetscape amenities will require some level of maintenance in the future. This is expected to be minor.						

CIP Improvement Program | Debt Service Detail Overview

Date of Issue	Interest Rate	Description	Original Issue	Proj. Principal Outstanding July 1, 2019	2019 - 2020 Payments		Total	
					Principal	Interest		
GENERAL TOWN BONDS								
Oct. 12, 2010	3% to 4.913%	Refunding of 2004 & 2005 Bonds	4,053,000	3,415,000	637,000	120,598	757,598	
Nov. 1, 2011	2.5% to 4.5%	Saglio, Nayaug, GHS Land Purchase	3,730,000	2,330,000	200,000	86,988	286,988	
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	2,870,000	1,515,000	415,000	61,300	476,300	
Oct. 10, 2013	3% to 4.625%	Riverfront Park Phase II	8,950,000	7,465,000	425,000	291,374	716,374	
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	3,095,000	1,807,000	12,200	50,859	63,059	
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	5,705,000	5,371,000	529,000	208,738	737,738	
		Total General Town Bonds	\$28,403,000	\$21,903,000	\$2,218,200	\$819,855	\$3,038,057	
SCHOOL BONDS								
Oct. 12, 2010	3% to 5%	Refunding of 2004 & 2005 Bonds	8,857,000	7,480,000	1,373,000	263,503	1,636,503	
Nov. 1, 2011	2.5% to 3%	Saglio, Nayaug, GHS Land Purchase	2,665,000	1,615,000	150,000	43,575	193,575	
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	11,675,000	7,390,000	1,210,000	302,756	1,512,756	
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	6,385,000	1,848,000	17,800	47,916	65,716	
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	830,000	784,000	186,000	34,550	220,550	
		Total School Bonds	\$30,412,000	\$19,117,000	\$2,936,800	\$692,300	\$3,629,100	
TOTAL ALL BONDS			\$58,815,000	\$41,020,000	\$5,155,000	\$1,512,155	\$6,667,157	
NOTES PAYABLE COSTS:								
Sewer Note Repayment							175,000	
Temporary Note Repayment								
Bond Anticipation Note Interest							55,000	
Principal Payment of Outstanding BANS							0	
Total Temporary Note Repayment							55,000	
Debt Administrative Costs - Estimate for issuance of authorized/unissued							60,000	
Allowance for Temporary Interest (i.e. Potential Land Acquisitions / MDC)							200,000	
TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS							\$7,157,157	

CIP Improvement Program | Long Term Debt Amortization Schedule

Excludes Authorized/Unissued

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	2018 Refunding of 2009 Series A & PARTIAL 2009 Series B Bonds; 2018 Series A Land	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Refunding Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land	2010 Refunding of 2004 & 2005 Bonds ADV REFUND
2020-Principal		5,155,000	715,000	30,000	425,000	1,625,000	350,000	2,010,000
Interest	6,667,155	1,512,155	243,288	98,775	291,374	364,056	130,563	384,100
2021-Principal		5,140,000	720,000	30,000	425,000	1,620,000	350,000	1,995,000
Interest	6,463,368	1,323,368	208,763	98,138	278,624	299,056	120,838	317,950
2022-Principal		5,095,000	795,000	30,000	445,000	1,470,000	350,000	2,005,000
Interest	6,194,002	1,099,002	170,888	97,500	265,296	234,256	111,113	219,950
2023-Principal		4,805,000	530,000	30,000	450,000	1,460,000	345,000	1,990,000
Interest	5,714,386	909,386	137,763	96,863	251,030	175,456	100,475	147,800
2024-Principal		4,770,000	530,000	585,000	450,000	905,000	340,000	1,960,000
Interest	5,501,214	731,214	111,263	90,328	235,843	117,056	88,625	88,100
2025-Principal		3,805,000	535,000	585,000	500,000	910,000	340,000	935,000
Interest	4,364,118	559,118	86,663	77,531	218,593	71,806	76,475	28,050
2026-Principal		2,900,000	540,000	575,000	530,000	915,000	340,000	-
Interest	3,315,243	415,243	63,669	62,325	198,618	26,306	64,325	-
2027-Principal		1,975,000	135,000	975,000	530,000	-	335,000	-
Interest	2,293,924	318,924	50,422	39,075	177,153	-	52,275	-
2028-Principal		1,410,000	135,000	410,000	530,000	-	335,000	-
Interest	1,670,914	260,914	47,131	18,300	155,158	-	40,325	-
2029-Principal		1,405,000	135,000	405,000	530,000	-	335,000	-
Interest	1,615,279	210,279	43,672	6,075	132,633	-	27,900	-
2030-Principal		1,000,000	135,000	-	530,000	-	335,000	-
Interest	1,164,188	164,188	39,875	-	109,313	-	15,000	-
2031-Principal		855,000	135,000	-	530,000	-	190,000	-
Interest	980,563	125,563	35,825	-	85,463	-	4,275	-
2032-Principal		665,000	135,000	-	530,000	-	-	-
Interest	758,056	93,056	31,775	-	61,281	-	-	-
2033-Principal		670,000	140,000	-	530,000	-	-	-
Interest	734,419	64,419	27,650	-	36,769	-	-	-
2034-Principal		670,000	140,000	-	530,000	-	-	-
Interest	705,706	35,706	23,450	-	12,256	-	-	-
2035-Principal		140,000	140,000	-	-	-	-	-
Interest	159,250	19,250	19,250	-	-	-	-	-
2036-Principal		140,000	140,000	-	-	-	-	-
Interest	155,050	15,050	15,050	-	-	-	-	-
2037-Principal		140,000	140,000	-	-	-	-	-
Interest	150,850	10,850	10,850	-	-	-	-	-
2038-Principal		140,000	140,000	-	-	-	-	-
Interest	146,563	6,563	6,563	-	-	-	-	-
2039-Principal		140,000	140,000	-	-	-	-	-
Interest	142,188	2,188	2,188	-	-	-	-	-
	48,896,434	48,896,434	7,530,994	4,339,909	9,974,399	10,192,994	4,777,188	12,080,950
Principal Total		41,020,000	6,155,000	3,655,000	7,465,000	8,905,000	3,945,000	10,895,000
Interest Total		7,876,434	1,375,994	684,909	2,509,399	1,287,994	832,188	1,185,950
Total	48,896,434	48,896,434	7,530,994	4,339,909	9,974,399	10,192,994	4,777,188	12,080,950

Capital Improvement Program | Long Term Debt Amortization Schedule

Includes Authorized/Unissued

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Bond \$3.055M (\$1.305m BAN, \$1.75m Library) at 3.75% in July 2020 w/ first pmts due in June 2021	Bond \$2.65M Library at 3.75% in July 2021 w/ first pmts due in June 2022	Bond \$4.3m (\$2.3m MDC and \$2.0m Add'l Land) at 3.75% in July 2022 w/ first pmts due in June 2023	2018 Refunding of 2009 Series A & PARTIAL 2009 Series B Bonds; 2018 Series A Land	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Refunding Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land	2010 Refunding of 2004 & 2005 Bonds ADV REFUND
2020-Principal	6,667,155	5,155,000	-	-	-	715,000	30,000	425,000	1,625,000	350,000	2,010,000
Interest		1,512,155	-	-	-	243,288	98,775	291,374	364,056	130,563	384,100
2021-Principal	6,730,680	5,292,750	152,750	-	-	720,000	30,000	425,000	1,620,000	350,000	1,995,000
Interest		1,437,930	114,563	-	-	208,763	98,138	278,624	299,056	120,838	317,950
2022-Principal	6,687,461	5,380,250	152,750	132,500	-	795,000	30,000	445,000	1,470,000	350,000	2,005,000
Interest		1,307,211	108,834	99,375	-	170,888	97,500	265,296	234,256	111,113	219,950
2023-Principal	6,573,399	5,305,250	152,750	132,500	215,000	530,000	30,000	450,000	1,460,000	345,000	1,990,000
Interest		1,268,149	103,106	94,406	161,250	137,763	96,863	251,030	175,456	100,475	147,800
2024-Principal	6,341,468	5,270,250	152,750	132,500	215,000	530,000	585,000	450,000	905,000	340,000	1,960,000
Interest		1,071,218	97,378	89,438	153,188	111,263	90,328	235,843	117,056	88,625	88,100
2025-Principal	5,185,611	4,305,250	152,750	132,500	215,000	535,000	585,000	500,000	910,000	340,000	935,000
Interest		880,361	91,650	84,469	145,125	86,663	77,531	218,593	71,806	76,475	28,050
2026-Principal	4,117,977	3,400,250	152,750	132,500	215,000	540,000	575,000	530,000	915,000	340,000	-
Interest		717,727	85,922	79,500	137,063	63,669	62,325	198,618	26,306	64,325	-
2027-Principal	3,077,899	2,475,250	152,750	132,500	215,000	135,000	975,000	530,000	-	335,000	-
Interest		602,649	80,194	74,531	129,000	50,422	39,075	177,153	-	52,275	-
2028-Principal	2,436,129	1,910,250	152,750	132,500	215,000	135,000	410,000	530,000	-	335,000	-
Interest		525,879	74,466	69,563	120,938	47,131	18,300	155,158	-	40,325	-
2029-Principal	2,361,736	1,905,250	152,750	132,500	215,000	135,000	405,000	530,000	-	335,000	-
Interest		456,486	68,738	64,594	112,875	43,672	6,075	132,633	-	27,900	-
2030-Principal	1,891,884	1,500,250	152,750	132,500	215,000	135,000	-	530,000	-	335,000	-
Interest		391,634	63,009	59,625	104,813	39,875	-	109,313	-	15,000	-
2031-Principal	1,689,500	1,355,250	152,750	132,500	215,000	135,000	-	530,000	-	190,000	-
Interest		334,250	57,281	54,656	96,750	35,825	-	85,463	-	4,275	-
2032-Principal	1,448,234	1,165,250	152,750	132,500	215,000	135,000	-	530,000	-	-	-
Interest		282,984	51,553	49,688	88,688	31,775	-	61,281	-	-	-
2033-Principal	1,405,838	1,170,250	152,750	132,500	215,000	140,000	-	530,000	-	-	-
Interest		235,588	45,825	44,719	80,625	27,650	-	36,769	-	-	-
2034-Principal	1,358,366	1,170,250	152,750	132,500	215,000	140,000	-	530,000	-	-	-
Interest		188,116	40,097	39,750	72,563	23,450	-	12,256	-	-	-
2035-Principal	793,150	640,250	152,750	132,500	215,000	140,000	-	-	-	-	-
Interest		152,900	34,369	34,781	64,500	19,250	-	-	-	-	-
2036-Principal	770,191	640,250	152,750	132,500	215,000	140,000	-	-	-	-	-
Interest		129,941	28,641	29,813	56,438	15,050	-	-	-	-	-
2037-Principal	747,231	640,250	152,750	132,500	215,000	140,000	-	-	-	-	-
Interest		106,981	22,913	24,844	48,375	10,850	-	-	-	-	-
2038-Principal	724,184	640,250	152,750	132,500	215,000	140,000	-	-	-	-	-
Interest		83,934	17,184	19,875	40,313	6,563	-	-	-	-	-
2039-Principal	701,050	640,250	152,750	132,500	215,000	140,000	-	-	-	-	-
Interest		60,800	11,456	14,906	32,250	2,188	-	-	-	-	-
2040-Principal	540,103	500,250	152,750	132,500	215,000	-	-	-	-	-	-
Interest		39,853	5,728	9,938	24,188	-	-	-	-	-	-
2041-Principal	368,594	347,500	-	132,500	215,000	-	-	-	-	-	-
Interest		21,094	-	4,969	16,125	-	-	-	-	-	-
2042-Principal	223,063	215,000	-	-	215,000	-	-	-	-	-	-
Interest		8,063	-	-	8,063	-	-	-	-	-	-
	62,840,903	62,840,903	4,257,906	3,693,438	5,993,125	7,530,994	4,339,909	9,974,399	10,192,994	4,777,188	12,080,950
Principal Total		51,025,000	3,055,000	2,650,000	4,300,000	6,155,000	3,655,000	7,465,000	8,905,000	3,945,000	10,895,000
Interest Total		11,815,903	1,202,906	1,043,438	1,693,125	1,375,994	684,909	2,509,399	1,287,994	832,188	1,185,950
Total	62,840,903	62,840,903	4,257,906	3,693,438	5,993,125	7,530,994	4,339,909	9,974,399	10,192,994	4,777,188	12,080,950

CIP Improvement Program | Schedule of Debt Limitation – June 30, 2018

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

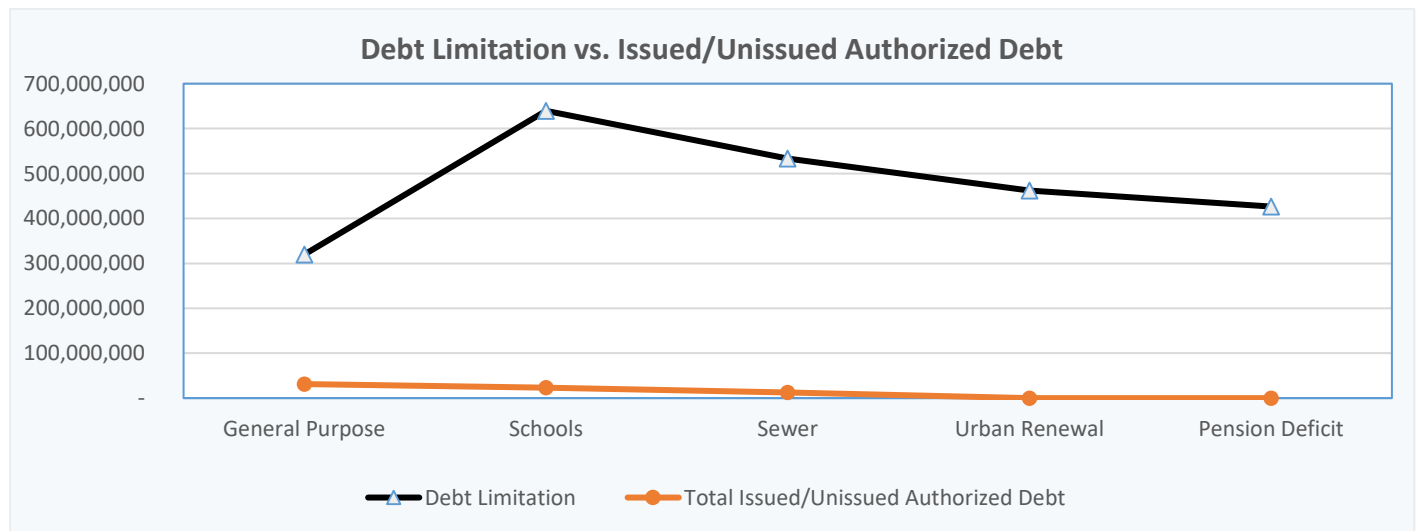
Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2-1/4 times base	\$ 319,788,297	-	-	-	-
4-1/2 times base	-	639,576,594	-	-	-
3-3/4 times base	-	-	532,980,495	-	-
3-1/4 times base	-	-	-	461,916,429	-
3 times base	-	-	-	-	426,384,396
Total debt limitation	319,788,297	639,576,594	532,980,495	461,916,429	426,384,396

Indebtedness:

Bonds outstanding	21,432,000	23,493,000	-	-	-
Bonds authorized and unissued	8,230,000	-	-	-	-
Bond anticipation notes	1,650,000	-	-	-	-
Clean Water Fund notes	-	-	12,695,037	-	-
Construction grants	-	-	-	-	-
Total indebtedness	31,312,000	23,493,000	12,695,037	-	-

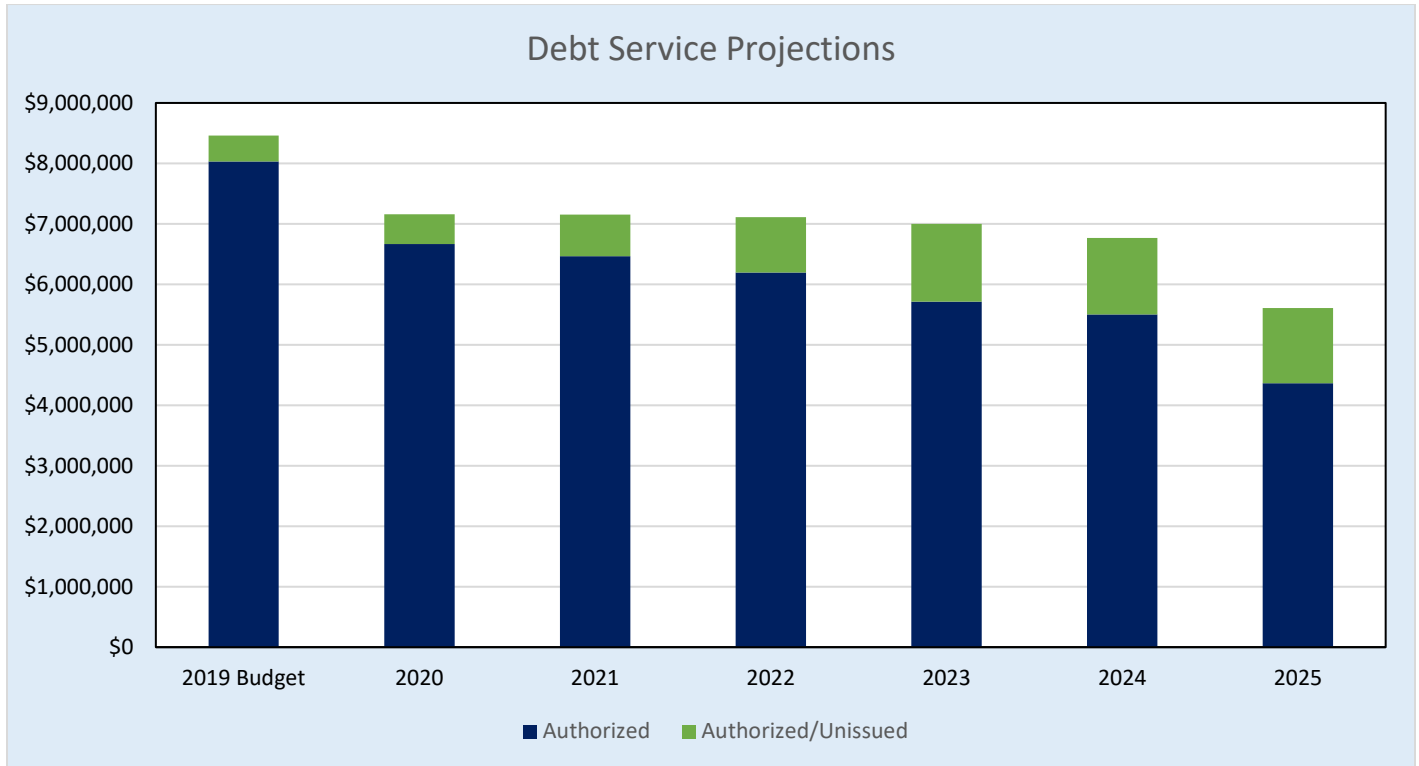
Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 288,476,297	\$ 616,083,594	\$ 520,285,458	\$ 461,916,429	\$ 426,384,396
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Note: In no event shall total indebtedness exceed seven times the base for debt limitation computation **\$ 994,896,924**



CIP Improvement Program | Debt Service Projections

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



* This incorporates authorized but unissued land \$5.6m, authorized but unissued Library \$4.4m

Appendix

Appendix A | COMMUNITY PROFILE/KEY STATISTICS

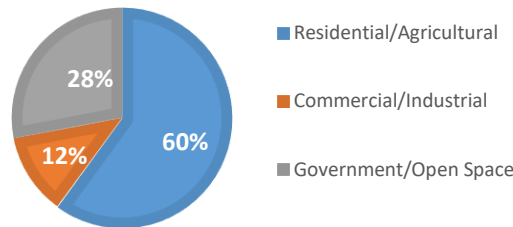
GOVERNMENT

Incorporated in 1693. The Town Council/Manager and Board of Finance form of government was established by Charter in 1959. The Town Council is a nine member legislative body, elected at large for two year terms, and they are responsible for appointing the Town Manager. Three town managers have served Glastonbury since 1959.

DEMOGRAPHICS

Land Area: 52.2 sq. miles

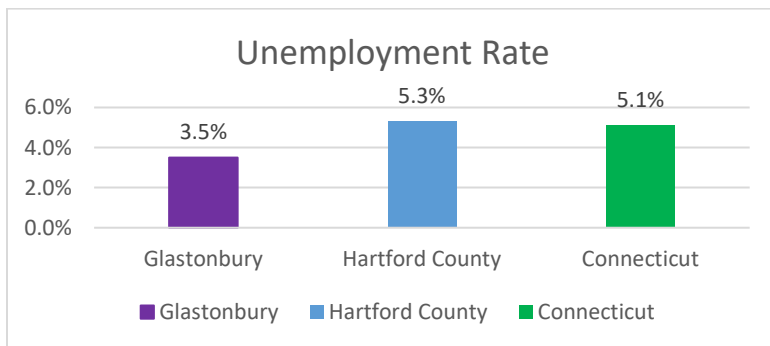
LAND USE



ECONOMICS*

2012-2016

POPULATION	34,677
MEDIAN AGE	45
# OF HOUSEHOLDS	13,332
HOUSEHOLD MEDIAN INCOME	\$108,600



Major Employers in Glastonbury*

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

Top 5 Taxpayers (2017 Grand List)*

Connecticut Light & Power:	\$ 44,052,150
Shops at Somerset Square	\$28,651,700
New London Tpke Apts Investors LLC	\$27,459,700
Massachusetts Mutual Life Ins. Co:	\$18,736,700
Glastonbury MZL LLC	\$18,496,300

*Source: 2018 CERC Profile

Bond Rating

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

Human & Neighborhood Resources

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

Community Development Building Permits (17/18)

New Residential Dwellings (13)
Commercial Buildings (2)
Other (1,748)

PHYSICAL SERVICES

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

SANITATION

Tons of Solid Waste Collected:
1,525 tons/year

WASTE WATER TREATMENT

Sanitary Sewers: 102 miles
Average Daily Treatment Flow:
1.95 Million Gal/Day

Peak Daily Treatment:

Capacity: 8.13 Mil Gal/Day
Flow: 3.64 Mil Gal/Day

SERVICES PROVIDED BY OTHER GOVERNMENTAL UNITS

Water:

Metropolitan District Commission;
Town of Manchester Water

Public Transportation:

Connecticut Transit (Bus)

Appendix B | Towns and Cities Financial Indicators

Capital Region Towns/ District Reference Group B (DRG-B) Towns	2017 Population	2018 Mill Rate	2017 Tax Collection Rates	2017 Gen. Fund Balance-Unassigned	FY2017 Debt Per Capita - Bonds/ Pensions	2017 Per Capita Income (\$)	Moody's Bond Rating as of October 2018
Andover	3,248	32.50	98.90%	2,186,823	1,041	42,190	-
Avon**	18,352	30.59	99.70%	8,954,322	2,670	66,837	Aaa
Bloomfield	21,406	37.56	98.60%	17,385,212	3,897	41,515	Aa2
Bolton	4,916	39.47	98.90%	1,566,089	2,429	49,763	Aa3
Brookfield*	17,133	27.29	99.00%	5,533,937	1,843	48,576	Aa2
Canton	10,298	30.49	99.30%	5,866,975	2,187	52,569	Aa2
Cheshire*	29,330	31.94	99.80%	8,358,973	4,767	47,012	Aa1
East Granby	5,166	32.40	98.90%	2,636,180	1,032	41,099	Aa2
East Hartford	50,319	47.05	97.90%	16,582,000	4,866	26,374	Aa3
East Windsor	11,395	32.77	98.80%	8,140,327	1,638	36,602	Aa2
Ellington	16,195	31.70	99.40%	2,590,354	1,483	44,421	Aa3
Enfield	44,585	31.43	98.20%	18,918,781	1,764	33,246	Aa2
Fairfield*	62,105	25.82	98.70%	27,839,000	4,137	62,541	Aaa
Farmington**	25,572	26.68	99.70%	12,047,641	2,719	55,817	Aaa
Glastonbury**	34,575	37.45	99.40%	24,315,641	3,372	60,119	Aaa
Granby**	11,357	37.94	99.10%	3,490,747	2,048	52,140	-
Greenwich*	62,855	11.37	99.30%	34,041,993	4,520	96,533	Aaa
Guilford*	22,283	29.36	99.50%	9,384,680	4,966	60,003	Aa2
Hartford	123,400	74.29	95.60%	4,510,000	8,507	19,220	B2
Hebron	9,507	37.00	98.10%	7,211,752	1,470	45,956	-
Madison*	18,196	27.30	99.50%	9,985,680	2,061	53,379	Aaa
Manchester	57,932	34.85	98.30%	22,066,000	2,547	34,244	Aa1
Marlborough	6,397	35.46	99.20%	2,671,444	2,556	47,978	Aa3
Monroe*	19,635	35.76	99.00%	9,963,934	2,260	47,991	Aa2
New Fairfield*	14,017	29.82	99.30%	7,231,697	1,609	47,982	Aa1
Newington	30,404	36.59	99.30%	14,621,000	1,908	38,179	-
Newtown*	27,965	33.87	99.40%	12,301,299	2,985	52,754	Aa1
Orange*	13,997	33.28	99.30%	11,216,301	3,750	51,784	-
Rocky Hill	20,105	31.60	99.30%	5,642,325	2,778	44,956	-
Simsbury**	24,952	38.76	99.40%	12,272,378	2,131	56,622	Aaa
Somers	11,106	25.47	98.70%	5,287,089	1,311	40,388	Aa2
South Windsor**	25,937	38.08	98.70%	9,467,497	3,596	46,900	Aa2
Suffield	15,698	28.89	99.10%	8,373,882	1,970	45,478	-
Tolland	14,722	34.48	99.00%	7,923,976	2,881	47,611	-
Trumbull*	36,154	33.39	99.10%	21,116,955	4,430	49,030	Aa2
Vernon	29,289	38.71	98.80%	15,410,513	3,406	35,260	Aa2
West Hartford**	63,133	41.04	99.20%	21,811,000	5,981	52,846	Aaa
Wethersfield	26,195	39.77	99.20%	11,298,466	3,009	41,404	Aa2
Windsor	28,898	32.45	99.00%	20,330,482	1,777	39,542	-
Windsor Locks	12,554	26.66	97.50%	11,479,788	2,222	36,253	Aa1
Woodbridge*	8,853	39.44	99.60%	5,634,676	4,105	54,109	Aaa

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

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

Source: Connecticut Office of Policy Management annual publication of "Municipal Fiscal Indicators FYE 2013-2017" published January 2019.

Appendix C | GLOSSARY

A

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

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

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

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

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

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

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

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

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

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

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

B

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

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

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

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

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

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

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

Bonds Payable: The face value of bonds issued and unpaid

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

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

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

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

C

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

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

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

Capital Outlay: Acquisition of equipment, vehicles and machinery.

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

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

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

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

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

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

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

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

D

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

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

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

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

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

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

E

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

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

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

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

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

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

F

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

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

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

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

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

G

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

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

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

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

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

H

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

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

I

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

L

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

M

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

assets, liabilities, revenues, or expenditures of the individual fund are at least 10 percent of the corresponding total for all funds or of that type.

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

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

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

N

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

Non-Major Fund: See Major Fund definition above.

O

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

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

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

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

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

P

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

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

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

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

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

R

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

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

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

S

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

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

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

T

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

U

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

Appendix D | Salary Admin – Wage Scales

SALARY GRADE	SALARY RANGE			SALARY GRADE	SALARY RANGE			
	37.5 HRS/ PER WEEK		40 HRS/ PER WEEK		37.5 HRS/ PER WEEK		40 HRS/ PER WEEK	
24	105,983	143,072	N/A	12	61,601	77,025	65,707	82,160
23	100,971	136,286	N/A	11	58,695	73,379	62,608	78,270
22	96,116	129,753	N/A	10	55,907	69,888	59,634	74,547
21	91,514	123,591	N/A	9	53,235	66,554	56,784	70,990
20	87,185	117,741	N/A	8	50,700	63,336	54,080	67,558
19	83,012	112,125	N/A	7	48,282	60,411	51,501	64,438
18	79,073	106,782	N/A	6	45,981	57,506	49,046	61,339
17	75,329	101,673	N/A	5	43,836	54,756	46,758	58,406
16	69,635	96,857	N/A	4	41,691	52,085	44,470	55,557
15	68,348	92,255	N/A	3	39,722	49,686	42,370	52,998
14	67,938	84,923	72,467 90,584	2	37,811	47,346	40,331	50,502
13	64,740	80,886	69,056 86,278	1	36,036	45,065	38,438	48,069

GLASTONBURY POLICE OFFICER ASSOCIATION FISCAL YEAR 2019/2020

Police and Dispatchers and Animal Control Officer: Current contract expires June 30, 2021

SALARY GRADE	SALARY RANGE	
GPOA-LT	110,365	113,381
GPOA-SGT	99,694	107,058
GPOA-AGT	92,206	96,595
GPOA-PO	69,451	90,709
GPOA-COMM SUPV	72,342	78,021
GPOA-DISP	55,931	70,678
GPOA-ACO	51,854	64,106

INTERNATIONAL UNION OF OPERATING ENGINEERS FISCAL YEAR 2019/2020

Highway, Fleet Maintenance & Refuse Disposal Employees: Current contract expires June 30, 2019

SALARY GRADE	SALARY RANGE	
IUOE-5	65,957	80,870
IUOE-4	61,235	75,109
IUOE-3	56,992	69,909
IUOE-2	51,501	63,086
IUOE-1	46,821	57,470

AFSCME LOCAL 3946 OF COUNCIL 4 - FISCAL YEAR 2019/2020

Wastewater Treatment & Facilities Maintenance Employees

Contract expired June 30, 2017

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

SALARY GRADE	SALARY RANGE	
Grade 9	69,019	82,481
Grade 8	63,503	79,378
Grade 7	60,461	75,583
Grade 6	57,587	71,984
Grade 5	54,853	68,553
Grade 4	52,230	65,288
Grade 3	49,747	62,191
Grade 2	45,116	56,388
Grade 1	42,967	53,709

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

DEPARTMENT	Division	FY2016	FY2017	FY2018	FY2019	FY2020
GENERAL GOVERNMENT	Town Manager	3	3	3	3	3
	Human Resources	3	3	4	3	3
	Facilities Maintenance	13	13	12	12	12
COMMUNITY DEVELOPMENT	Community Development	3.5	3.5	3.5	3.5	3.5
	Building Inspection	4	4	4	4	4
	Fire Marshal	2	2	2	2	2
	Health	5	5	5	5	5
ADMINISTRATIVE SERVICES	Financial Administration	8	8	8	9	9
	Accounting	4	4	4	4	4
	Property Assessment	5	5	5	5	5
	Revenue Collection	4	4	4	4	4
	Town Clerk	4	4	4	4	4
PUBLIC SAFETY	Police	75	75	77	79	79
	Fire	2	2	2	2	2
PHYSICAL SERVICES	Engineering	12.5	12.5	11.5	11.5	11.5
	Highway	22	22	22	22	22
	Fleet Maintenance	6	6	6	6	6
SANITATION	Refuse Disposal	2	2	2	2	2
SEWER OPERATING FUND	Water Pollution	9	9	9	9	9
HUMAN SERVICES	Senior & Community Services	9	9	8	8	7
	Youth & Family Services	12	12	11	11	11
LEISURE/CULTURE	Parks & Recreation	22	22	22	22	22
	Welles Turner Library	10	10	10	10	10
	Total Town Government	240	240	239	241	240
	Total Education (FTE)	810	802	801	789	795
	TOTAL TOWN & EDUCATION	1,050	1,042	1,040	1,030	1035

Appendix F | Staffing Summary – Full Time Employees (1 of 4 pages)

DEPARTMENT	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
General Government	19	19	18	18
Community Development	14.5	14.5	14.5	14.5
Administrative Services	25	25	26	26
Public Safety	77	79	81	81
Physical Services	40.5	39.5	39.5	39.5
Sanitation	2	2	2	2
Sewer Operating Fund	9	9	9	9
Human Services	21	19	19	18
Leisure/Culture	32	32	32	32
Total Full-Time Employees	240	239	241	240

Full-Time Employee Positions and Salary Grades by Department

POSITION	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
GENERAL GOVERNMENT					
Town Manager	N/A	1	1	1	1
Director of Human Resources	21	1	1	1	1
Building Superintendent	19	1	1	1	1
Marketing-Communications Specialist	14	1	1	1	1
Human Resources Generalist	12	1	0	0	0
Human Resources Programs Manager	13	0	1	1	1
Exec. Secretary to Town Manager	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Human Resources Assistant	10	1	0	0	0
Human Resources Coordinator	10	0	1	1	1
Building Maintenance Supervisor	AFSCME-8	1	1	1	1
Senior Building Maintainer	AFSCME-5	2	2	2	2
Inventory Specialist	AFSCME-4	1	1	0	0
Custodial Services Supervisor	AFSCME-4	1	1	1	1
Building Maintainer	AFSCME-2,3,5	3	3	3	3
Custodian	AFSCME-1	3	3	3	3
Total Full-Time		19	19	18	18

Appendix F | Staffing Summary – Full Time Employees (2 of 4)

COMMUNITY DEVELOPMENT	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Director of Planning and Land Use Services	24	1	1	1	1
Director of Health	20	1	1	1	1
Building Official	19	1	1	1	1
Fire Marshal	17	1	1	1	1
Deputy Building Official	16	1	1	1	1
Environmental Planner	16	1	1	1	1
Chief Sanitarian	15	1	1	1	1
Planner	15	1	1	1	1
Sanitarian	14	1	1	1	1
Deputy Fire Marshal	13	1	1	1	1
Building Inspector	12	1	1	1	1
Health Inspector	12	1	1	1	1
Administrative Secretary	5,7	0.5	0.5	0.5	0.5
Building Clerk	6	1	1	1	1
Health Clerk	6	1	1	1	1
Total Full-Time		14.5	14.5	14.5	14.5

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

*Excludes Board of Education

ADMINISTRATIVE SERVICES	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Dir. of Finance & Adm. Services	24	1	1	1	1
Controller	19	1	1	1	1
Assessor	19	1	1	1	1
Information Technology Manager	19	1	1	1	1
Town Clerk	17	1	1	1	1
Revenue Collector	17	1	1	1	1
Purchasing Agent	17	1	1	1	1
Assistant Assessor	13	1	1	1	1
Budget/ Finance Analyst	13	0	1	1	1
Systems Support Specialist	12	2	2	2	2
Web Applications Support Specialist	12	1	1	1	1
Executive Secretary	10	1	0	0	0
Assistant Town Clerk	10	1	1	1	1
Assistant Revenue Collector	10	1	1	1	1
Payroll Coordinator	10	1	1	1	1
Buyer	10	1	1	1	1
Assessment Technician	8	1	1	1	1
Accounting Technician	8	0	0	0	1
Administrative Secretary	7	0	0	1	1
Revenue Clerk	6	2	2	2	2
Assessment Clerk	6	2	2	2	2
Account Clerk	6	2	2	2	1
Records Clerk	6	2	2	2	2
Total Full-Time		25	25	26	26

Appendix F | Staffing Summary – Full Time Employees (3 of 4)

PUBLIC SAFETY	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Chief of Police	24	1	1	1	1
Police Captain	21	1	1	1	1
Fire Chief	20	1	1	1	1
Executive Secretary	10	1	1	1	1
Data Processing Tech/Supervisor	8	1	1	1	1
Forensic Technician	8	1	1	1	1
Financial Technician	8	1	1	1	1
Police Clerk	6	2	2	3	3
Administrative Secretary	5,7	1	1	1	1
Police Lieutenant	GPOA-LT	4	4	4	4
Police Sergeant	GPOA-SGT	7	7	7	7
Police Agent	GPOA-AGT	9	9	9	9
Police Officer	GPOA-PO	37	37	37	37
Communications Supervisor	GPOA-COMM SUPV	1	1	1	1
Dispatcher	GPOA-DSP	8	10	11	11
Animal Control Officer	GPOA-ACO	1	1	1	1
Total Full-Time		77	79	81	81

PHYSICAL SERVICES	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Town Engineer/Manager of Phys. Services	23	1	1	1	1
Physical Services Operations Manager	21	1	1	1	1
Assistant Town Engineer	18	1	1	1	1
Sr. Engineering Technician	13	1	1	1	1
Civil Eng. Tech/CAD Coordinator	13	1	1	1	1
Senior Construction Inspector	11	2	2	2	2
Survey Party Chief	11	1	1	1	1
Civil Engineering Technician	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Administrative Secretary	7	0.5	0.5	0.5	0.5
CAD Technician	9	1	1	1	1
Construction Inspector	9	0	0	0	0
Survey Technician	8	1	1	1	1
Vehicle & Equip Maintenance Supervisor	IUOE-5	1	1	1	1
Highway Maintenance Supervisor	IUOE-5	1	1	1	1
(Senior) Equipment Operators	IUOE-3,4	5	5	5	5
Highway Maintainer	IUOE-1,2,3	13	12	12	12
Highway Lead Maintainer	IUOE-4	2	2	2	2
Vehicle & Equip Mechanic	IUOE-3,4	5	5	5	5
Senior Traffic Sign Maintainer	IUOE-3	1	1	1	1
Total Full-Time		40.5	39.5	39.5	39.5

Appendix F | Staffing Summary – Full Time Employees (4 of 4)

SANITATION	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Transfer Station /Refuse Disposal Supervisor	IUOE-5	1	1	1	1
Transfer Station/Refuse Disposal Operator	IUOE-3,4	1	1	1	1
Total Full-Time		2	2	2	2
SEWER OPERATING FUND					
Sanitation Superintendent	19	1	0	0	0
Sanitation Superintendent	20	0	1	1	1
Sanitation Clerk	6	1	1	1	1
WPC Plant Maintenance Supervisor	AFSCME-9	1	1	1	1
WPC Plant Mechanic	AFSCME-7	1	1	1	1
WPC Laboratory Technician	AFSCME-5	1	1	1	1
WPC Plant Operator	AFSC-2,3,4,5	4	4	4	4
Total Full-Time		9	9	9	9

HUMAN SERVICES	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Director of Human Services	20	1	1	1	1
Clinical & Outreach Services Supervisor	16	1	1	1	0
Senior Center Program Supervisor	15	1	1	1	1
Youth Program Coordinator	13	1	1	1	1
Clinical Social Worker (Youth & Family (YFS))	12	5	4	4	4
Outreach Social Work Coordinator	12	1	1	1	1
Outreach Social Worker (YFS)	11	2	2	2	2
Substance Abuse Prevention Coordinator (YFS)	11	1	0	0	0
Outreach Social Worker (Social Services)	11	2	2	2	2
Human Services Assistant	10	1	1	1	1
Assistant Senior Center Program Coordinator	7	1	1	1	1
Assistant Program Coordinator (YFS)	7	1	1	1	1
Administrative Secretary	5,7	1	1	1	1
Customer Service Representative	3	1	1	1	1
Driver (CDL)	1	1	1	1	1
Total Full-Time		21	19	19	18

LEISURE/CULTURE	SALARY GRADE	FY16/17 ACTUAL	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY19/20 ADOPTED
Director of Parks and Recreation	22	1	1	1	1
Library Director	20	1	1	1	1
Parks Superintendent	18	1	1	1	1
Recreation Supervisor	15	3	3	3	3
Park Maintenance Supervisor	12	1	1	1	1
Recreation Program Coordinator	10	1	1	1	1
Executive Secretary	10	1	1	1	1
Senior Park Maintainer	10	1	0	0	0
Librarian	8,10,14	6	6	7	7
Park Maintainer	5,7,9	12	13	13	13
Administrative Secretary	7	1	1	1	1
Library Assistant	4	3	3	2	2
Total Full-Time		32	32	32	32

Appendix G | Comparative Budget Impact – Historical

	ADOPTED 2015-2016	ADOPTED 2016-2017	ADOPTED 2017-2018	ADOPTED 2018-2019	ADOPTED 2019-2020
Appropriations/Expenditures					
Town	39,231,569	40,080,830	39,658,462	42,016,003	43,334,025
Debt	8,856,680	8,984,958	8,975,000	8,459,085	7,157,157
Transfers:					
Capital Reserve	5,133,800	5,000,000	5,000,000	5,750,000	6,000,000
Dog Fund	45,000	45,000	45,000	45,000	45,000
OPEB Trust	0	0	0	713,719	771,598
Other	452,500	2,900,000	687,804	0	0
Sub-total Transfers	5,631,300	7,945,000	5,732,804	6,508,719	6,816,598
Debt and Transfers	14,487,980	16,929,958	14,707,804	14,967,804	13,973,755
Education	99,250,292	101,341,911	100,894,967	105,366,982	108,699,846
Total Appropriations	\$152,969,841	\$158,352,699	\$155,261,233	\$162,350,789	\$166,007,626
APPROPRIATION % INCREASE	2.20%	3.52%	-1.95%	4.57%	2.25%
FINANCED BY:					
Licenses/Permits	\$833,150	\$956,200	\$1,051,100	\$1,126,100	\$1,150,800
Intergovernmental Revenues	7,871,845	8,807,118	3,534,606	7,052,570	6,781,043
Charges/Services	1,349,625	1,378,350	1,526,290	1,416,570	1,436,765
Other	2,488,276	2,310,461	1,588,072	1,784,841	2,474,251
Use/Fund Balance	650,000	575,000	575,000	575,000	575,000
Taxes/non-current	1,902,000	1,902,000	1,952,000	2,302,000	2,302,000
Total Non-Tax Revenues	\$15,094,896	\$15,929,129	\$10,227,068	\$14,257,081	\$14,719,859
% Increase	1.16%	5.53%	-35.80%	39.41%	3.25%
CURRENT TAXES REQUIRED	\$137,874,945	\$142,423,570	\$145,034,165	\$148,093,708	\$151,287,767
% Increase	2.32%	3.30%	1.83%	2.11%	2.16%
GRAND LIST - Stated in Thousands	\$3,871,305	\$3,915,070	\$3,969,656	\$4,174,264	\$4,203,730
MILL RATE - Real Estate/Personal Property	36.10	36.40	37.45	36.00	36.36
MILL RATE - Motor Vehicles		34.60	32.00	36.00	36.36
% Increase (Decrease) on RE/PP	1.26%	0.83%	2.88%	-3.87%	1.00%
% Increase (Decrease) on MV	1.26%	-4.16%	-7.51%	12.50%	1.00%

NOTES:

⁽¹⁾ Fiscal Year 2017-2018 is a revaluation year.

Appendix H | 3-Year Consolidated Budget Fund Financial Statements

	MAJOR FUND GENERAL FUND			NON MAJOR GOVERNMENTAL FUNDS			TOTAL ALL BUDGETED GOVERNMENTAL FUNDS		
	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED
FINANCIAL SOURCES									
Taxes	147,560,197	150,395,708	153,589,767	-	-	-	147,560,197	150,395,708	153,589,767
Licenses & Permits	1,442,652	1,126,100	1,150,800	-	-	-	1,442,652	1,126,100	1,150,800
Intergovernmental	8,166,349	7,052,570	6,781,043	7,009	-	-	8,173,358	7,052,570	6,781,043
Charges for Services	1,518,887	1,416,570	1,436,765	4,893,556	5,298,544	5,303,658	6,412,443	6,715,114	6,740,423
Other	2,044,461	1,784,841	2,474,251	49,797	4,900	7,900	2,094,258	1,789,741	2,482,151
Transfers In	-	-	-	-	-	-	-	-	-
Use of Fund Balance	-	575,000	575,000	-	-	-	-	575,000	575,000
TOTAL REVENUES/TRANSFERS	160,732,546	162,350,789	166,007,626	4,950,362	5,303,444	5,311,558	165,682,908	167,654,233	171,319,184
FINANCIAL USES									
General Government	3,038,972	3,364,593	3,311,802	-	-	-	3,038,972	3,364,593	3,311,802
Community Development	1,857,926	2,103,418	2,201,929	-	-	-	1,857,926	2,103,418	2,201,929
Administrative Services	5,707,607	6,074,815	6,213,738	-	-	-	5,707,607	6,074,815	6,213,738
Public Safety	13,634,227	14,085,496	14,580,054	594,856	403,625	400,000	14,229,083	14,489,121	14,980,054
Physical Services	6,943,112	7,075,183	7,457,270	-	-	-	6,943,112	7,075,183	7,457,270
Sanitation	725,610	804,477	859,961	1,737,476	3,074,504	3,170,642	2,463,086	3,878,981	4,030,603
Human Services	2,787,792	2,979,232	2,964,504	-	-	-	2,787,792	2,979,232	2,964,504
Leisure & Culture	5,239,873	5,528,789	5,744,767	1,385,684	1,785,331	1,740,916	6,625,557	7,314,120	7,485,683
Contingency	-	-	-	-	-	-	-	-	-
Total Town	39,935,119	42,016,003	43,334,025	3,718,016	5,263,460	5,311,558	43,653,135	47,279,463	48,645,583
Debt Service & Transfers	16,783,940	14,967,804	13,973,755	737,883	39,984	-	17,521,823	15,007,788	13,973,755
Education	104,911,670	105,366,982	108,699,846	-	-	-	104,911,670	105,366,982	108,699,846
TOTAL EXPENDITURES	161,630,729	162,350,789	166,007,626	4,455,899	5,303,444	5,311,558	166,086,628	167,654,233	171,319,184
Net Increase/decrease in Fund Balance or use of Fund Balance	(898,183)	-	-	494,463	-	-	(403,720)	-	-
Budgetary Fund Balance Beginning of Year	26,655,711	25,757,528	25,757,528	3,875,658	4,370,121	4,370,121	30,531,369	30,127,649	30,127,649
Budgetary Fund Balance at End of Year	25,757,528	25,757,528	25,757,528	4,370,121	4,370,121	4,370,121	30,127,649	30,127,649	30,127,649
Non Spendable	202,704	202,704	202,704	5,080	5,080	5,080	207,784	207,784	207,784
Committed	-	-	-	4,365,041	4,365,041	4,365,041	4,365,041	4,365,041	4,365,041
Assigned	1,678,597	1,678,597	1,678,597	-	-	-	1,678,597	1,678,597	1,678,597
Unassigned	23,876,227	23,876,227	23,876,227	-	-	-	23,876,227	23,876,227	23,876,227
	25,757,528	25,757,528	25,757,528	4,370,121	4,370,121	4,370,121	30,127,649	30,127,649	30,127,649

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

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

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Town of Glastonbury