

DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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PRESENTED TO

Town of Glastonbury

Connecticut

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the Town of Glastonbury, Connecticut for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. Glastonbury believes the current budget continues to conform to program requirements, and will be submitting it to the GFOA to determine its eligibility for another award.

Vision Statement

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

The Glastonbury Story

Written by Marjorie G. McNulty-Town Historian

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

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

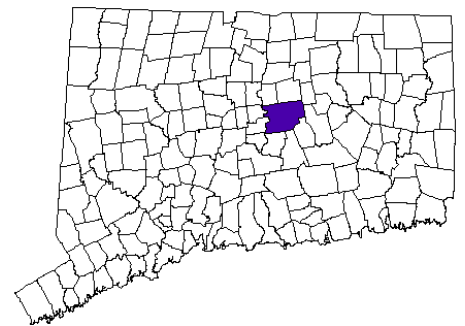


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Accomplishments & Successes

The following is representative of the accomplishments and successes of the past year in Glastonbury. Additional achievements and successes are published monthly by the Town Manager and highlighted throughout this budget document.

- Connecticut Society of Civil Engineers recognized the Main Street Traffic Signal Project with its Achievement in Civil Engineering designation.
- Riverfront Boathouse recognized by the Association of Builders and Contractors with its Excellence in Construction award.
- Glastonbury designated Heart Safe Community by Connecticut Department of Public Health.
- Annual Santa's Run Road Race identified among top 75 road races in New England by *New England Magazine*.
- Awarded Bicycle Friendly Community-Bronze Designation by the League of American Bicyclists.
- Received Government Finance Officers Association's "Distinguished Budget Award" and "Certificate of Achievement for Excellence in Financial Reporting".
- Moody's Investors Services and Standard & Poor's reaffirmed Glastonbury's AAA and Aaa bond ratings.
- Recreation Program Coordinator presented with 2014 Young Professional Award by the CT Recreation & Parks Association.
- Town Manager recognized by State DEEP with the Power of Change – Top Honors designation for ongoing commitment and success with energy efficiency and alternate energy initiatives.
- Awarded over \$35 million in State and Federal grants for land acquisition, infrastructure, and Town programs over the past 4-5 years.
- Earned EPA Energy Star designation for multiple Town and School buildings.
- Supported 3,654 MWh wind generated power through ongoing support of the Community Clean Energy Program.
- Awarded State grants for purchase and installation of electric vehicle charging stations for general public, and in support of Town's ongoing energy efficiency and alternate energy program.
- Participated in State sponsored C-PACE program to assist business property owners in financing energy efficiency improvements. Local business community is successfully participating in this initiative.
- Earned National accreditation for Glastonbury's Senior Center in 2007 and 2012.
- Completed independent energy audit of all school buildings. Implementation in progress. This supplements previous audit and implementation plan for all Town owned facilities.
- Participated in a variety of regional initiatives including Regional Forensics Facility, multi-town equipment purchase with State funding, multi-town Job Order Contracting program, Regional Purchasing Consortium, Central Connecticut Solid Waste Authority, Insurance Captive and host for multi-town Public Safety Dispatch initiative.
- Installed 5,000 solar panels on Town and School facilities through State sponsored Z-REC Program and Power Purchase Agreement in cooperation with Solar City.
- Police Department was recognized as a Nationally Accredited Department for its 9th consecutive year, an achievement earned by less than 5% of police forces country-wide.



POWER of CHANGE
AWARD



Principal Officials

Town Council

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

Board of Finance

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

Town Administration

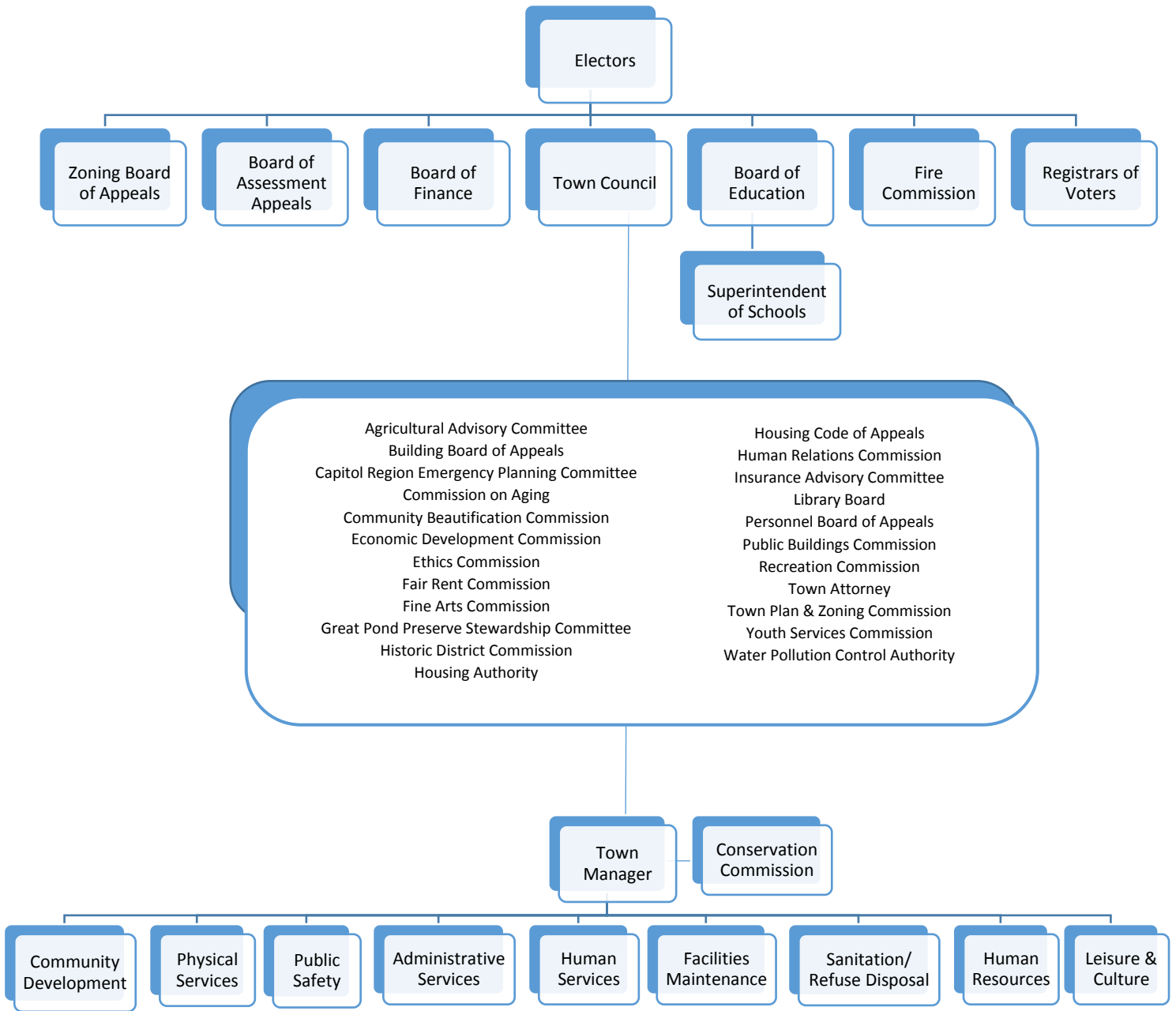
Richard J. Johnson, Town Manager
Chief David Caron, Chief of Police
Diane Waldron, Director of Finance & Administrative Services
Daniel Pennington, Town Engineer/Manager of Physical Services
Khara Dodds, Director of Planning & Land Use Services
Sherri Tanguay, Director of Human Resources

Board of Education

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

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

Glastonbury Staff Organizational Chart



Town Manager's Letter

Dear Glastonbury Resident:

I am pleased to forward the fiscal year 2016-2017 Annual Town Operating Budget as approved by vote of the Council at its Tuesday, March 22, 2016 meeting. The adopted budget successfully continues to effectively manage the cost of Town operations while retaining the quality of programs, services and facilities.

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

	Adopted 2015 – 2016	Adopted 2016 – 2017	\$ Change	Percent Change
Town Operations	\$39,406,569	\$40,255,830	\$849,261	2.16%
Debt & Transfers	\$14,255,000	\$14,255,000	\$0	0.00%
Education	\$99,250,292	\$101,341,911	\$2,091,619	2.11%
Total	\$152,911,861	\$155,852,741	\$2,940,880	1.92%

OVERVIEW

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

Operating Expenditures - The combined Town, Debt & Transfer and Education budget increase totals approximately \$2.94 million, or 1.9±%.

Expenditures

- Combined percentage increase of 1.92% compares to adopted budgets of 2.16%, 3.14% and 2.99%, respectively, for FY 2016, 2015 and 2014.
- Debt & Transfer appropriations remain unchanged at \$9.2 and \$5 million - \$14.2 million total.
- Town operations increase 2.16% and Education increases 2.11%.

Revenues

- Tax revenue accounts increase \$2.1 million or 1.5%.
- Combined non-tax revenues including Intergovernmental Revenues increase a net \$909,233.

Grand List

- October 1, 2015 Grand List increases 1.22%.

General Fund

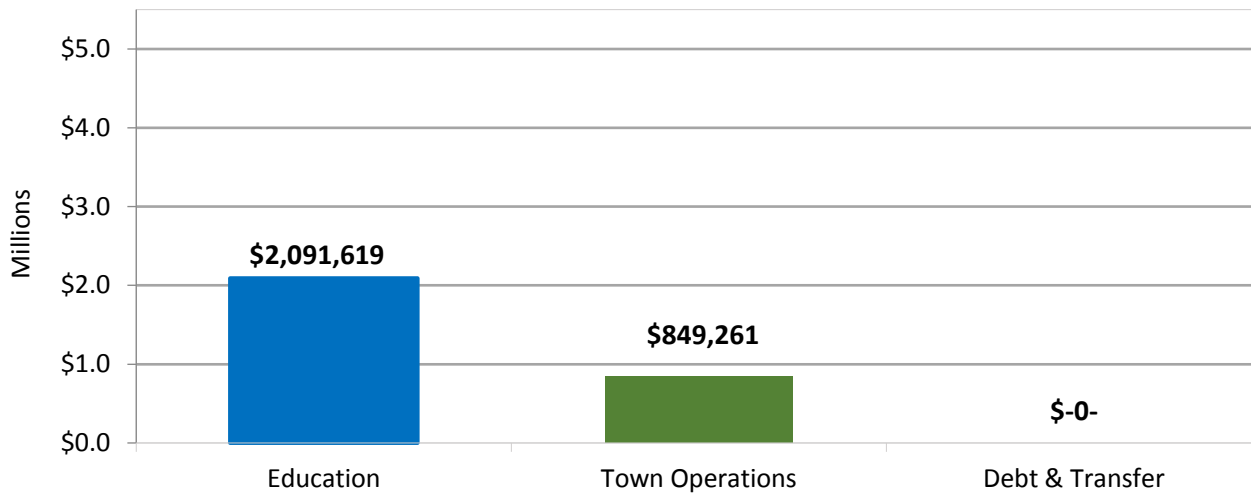
- General Fund Transfer-In declines \$75,000 to \$575,000 as compared to \$650,000 in the current year.

Mill Rate

- New tax rate for Real Estate (RE) and Personal Property (PP) at 36.4 mills as compared to 36.1 mills in current year. 0.83% increase.
- Mill rate for Motor Vehicle (MV) at 34.6 mills (36.1 mills in current year) consistent with new state-wide cap. – 4.2% decrease.
- Increase in the tax rate for RE/PP partially offset by reductions in the MV tax rate.

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

Town, Education, Debt & Transfer (Adopted 2016-2017)



The following paragraphs summarize the foundation for the spending plan enacted for FY 2017 and additional, detailed information is provided throughout this budget document.

Goals, Priorities, and Influences

Through years of prudent fiscal management and the ongoing practice of “living well within the community’s means” Glastonbury is well positioned to respond to changing economic conditions. The Town is fortunate to have a strong, diverse tax base, declining Debt Service, a sound Fund Balance, steady commitment to ongoing Capital funding, and thoughtful, supportive elected officials and citizenry. The Glastonbury Vision Statement does a good job confirming the community’s overall identity.

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.

While Glastonbury is not faced with significant threats or challenges, attention is always focused on the Connecticut and national economy, local and world events and other factors that could influence future operations and finances.

With the preceding in mind, there are a number of ongoing organizational goals, objectives, priorities, expectations and strategies. These are well understood and supported by the Council, management and community. These factors continue to help shape the annual Operating and Capital budgets. Examples are highlighted on pages 19 and 20 of this document and supplemented below.

Town Operations – Ongoing Town operations are managed to minimize annual changes in system-wide budget accounts to provide predictability and sustainability for operating expenditures. Operating areas throughout the organization work to identify, support and implement operating efficiencies through process improvements, machinery and equipment, staffing levels, systems and other initiatives.

Budget and Financial Policies –The Town Council and Board of Finance have enacted policy statements concerning the General Fund, Debt Service, Insurance Reserve Fund, Capital Reserve Fund, Capital Program and other policies cited herein on pages 26-27. These policies guide budget and financial decisions.

Capital Program – Carefully manage ongoing Capital Improvement and Capital Outlay funding to proactively and effectively achieve operating efficiencies, achieve cost avoidance, and effectively maintain Town infrastructure, systems, machinery and equipment (CIP Criteria). Funds are allocated through the annual Appropriation and Transfer to the Capital Reserve Fund, operating Capital Outlay accounts, grants, community partnerships and Debt Service as applicable.

Tax Rate – Limit annual changes in the tax rate (2% or less) to avoid significant upward movement in the mill rate. Effectively manage all Town operations while sustaining outstanding programs, services and facilities.

Operating Revenues – Carefully review and manage all non-tax operating revenues to accurately and conservatively meet and exceed budget estimates while not overstating revenue projections.

Pension and OPEB – Fully fund the Actuarial Determined Contribution (ADC) on an annual basis and carefully manage all pension actions to ensure the long-term health and sustainability of the pension plan. Devote ongoing funding to fully meet the OPEB obligation in accordance with the applicable ADC. Achieve through annual commitment of operating funds to pension and OPEB commitments.

Cooperative Service Delivery – Participate in discussions concerning multi-town and regional service delivery, evaluate for applicability to Glastonbury (improve efficiency, cost savings, customer service, cost avoidance) and implement as applicable.

Town Staff – Retain top quality staff throughout the organization through positive employee relations, competitive wages and benefits, ongoing communications and professional development.

The budget enacted for FY 2016-2017 complements and supports the preceding factors, the goals and objectives outlined on pages 19-20, and within Glastonbury’s overarching Vision Statement.

Town Operations

The Town Operating budget is comprised of 41 line items. The 7 primary funding categories influencing the adopted Operating budget, as components of the overall budget increase (2.16%), are summarized below. These expenditure categories contribute and support the goals, objectives, priorities and other factors cited herein.

	\$ Change	Budget % Increase
Wages	\$595,040	1.51%
Insurance	\$57,009	0.15%
Pension	\$242,869	0.62%
OPEB	(\$90,230)	(0.23%)
Fuel	(\$42,905)	(0.11%)
Capital Outlay	\$41,772	0.23%
All Others	\$45,706	0.11%
Total	\$849,261	2.16%

Personal Services-Wage Accounts

Combined wage accounts increase \$595,040 or 2.95%. This includes full-time, part-time, overtime and unit pay.

Full-time wage accounts assume a 2.25% general wage adjustment effective July 1, 2016 for all full-time staff (non-affiliated and collective bargaining units).

Full-time headcount has declined over recent years to achieve wage and benefit cost savings. This is accomplished through job sharing, consolidation, restructuring, technology, process improvements, outsourcing, and other such initiatives. The budget for FY 2017 allocates 79±% of approved funding (General Fund) to employee related costs for wages, insurances, and pension. Glastonbury is very fortunate to have a talented, highly dedicated staff throughout the organization. Through their combined efforts, ongoing costs for Town operations are managed very effectively. At the same time, at 79% of budgeted costs every effort is made to

effectively manage staffing levels. While full-time staffing remains level in FY 2017 (Appendix E), all position vacancies will continue to be evaluated for possible efficiencies.

System-wide **part-time wage** accounts increase \$75,000± or 3.6%. This results primarily from full year funding of per diem paid Firefighter coverage during weekday hours. This program was introduced late last fiscal year to supplement the Volunteer Fire Service.

Unit pay remains unchanged. **Overtime accounts** increase by \$77,000 or 9+% to better reflect system-wide overtime costs.

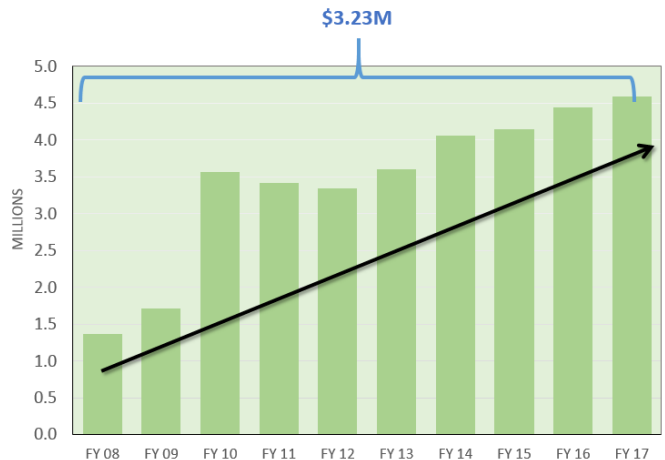
Insurance

Insurance accounts increase a combined \$57,000± or 1% to include health, Worker’s Compensation, Liability and Property Casualty. Ongoing efforts to manage health insurance costs through plan design and employee education have helped moderate changes to the annual premium equivalent. Similarly, loss control efforts involving worker safety and Town facilities, fleet and equipment has resulted in favorable loss experience. This translates to modest changes in premium costs.

Pension

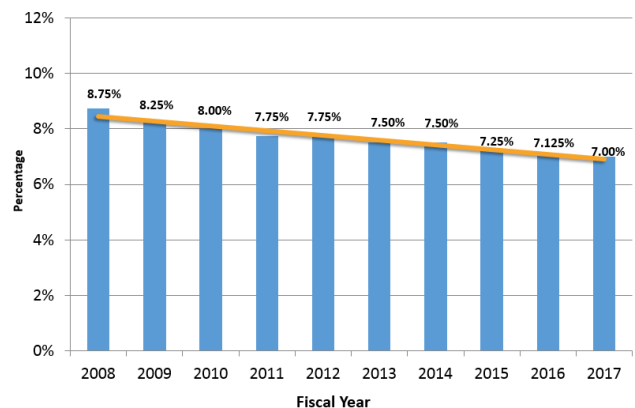
The Actuarial Determined Contribution (ADC) continues to be influenced by ongoing efforts to reduce the actuarial investment assumption and the previously stated policy of fully funding the annual ADC requirement. Since 2008, the investment rate of return has been reduced from 8.75% to 7% effective with the July 2015 Valuation (FY 2016-2017). This change in the investment assumption is part of the Town’s ongoing efforts to ensure sound pension management practices that reflect economic realities. Essentially, the rates of return on pension funds represent reasonable expectations for ongoing returns on invested assets without undue risk. The historic change in the Actuarial Determined Contribution (ADC) is illustrated in this graph (at right).

Annual Pension – Actuarial Determined Contribution
(2009 – 2017)



The phased decrease in the Pension Investment Assumption is shown in the Investment Rate of Return Assumption chart (at right). In the long-term, the proactive attention to the Actuarial Investment Assumption will serve the Plan well. Continued reduction to a 6% assumption is expected over coming years.

Investment Rate of Return Assumption



Other Post-Employment Benefits (OPEB)

Annual OPEB costs continue to be funded at 100% of the ADC.

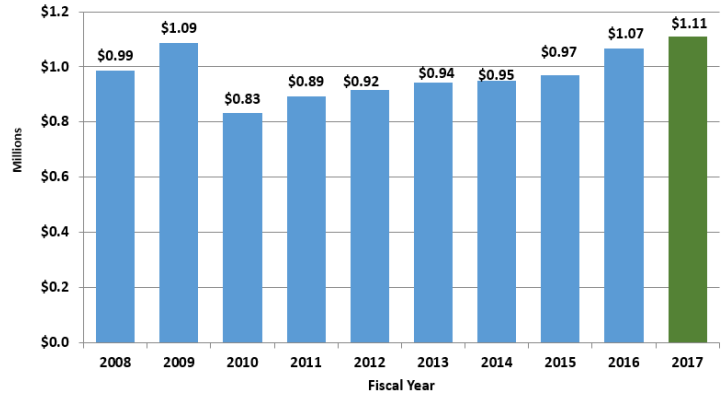
Fuel

For FY 2016 and 2017, fuel accounts for diesel and unleaded fuel decrease over \$157,000. This results from significant declines in per gallon unit price, ongoing fuel efficiency, and alternate fuel initiatives (natural gas and EV).

Capital Outlay

System-wide Capital Outlay accounts achieve ongoing goals and objectives (CIP Criteria). This chart (at right) shows the ongoing commitment to Capital Outlay funding with the continuing goal of a \$1+ million combined appropriation.

Town Operations- Capital Outlay
10 Year Comparison - Adopted



All Other Line Items

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

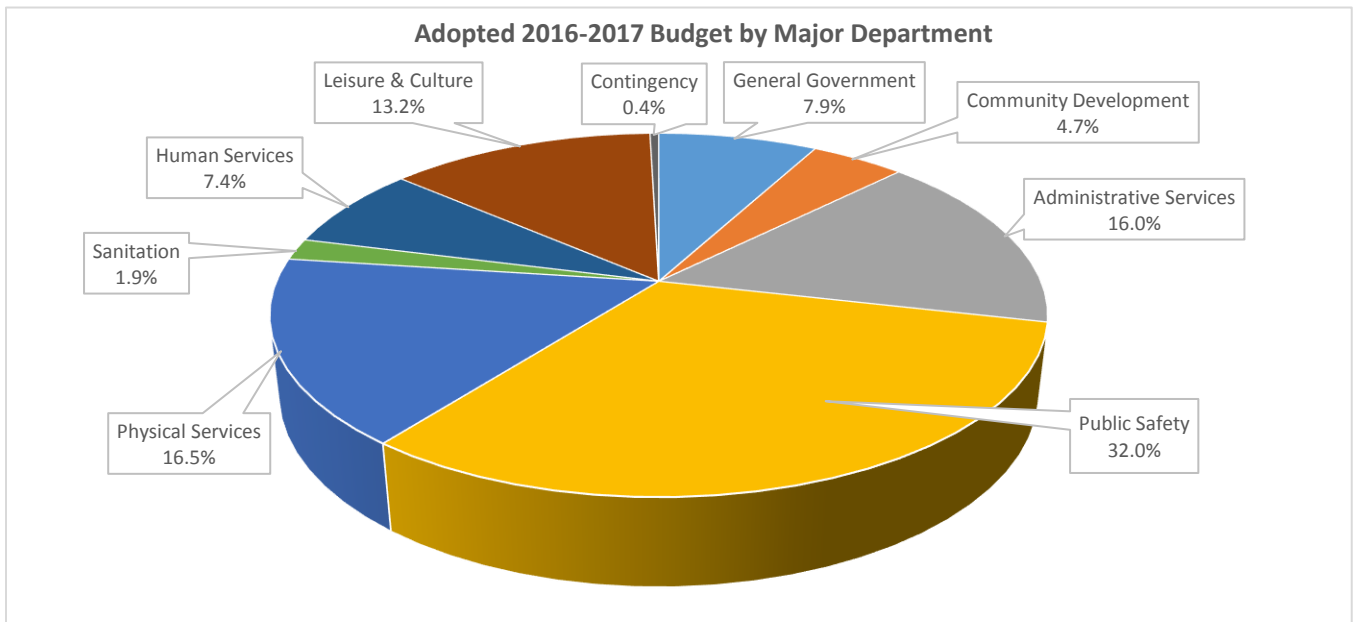
This table summarizes the Town Operating Budget by major appropriation category.

	Adopted 2014-2015	Adopted 2015-2015	\$ Change	% Change
Personal Services	\$20,150,082	\$20,745,122	\$595,040	2.95%
Supplies	\$1,298,365	\$1,325,660	\$27,295	2.10%
Services & Charges	\$16,714,982	\$16,900,186	\$185,204	1.11%
Capital Outlay	\$1,068,140	\$1,109,862	\$41,722	3.91%
Contingency	\$175,000	\$175,000	\$0	\$0.00%
Total	<u>\$39,406,569</u>	<u>\$40,255,830</u>	<u>\$849,261</u>	<u>2.16%</u>

Contingency

This account continues to be funded at \$175,000 and provides flexibility throughout the year when responding to unanticipated or non-budgeted funding requirements. Over the past 5 years, charges to the Contingency account have ranged between \$45,000 and \$162,000, for an average expenditure of \$118,900.

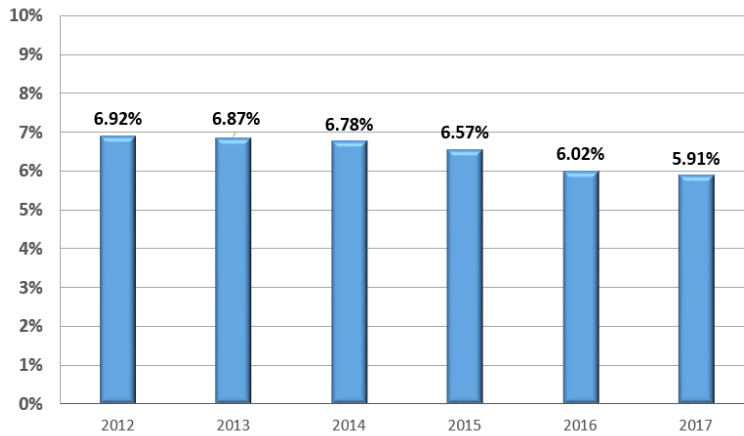
The chart below summarizes the Town Operating Budget by major department.



Debt and Transfer

The Debt and Transfer account is comprised of 2 components. Firstly, \$9.2 million is appropriated for annual Debt Service costs for bond issues approved at referendum and secondly, \$5 million for the transfer to the Capital Reserve Fund. The total of \$14.2 million is unchanged from the current year. The chart on page 167 shows the Town’s declining annual Debt Service. As illustrated, this annual funding requirement will decline by \$3.1 million over coming years for projects previously authorized at referendum. Annual Debt Service is approximately 5.91% of budget as compared to the 10% threshold per the CIP Criteria (see chart below).

Annual Debt Service as a % of Budget

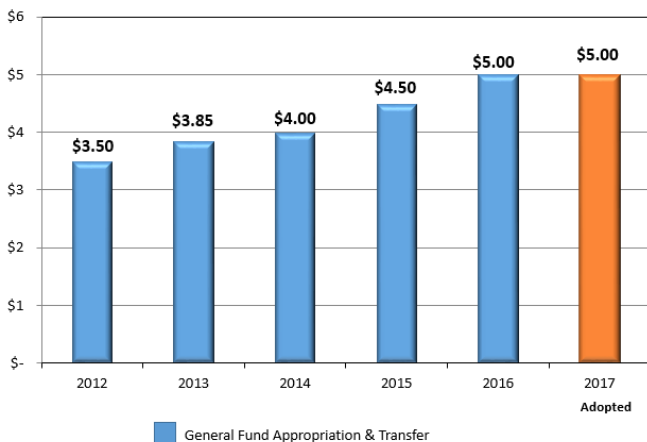


A multi-year summary of the appropriation and transfer to the Capital Reserve Fund is graphically shown below (bottom left). This provides the primary funding source for Capital projects funded on a cash basis. The \$5 million transfer for Capital spending combined with the \$1.06 million Capital Outlay budget and the Capital Outlay investment by Education, results in a combined investment which satisfies the annual depreciation goal established through the CIP Criteria.

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

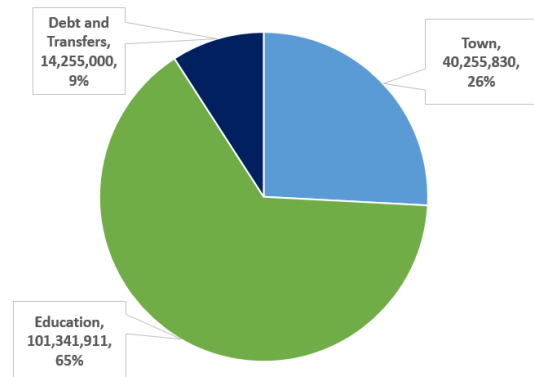
Capital Reserve Fund Transfer

5 YEAR HISTORY AND ADOPTED 2017



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

2016-2017 Adopted Budget

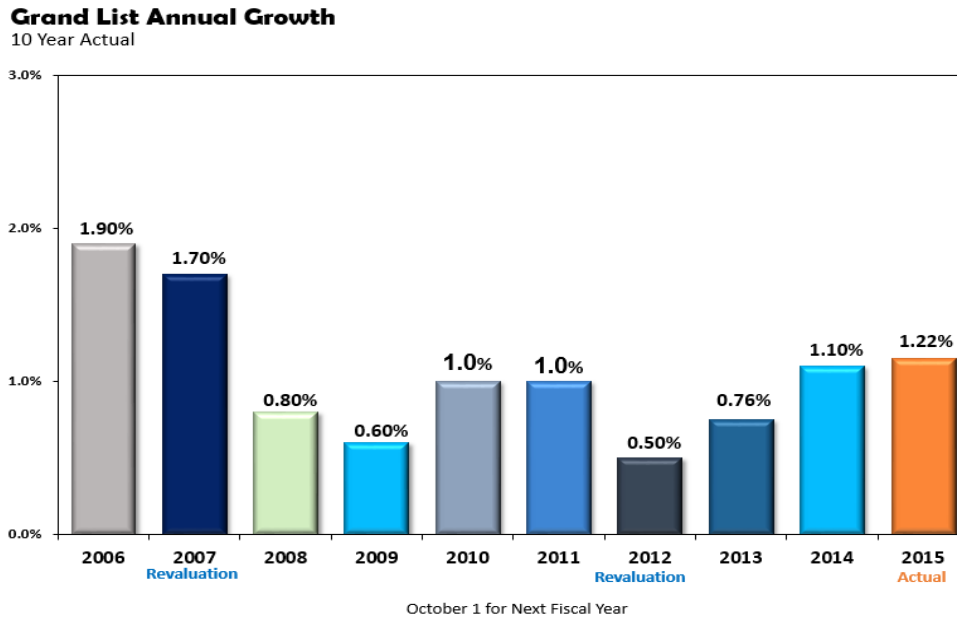


REVENUES

The tax and non-tax revenues increase a combined \$2.94 million to balance with the adopted \$2.94 million spending plan. Revenue accounts are further detailed beginning on page 34, with significant changes summarized in the next sections of this letter.

Grand List

As noted previously, the Grand List effective October 2015 increases 1.22%. The Grand List grows from \$3.87 billion to \$3.92 billion and the 1.22% increase brings \$1.38 million in new tax revenue. Grand List growth is achieved in all components including real estate (RE), personal property (PP), and motor vehicle (MV). A historical summary of changes in the Grand List is depicted below.



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

Property Taxes

All tax revenue accounts combine to increase \$2.1± million, or 1.51%. The \$2.1 million increase is attributed solely to the current levy as all other tax revenue accounts remain unchanged. The \$2.1 million increase in the current levy includes the 1.22% increase in the Grand List and the new 2-tier mill rate for RE, PP, and MV.

Non-Tax Revenues

Intergovernmental Revenue is the largest non-tax revenue account totaling \$8.8 million in the coming year. The \$935,000+ increase in combined Intergovernmental Revenues from FY 2016 to FY 2017 results from 2 primary factors. First, a new **Municipal Revenue Sharing (MRS)** grant was enacted in 2015 by allocating ½ cent of the State Sales Tax to fund ECS, PILOT, Motor Vehicle and MRS Grant. For Glastonbury, this grant was originally estimated at \$1.086 million and reduced to \$755,000 late in the 2016 State Legislative session. Second, the Town's **Educational Cost Sharing (ECS)** grant. The increase in ECS funding results from legislative efforts to better fund support to cities and towns for public education.

As part of final legislative action this May, previous state funding for PILOT and Public School Transportation was eliminated. These reductions total \$150,000±.

The preceding changes with other modest fluctuations result in the \$935,000 gain under the Intergovernmental Revenue category.

Licenses and Permits increase \$123,000 or 15±% through increases to Building Inspection fees for commercial projects expected to proceed over the coming year along with a reallocation of Refuse Disposal fees.

Charges for Services remain relatively flat while **Other Revenues** decline \$178,000± primarily from a \$125,000 reduction in interest on investments, from \$400,000 to \$275,000. This change reflects ongoing investment results and continuing market challenges.

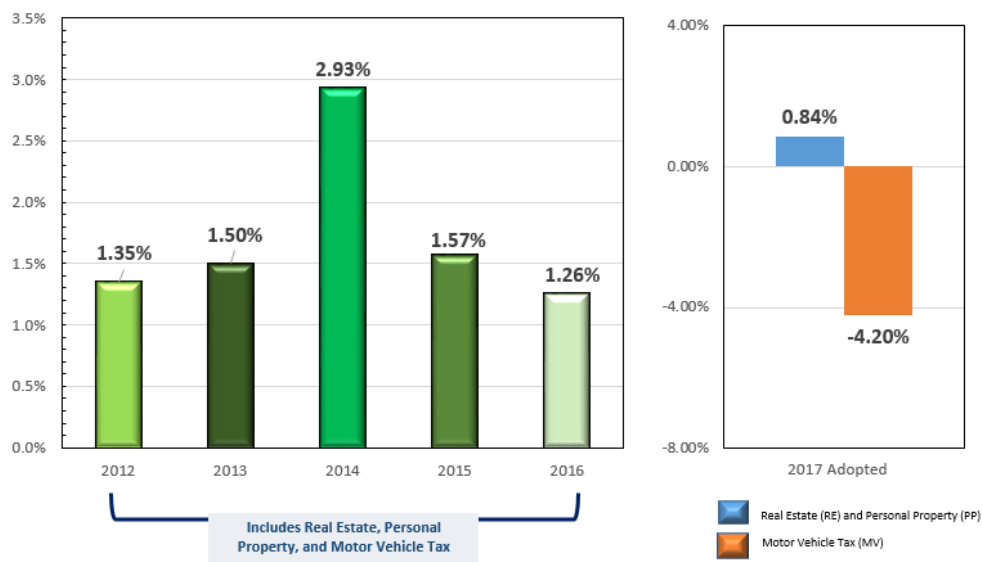
MILL RATE

The mill rate for RE, PP and MV is adopted at 36.1 mills with a 99.1% collection rate assumption for the current year. For 2017 a separate mill rate and collection rate is adopted for RE/PP and MV, respectively. A statewide cap on the MV tax rate (MVMR) was established effective FY 2017. The statewide cap was originally enacted at 32 mills for Grand List year 2015 (FY 2017) and 29.36 mills for each Grand List year thereafter. For Glastonbury the mill rate cap was accompanied by a new \$1 million motor vehicle grant effective in FY 2017. Late in the 2016 State Legislative session, the mill rate cap was amended to 37 mills effective FY 2017 and 32 mills as of FY 2018. The \$1 million grant was delayed until FY 2018.

The budget adopted by the Town Council in March 2016 set the mill rate at 36.4 for RE/PP and 32 mills (per the cap, and assuming the \$1 million grant) for MV. However, given the late legislative action to revise the mill rate cap and delay the \$1 million MV grant, the Council amended the MV mill rate from 32 mills to 34.6 mills in late May.

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

Annual Tax Increase History



Note: The mill rate for the 2014 budget year was based on the property revaluation process effective October 2012. The 2.93% tax increase reflected above is estimated based on a series of assumptions to normalize the mill rate such as a non-property revaluation year.

Tax Collection Rate – For many years a 99% collection rate was assumed when establishing the mill rate. For FY2016 the assumption was increased to 99.1%. As might be expected, the collection rate for the 3 components of the Grand List (RE/PP/MV) are not consistent. When considered separately, the historic collection rate for MV is 98.5±% while RE and PP approximate 99.4%. With the 2 tier mill rate described above, a different collection rate assumption is applied to RE/PP and MV for FY2017. Specifically, a 99.2% collection rate for RE/PP and 98.5% for MV. Along with other factors influencing the mill rate, this results in the 36.4 and 34.6 mill rates adopted for FY 2017. The estimated tax increase under the 2 tier mill rate for the average residential and motor vehicle assessment is reflected here:

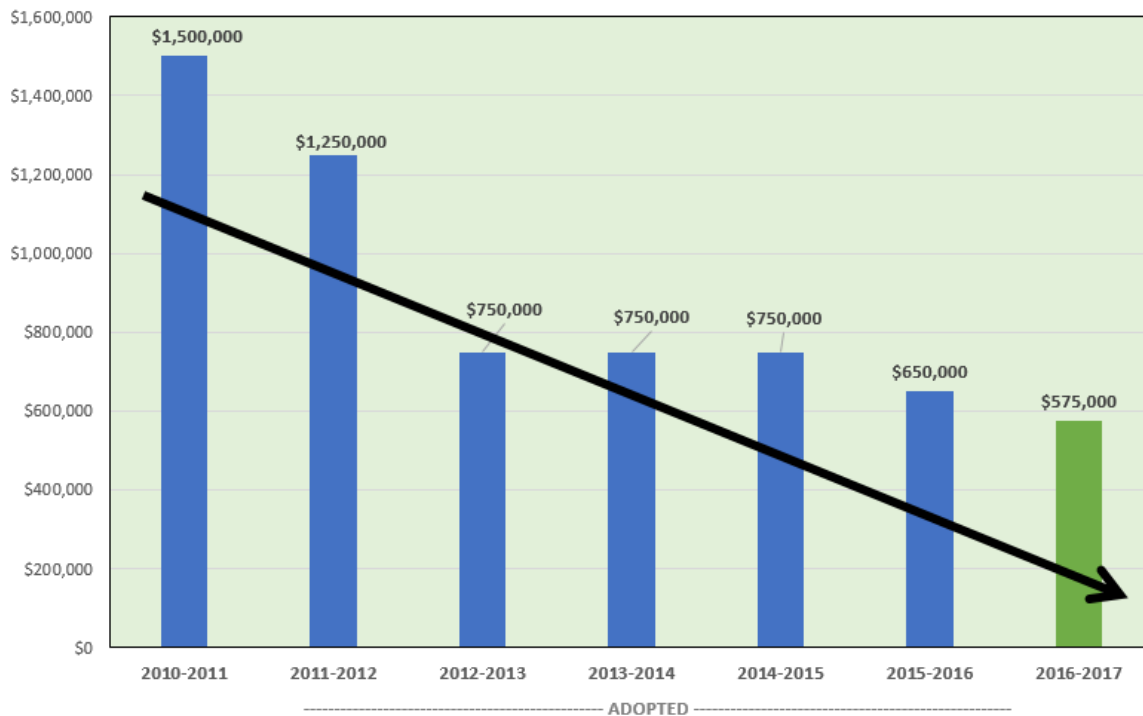
	2015-2016	2016-2017	\$ DIFFERENCE	% DIFFERENCE
RE	\$8,326	\$8,396	\$70	0.84%
MV	\$740	\$709	(\$31)	(4.2%)
ANNUAL TOTAL	\$9,066	\$9,105	\$39	0.43%

For comparative purposes, the mill rate for the coming year, before incorporating the new statewide mill rate cap for MV, would increase 0.55% from 36.1 to 36.3 mills.

General Fund – Transfer In

In FY2008, Glastonbury received state revenues significantly in excess of the adopted budget for that year. This resulted from state legislative action occurring well after the local FY2008 budget was enacted. Effective FY2009, the Council voted to return these monies to the taxpayers by increasing the General Fund-Transfer In by \$2,000,000. A phased reduction thereafter was contemplated as shown below. For the 3 fiscal years ended 2013 through 2015, the General Fund – Transfer In totaled \$750,000 annually. In FY2016, the Transfer In was approved at \$650,000 and for FY2017, further reduced to \$575,000. Through discussions with the Council and Board of Finance, the goal is to allocate General Fund resources, as applicable, for one-time purposes in lieu of ongoing operations. This is consistent with the formally enacted policy statement for the General Fund and Capital Program. The following chart illustrates the Transfer In for 2011-2017. The General Fund – Unassigned Fund Balance including actual and projected results can be viewed on page 40 of this document.

Use of Fund Balance



Special Revenue Funds

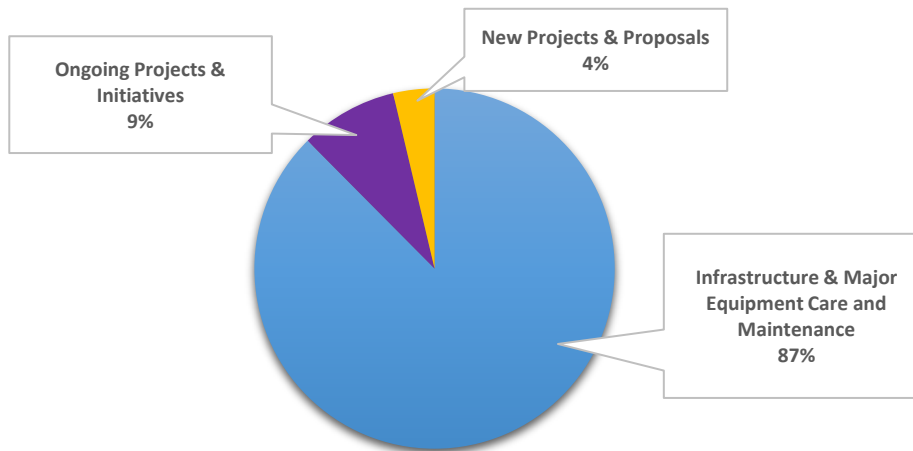
A budget for each of the **Special Revenue Funds** to include Recreation Activities, Police Private Duty, Wastewater Treatment Operations (Sewer Operating Fund) and the Riverfront Park are incorporated into the budget document. Each Fund is performing successfully.

Tax Abatements

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

Capital Improvement Program (CIP)

Glastonbury's notably successful Capital Program is strongly supported by the community and bond rating agencies consistently give Glastonbury high marks for its pay-as-you-go structure. Projects approved under the 2016-2017 Capital Program are highlighted beginning on page 148. The 30 projects approved for the coming year can be categorized in 3 groups as follows:



Each Capital Project description shown in the CIP section of this document, (beginning on page 149), indicates the estimated ongoing **Operating & Maintenance (O&M)** implications for the respective project.

Year in Review

As noted earlier, Glastonbury has established a number of well-understood and supported objectives, priorities, and strategies, and progress on each continues successfully. Examples will be cited throughout this budget document, including additional detail on the following initiatives:

- Grant funded projects underway and approved for the **Town Center** area to improve traffic flow, pedestrian circulation, streetscape and parking.
- Improved connectivity between activities at the **Riverfront Park and Boathouse** and downtown business community.
- **Cooperative Multi-town** Dispatch project (Public Safety) approved and implemented with significant state funding support.
- Completed Town purchase of 25 acre open space with state grant funding. Largest Town **land acquisition** pending final approvals (718+ acres) with two-thirds grant funding for purchase price.
- **Space planning** continues with improvements at Town Hall, (funded and approved), space planning process for Welles Turner Library, (funded and in progress), and renovations to Town Hall-Academy Complex, (funded and in progress).

Through these ongoing efforts, Glastonbury will continue as a highly successful community. When presenting the various budget proposals at the Annual Town Meeting in January of this year, my overarching goal was to continue the history of excellence in Glastonbury and the adopted budget herein achieves that goal. My thanks to all who contributed to the 2016-2017 budget process.

Sincerely,

Richard J. Johnson
Town Manager

RJJ:yo

cc: Glastonbury Town Council; Diane Waldron, Director of Finance and Administrative Services

Organizational and Community Goals & Objectives

The following items summarize the ongoing organizational and community goals, objectives, and strategies for the Town of Glastonbury in the coming year and beyond. 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, long-term benefit, and overall alignment with the underlying objectives of this organization.

S Land Acquisition & Preservation

Continue Town's highly successful land acquisition and preservation program as opportunities present. Glastonbury has established a long-term goal of acquiring and preserving lands with open space, environmental, agricultural, historical, and other such features including land with potential future use for municipal facilities and/or purposes.

- Land acquisition is funded in a variety of ways including bond authorizations, approval at referendum, grants, community partnerships, and cash resources allocated through the Capital Improvement Program (CIP).

S Regional/Cooperative Service Delivery

Evaluate and implement opportunities for multi-town programs and projects to achieve improved service delivery and cost efficiencies as applicable.

- As a member of the 41 towns within the Capitol Region Council of Governments, Glastonbury actively participates in projects to work cooperatively with other communities through shared services, equipment use, and purchasing. Each opportunity is evaluated for its potential to achieve improved service delivery and achieve cost efficiencies.
- Over the past year, the Town has worked to provide public safety dispatch services to the town of East Hampton through the Glastonbury emergency dispatch center. This multi-town project will provide dividends to both communities as the state continues its efforts to consolidate local Public Safety Answering Points (PSAPs).

S 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.

- Continually review and update Town financial policies for the Capital Reserve Fund, Insurance Reserve Fund, General Fund, Pension, Investments, Debt Service, and other policies as applicable.
- Retain AAA/Aaa bond ratings through ongoing attention to financial and budget policies and practices.
- Identify and secure State and Federal grant support for ongoing Town projects, programs, and initiatives.
- Continue to identify and implement operating efficiencies and cost savings/avoidance strategies through equipment, work practices, contractual services, regional initiatives, and other opportunities to retain and improve the quality of Town services.
- Sustain commitment to the long-term Capital Improvement Program through a balance of cash-funded projects and long-term borrowing as applicable.

S Town Center

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

- Complete intersection realignment at Hebron Ave./New London Tpke. and Hebron Ave./House St. throughout 2016 and 2017 construction seasons.
- Design and implement streetscape improvement project along Hebron Ave. corridor between New London Tpke. & Main St.
- Complete roadway improvement project along Hebron Ave. corridor between Sycamore St. and Main St.
- Implement walkability enhancements identified through the Glastonbury Town Center 2020 Vision Program.
- Identify and implement parking improvements within the downtown area, including parking structure.
- Work with private sector to update and reconfigure buildings and parking spaces as opportunities present.
- Amend Building-Zone Regulations as applicable to foster continued economic viability and growth within Town Center area.

S 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.

- Solar PV systems on all town and school facilities, fully implemented energy audit for town buildings, grant-funded natural gas-fueled fleet and EV vehicles, system and building retro-fits including lighting, motors, and compressors, work practices and policies for building and fleet, energy efficient heating and cooling systems, and a host of similar applications. These efforts reduce Glastonbury's combined energy consumption by 17% and provide 10% of our energy use through renewable energy sources.
- Receive ongoing utility rebates for energy initiatives.
- Active participant in C-PACE program for commercial property owners. Solarize CT to encourage residential solar PV systems, participate in community clean energy program to purchase 20% of electricity for town and school buildings through clean, removable sources, grant-funded EV charging stations, located throughout the community, and similar programs.

Organizational and Community Goals & Objectives Cont'd

S 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.

- Over recent years, Glastonbury has introduced new pension plan designs for new hire staff to reduce costs while sustaining an effective retirement benefit. The Town also completed a comprehensive experience study and implemented recommended changes. Glastonbury continues to follow a phased-reduction to the actuarial investment assumption, work with town staff to increase employee contributions, actively review investment performance, annually review actuarial assumptions, and take similar steps to meet this ongoing objective.

S 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 our residents and staff. Several projects are currently underway that will contribute towards this objective.

- Review options for reallocating space within the Welles-Turner Memorial Library, as developed through the recent Space Planning Study process with community workshops, to effectively accommodate changing patron requirements.
- Continue to evaluate space needs at the Riverfront Community Center in response to the growing aging population in Glastonbury. Effectively address program/facility needs driven by community demographics.
- Work with Second Century Fund, Friends of the Library, and state funding sources to develop specific building, program, and funding recommendations to be presented to the Town Council.
- Proceed with planned phased renovation & improvements to the Town Hall/Academy complex to achieve operating efficiencies, space repurposing, and improved appearance of the Town's government center.

S Marketing and Communications

Glastonbury is committed to identifying new and improved methodologies for enhancing its communication with residents and business owners in the community. With the addition of Marketing and Communications staff, the Town will continue to improve its communication platforms organization-wide to better inform residents about available programs & services, town initiatives, and timely updates. Current initiatives include:

- Continuously review and revise the town website to enhance resource accessibility, provide real-time information & resources, and work towards achieving national recognition for a municipal website.
- Implement marketing strategies to promote the Riverfront Community Center, Welles-Turner Memorial Library, Parks & Recreation programs, and Riverfront Park to keep residents apprised of educational and recreational opportunities and generate revenue for town operations.
- Modernize town budgets, annual reports, presentations, and similar materials for enriched comprehension and readability, as well as sustaining Glastonbury's high rankings with the Government Finance Officers Association for its budget document and financial reporting.
- Enhance customer service through communication policies, practices, and technology resources to improve response time and general operations both internally and with the community.

S Riverfront Park – Downtown Business Community

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

- Completed pedestrian sidewalks & trail system between Main St. and Riverfront Park, RCC, and fairgrounds.
- Sponsor special events including the Summer Music Series, town band concerts, Relay for Life events, athletic programs, crew regattas, the Apple Harvest Festival, and a host of other regional activities.
- Provide a wide range of recreational amenities along the riverfront to include a public boat launch, Dog Park, walking trails, basketball court, children's playground, scenic overlooks, winter ice skating, and meetings & special events at the Glastonbury Boathouse and Riverfront Community Center.

S As you read through this document, all departmental achievements, projects, and initiatives that align with the strategic organizational and community goals & objectives mentioned above will be marked as such using this green "S" symbol.

Overview

Budget Schedule | GENERAL FUND & CAPITAL IMPROVEMENT PROGRAM

DATE	ACTION REQUIRED
OCTOBER 23, 2015	Staff Receives and Completes CIP Project Requests and Status of Current Projects
NOVEMBER 2, 2015	Staff Receives General Fund Budget Packets
NOVEMBER 10, 2015	Staff Returns Capital Outlay and Capital Improvement Requests
NOVEMBER 19, 2015 TO DECEMBER 3, 2015	Staff Returns General Fund Budget Requests As Assigned
DECEMBER 2, 2015	Town Manager Begins General Fund Budget Reviews
JANUARY 19, 2016	Town Council Receives CIP Planning Document
JANUARY 21, 2016	Town Council CIP Workshop
JANUARY 22, 2016	Public Notice of Annual Town Meeting
JANUARY 28, 2016	Annual Town Meeting – Town Manager and Board of Education Superintendent presents Operating, Capital and Debt & Transfer Budgets
JANUARY 29 THROUGH FEBRUARY 8, 2016	Board of Finance Meets with Town Manager to review requests
FEBRUARY 8, 2016	Board of Finance Recommends CIP Budget Document and General Fund Budget to Town Council
FEBRUARY 23 THROUGH MARCH 2, 2016	Town Council Reviews budget requests with Town Manager and Department Directors
MARCH 8, 2016	Town Council Sets CIP Planning Document Priorities
MARCH 8, 2016	Town Council Reviews CIP Projects and Recommends General Fund Budget and Capital Improvement Projects
MARCH 20, 2016	Proposed Budget Available to Public
MARCH 22, 2016	Final Budget Hearing Closed/Budget Adopted
MARCH 24, 2016	Set Mill Rate/Board of Finance (Charter, Section 608)

Budgeted Funds | BUDGET PROCESS

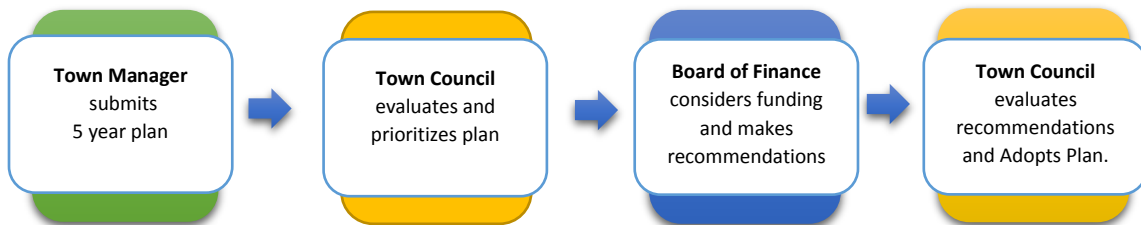
The Town establishes and maintains legally adopted operating budgets for its General Fund Budget and Capital Improvement Program in accordance with provisions of the Town Charter and the Connecticut General Statutes. The budget process follows the schedule as outlined in the Budget Schedule page. Budgets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



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

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

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



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

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

Budgeted Funds | GENERAL FUND

The account structure of this fund is as follows:

Revenues and Transfers

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

Revenues Non-Tax

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

Expenditures and Transfers

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

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

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

Budgeted Funds | SPECIAL REVENUE FUNDS

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

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

Budgeted Funds | CAPITAL PROJECTS FUND

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

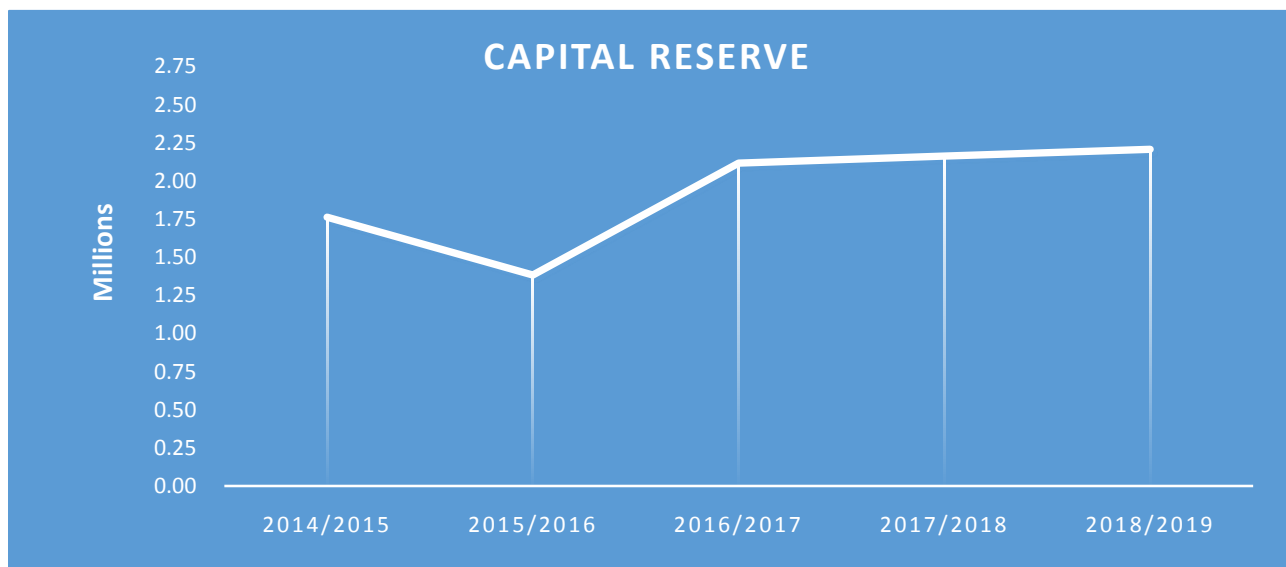
Expenditures may not legally exceed budgeted appropriations at the department level. The Town Manager can authorize budget transfers within a department of \$5,000 or less and does not include additional staffing or the acquisition of capital items deleted in prior budgets. Other transfers require Board 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 3.5% of the respective year full value Grand List. This currently equates to approximately \$201.2 million. By comparison, debt as of the end of fiscal year 2015/16 is estimated at \$58 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2017 adopted budget, the Town’s debt service payments represent approximately 6.0% of expenditures. The Town is rated AAA by Standard & Poor’s and Aaa by Moody’s Investors Service. The Town’s policy is to protect these ratings by adhering to sound financial policies.

Capital Reserve Policy

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



FINANCIAL POLICIES CONT'D

Cash Management

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

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



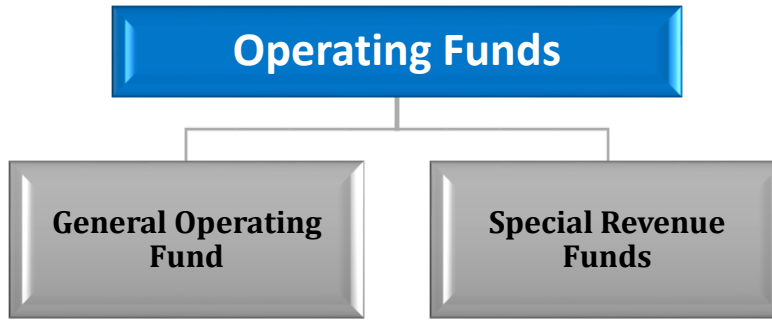
* Denotes fund with legally adopted budget.

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.

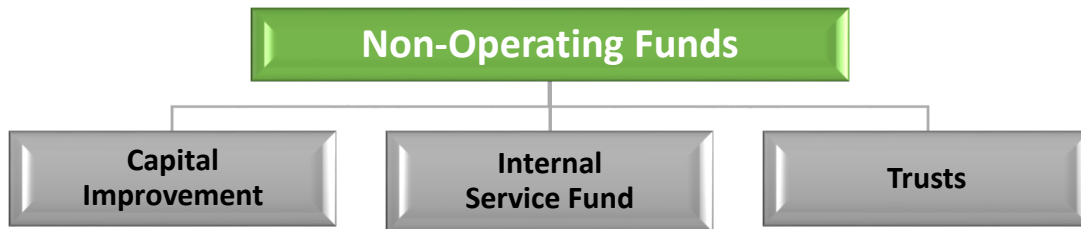
Sewer Operating Fund*

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 of construction & equipment for a public 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 | REVENUES & APPROPRIATIONS/EXPENDITURES

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)	% Increase (Decrease)
REVENUES					
Taxes	137,088,886	139,718,965	141,825,612	2,106,647	1.51
Licenses & Permits	1,014,892	833,150	956,200	123,050	14.77
Intergovernmental	9,402,280	7,871,845	8,807,118	935,273	11.88
Charges for Services	1,320,753	1,349,625	1,378,350	28,725	2.13
Other	2,410,578	2,488,276	2,310,461	(177,815)	(7.15)
Use of Fund Balance	0	650,000	575,000	(75,000)	(11.54)
TOTAL REVENUES	\$151,237,389	\$152,911,861	\$155,852,741	\$2,940,880	1.92%
APPROPRIATIONS/EXPENDITURES					
Town					
General Government	2,934,915	3,224,366	3,178,714	(45,652)	(1.42)
Community Development	1,699,054	1,754,344	1,876,666	122,322	6.97
Administrative Services	6,150,870	6,412,431	6,449,580	37,149	0.58
Public Safety	11,470,735	12,382,071	12,869,886	487,815	3.94
Physical Services	6,812,516	6,503,674	6,648,424	144,750	2.23
Sanitation	698,833	764,607	767,192	2,585	0.34
Human Services	2,750,969	2,939,725	2,974,002	34,277	1.17
Leisure & Culture	5,294,428	5,250,351	5,316,366	66,015	1.26
Contingency	0	175,000	175,000	0	0.00
Total Town	\$37,812,320	\$39,406,569	\$40,255,830	\$849,261	2.16%
Debt & Transfers Out	\$16,276,735	\$14,255,000	\$14,255,000	\$0	0.00%
Education	\$98,358,189	\$99,250,292	\$101,341,911	\$2,091,619	2.11%
TOTAL APPROPRIATIONS/ EXPENDITURES	\$152,447,244	\$152,911,861	\$155,852,741	\$2,940,880	1.92%

General Fund | SUMMARY OF REVENUES AND TRANSFERS

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)
TAXES				
Current Levy ⁽¹⁾	134,793,412	137,816,965	139,923,612	2,106,647
Auto Supplemental	1,219,156	950,000	950,000	0
Prior Years	609,200	600,000	600,000	0
Delinquent Motor Vehicle Fees	15,365	0	0	0
Interest and Fees	441,208	350,000	350,000	0
Miscellaneous/Sundry	10,545	2,000	2,000	0
TOTAL TAXES	\$137,088,886	\$139,718,965	\$141,825,612	\$2,106,647
<i>(1) Real Estate Prorates reflected in current levy</i>				
LICENSES & PERMITS				
Building Inspection Fees	574,190	500,000	550,000	50,000
Town Clerk Fees	79,392	70,600	75,000	4,400
Physical Services Fees	16,800	11,000	11,000	0
Refuse Permits	275,597	200,000	265,000	65,000
Health	63,153	47,150	50,800	3,650
Fire Marshal	5,760	4,400	4,400	0
TOTAL LICENSES & PERMITS	\$1,014,892	\$833,150	\$956,200	\$123,050
INTERGOVERNMENTAL REVENUES				
Housing Authority - In Lieu of Taxes				
Housing Authority/Welles Village	90,607	85,000	85,000	0
Elderly Housing Projects	105,395	100,000	100,000	0
Total Housing Authority - In Lieu of Taxes	\$196,002	\$185,000	\$185,000	\$0
State Of CT - In Lieu of Taxes				
State of CT Pilot	60,354	50,470	0	(50,470)
Municipal Revenue Sharing	0	0	754,546	754,546
Elderly Heart-Homeowner Tax Relief	150,682	155,000	150,000	(5,000)
Disability Exemption	2,812	2,400	2,400	0
Veterans Exemption	11,962	10,000	12,000	2,000
State of CT Telephone Access	86,486	100,000	90,000	(10,000)
Mashantucket Pequot	40,105	39,490	41,629	2,139
Total State of CT - In Lieu of Taxes	\$352,401	\$357,360	\$1,050,575	\$693,215
Education Entitlements				
Magnet School Grant	76,000	0	0	0
Educational Cost Sharing	6,536,191	6,552,432	6,886,489	334,057
Special Education Excess	1,233,907	0	0	0
Transportation	100,040	96,999	0	(96,999)
Vocational Agriculture	393,600	290,420	344,000	53,580
Total Educational Entitlements	\$8,339,738	\$6,939,851	\$7,230,489	\$290,638
Education Construction Grants				
Elementary Schools Principal & Interest	194,181	185,960	129,320	(56,640)
Total Education Construction Grants	\$194,181	\$185,960	\$129,320	(\$56,640)

General Fund | SUMMARY OF REVENUES AND TRANSFERS CONT'D

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)
General Government				
State of CT Hybrid/Energy	11,468	0	0	0
Total General Government	\$11,468	\$0	\$0	\$0
Administrative Services				
State of CT Historical Document Preservation	7,500	4,000	5,000	1,000
Total Administrative Services	\$7,500	\$4,000	\$5,000	\$1,000
Public Safety				
Police Grants	44,549	10,000	10,000	0
Emergency Management	12,103	10,610	10,610	0
Glastonbury EMS Reimbursement	37,490	30,510	30,510	0
Total Public Safety	\$94,142	\$51,120	\$51,120	\$0
Physical Services				
CRRA Resource Recovery	36,172	13,500	18,500	5,000
Total Physical Services	\$36,172	\$13,500	\$18,500	\$5,000
Human Services				
State of CT Health Grant	5,781	5,800	7,860	2,060
State of CT Library Grant	1,158	1,200	1,200	0
Dial-A-Ride Grant	51,278	51,278	51,278	0
Housing Authority Senior Services	47,896	49,022	49,022	0
Youth & Family State Grant	27,754	27,754	27,754	0
Total Human Services	\$133,867	\$135,054	\$137,114	\$2,060
Parks & Recreation				
State of CT Grant Parks & Recreation	36,809	0	0	0
Total Parks & Recreation	\$36,809	\$0	\$0	\$0
TOTAL INTERGOVERNMENTAL REVENUES	\$9,402,280	\$7,871,845	\$8,807,118	\$935,273
CHARGES FOR SERVICES				
Planning & Zoning	15,233	12,000	12,000	0
Town Clerk Recording Fee	187,280	180,000	185,800	5,800
Town Clerk Conveyance Fee	585,015	525,900	575,000	49,100
Education/Community Service Fee	43,609	46,000	46,000	0
Solid Waste Tip Fees	177,961	250,000	195,000	(55,000)
Sewer Inspection Fees	0	2,000	2,000	0
Parks & Recreation Swimming Fees	90,387	115,450	127,300	11,850
Parks & Recreation Program Fees	78,282	75,075	85,650	10,575
Subdivision OT Inspection	0	1,000	1,000	0
Fire Watch Services	2,225	4,000	4,000	0
Health Soil Tests	4,725	1,200	1,300	100
Senior & Community Services Programs	56,065	42,000	55,000	13,000
Senior Nutrition Program	36,507	35,000	35,000	0
Library Fines	43,464	60,000	50,000	(10,000)
Notary Services	0	0	3,300	3,300
TOTAL CHARGES FOR SERVICES	\$1,320,753	\$1,349,625	\$1,378,350	\$28,725

General Fund | SUMMARY OF REVENUES AND TRANSFERS CONT'D

DESCRIPTION	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)
OTHER REVENUES				
Probate Court Reimbursements	2,815	0	0	0
Interest on Investments	264,422	400,000	275,000	(125,000)
Land Sales & Rentals	248,737	204,200	248,190	43,990
Miscellaneous	41,456	15,000	15,000	0
Education Student Activities	200	3,500	3,500	0
Education Tuition/Other	12,222	24,000	24,000	0
Education Vocational Agricultural Tuition	521,172	626,000	550,000	(76,000)
Purchasing Auction Sales	16,687	25,000	25,000	0
Physical Services Refunds & Sales	2,587	4,500	3,500	(1,000)
Refuse Recycling	61,399	86,000	62,750	(23,250)
Bulky Waste Fill	29,282	50,000	50,000	0
Insurance Claims Reimbursements	167,424	40,000	40,000	0
Public Safety - Police	82,712	71,000	71,000	0
Policy Experience Credits	465	0	0	0
Employee Health Insurance Reimbursements	823,694	837,926	836,371	(1,555)
Youth & Family Services	23,692	33,400	33,400	0
Library Trustee Account	54,209	40,000	45,000	5,000
Clinical Fees	800	750	750	0
Library Miscellaneous	11,044	10,000	10,000	0
Purchasing Card Rebates	2,833	5,000	5,000	0
Attorney Fees Reimbursed	30,535	12,000	12,000	0
Utilities Reimbursed	12,191	0	0	0
TOTAL OTHER REVENUES	\$2,410,578	\$2,488,276	\$2,310,461	(\$177,815)
TRANSFERS IN				
Use of Fund Balance	0	650,000	575,000	(75,000)
TOTAL TRANSFERS IN	\$0	\$650,000	\$575,000	(\$75,000)
GRAND TOTAL REVENUES AND TRANSFERS	\$151,237,389	\$152,911,861	\$155,852,741	\$2,940,880

General Fund | SUMMARY OF EXPENDITURES AND TRANSFERS

DEPARTMENT	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)
Division Activity				
TOWN				
General Government				
Town Council	111,413	146,254	146,254	0
Town Manager	493,456	509,903	531,472	21,569
Human Resources	472,487	549,006	505,534	(43,472)
Facilities Maintenance	1,857,559	2,019,203	1,995,454	(23,749)
Total General Government	\$2,934,915	\$3,224,366	\$3,178,714	(\$45,652)
Community Development				
Community Development	512,346	454,832	467,487	12,655
Building Inspection	336,049	410,517	474,106	63,589
Fire Marshal	278,833	279,314	290,466	11,152
Health Department	571,826	609,681	644,607	34,926
Total Community Development	\$1,699,054	\$1,754,344	\$1,876,666	\$122,322
Administrative Services				
Financial Administration	1,199,110	1,242,826	1,304,341	61,515
Accounting	413,377	435,321	441,981	6,660
Property Assessment	522,853	561,124	590,389	29,265
Revenue Collection	452,585	491,979	444,251	(47,728)
Town Clerk	470,842	488,646	509,805	21,159
Registrars of Voters	143,100	155,185	158,979	3,794
Legal Services	349,187	250,000	250,000	0
Probate Court	23,460	29,600	25,800	(3,800)
Insurance/Pensions	2,576,356	2,757,750	2,724,034	(33,716)
Total Administrative Services	\$6,150,870	\$6,412,431	\$6,449,580	\$37,149
Public Safety				
Police	10,482,377	11,262,429	11,674,822	412,393
Glastonbury EMS	29,429	30,510	29,730	(780)
Fire	927,508	1,058,747	1,134,485	75,738
Emergency Management	31,421	30,385	30,849	464
Total Public Safety	\$11,470,735	\$12,382,071	\$12,869,886	\$487,815
Physical Services				
Engineering	1,350,337	1,428,289	1,490,571	62,282
Highway	4,358,707	3,974,093	4,016,472	42,379
Fleet Maintenance	1,103,472	1,101,292	1,141,381	40,089
Total Physical Services	\$6,812,516	\$6,503,674	\$6,648,424	\$144,750

General Fund | SUMMARY OF EXPENDITURES AND TRANSFERS CONT'D

DEPARTMENT	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	Increase (Decrease)
Sanitation				
Refuse Disposal	698,833	764,607	767,192	2,585
Total Sanitation	\$698,833	\$764,607	\$767,192	\$2,585
Human Services				
Contributory Grants	32,577	32,577	32,577	0
Youth and Family	1,283,457	1,377,575	1,386,229	8,654
Senior & Community Services	1,434,935	1,529,573	1,555,196	25,623
Total Human Services	\$2,750,969	\$2,939,725	\$2,974,002	\$34,277
Leisure & Culture				
Parks & Recreation	3,647,294	3,487,949	3,587,276	99,327
Welles-Turner Library	1,632,134	1,747,402	1,714,090	(33,312)
South Glastonbury Library	7,500	7,500	7,500	0
East Glastonbury Library	7,500	7,500	7,500	0
Total Leisure & Culture	\$5,294,428	\$5,250,351	\$5,316,366	\$66,015
Contingency	\$0	\$175,000	\$175,000	\$0
TOTAL TOWN	\$37,812,320	\$39,406,569	\$40,255,830	\$849,261
DEBT SERVICE & TRANSFERS OUT				
Debt Service	\$9,524,735	\$9,210,000	\$9,210,000	\$0
Transfers Out				
Capital Reserve Fund	6,132,000	5,000,000	5,000,000	0
Riverfront Park Operations Fund	400,000	0	0	0
Sewer Operating Fund	175,000	0	0	0
Dog Fund	45,000	45,000	45,000	0
Total Transfers Out	\$6,752,000	\$5,045,000	\$5,045,000	\$0
TOTAL DEBT SERVICE & TRANSFERS OUT	\$16,276,735	\$14,255,000	\$14,255,000	\$0
EDUCATION	\$98,358,189	\$99,250,292	\$101,341,911	\$2,091,619
GRAND TOTAL EXPENDITURES AND TRANSFERS	\$152,447,244	\$152,911,861	\$155,852,741	\$2,940,880

General Fund | FUND BALANCE AND ESTIMATED OPERATIONAL RESULTS

	2014/15 ACTUAL	2015/16 PROJECTED	2016/17 ADOPTED	2017/18 PROJECTED	2018/19 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
Beginning July 1, Fund Balance	\$26,916,411	\$25,706,559	\$25,678,640	\$25,103,640	\$24,528,640
REVENUES & Transfers In	151,237,401	155,049,449			
EXPENDITURES & Transfers Out	(152,447,253)	(154,279,180)			
GAIN/(LOSS) ON OPERATIONS	(1,209,852)	770,269			
Actual/Estimated Fund Balance Ending - June 30	\$25,706,559	\$26,476,828	\$25,678,640	\$25,103,640	\$24,528,640

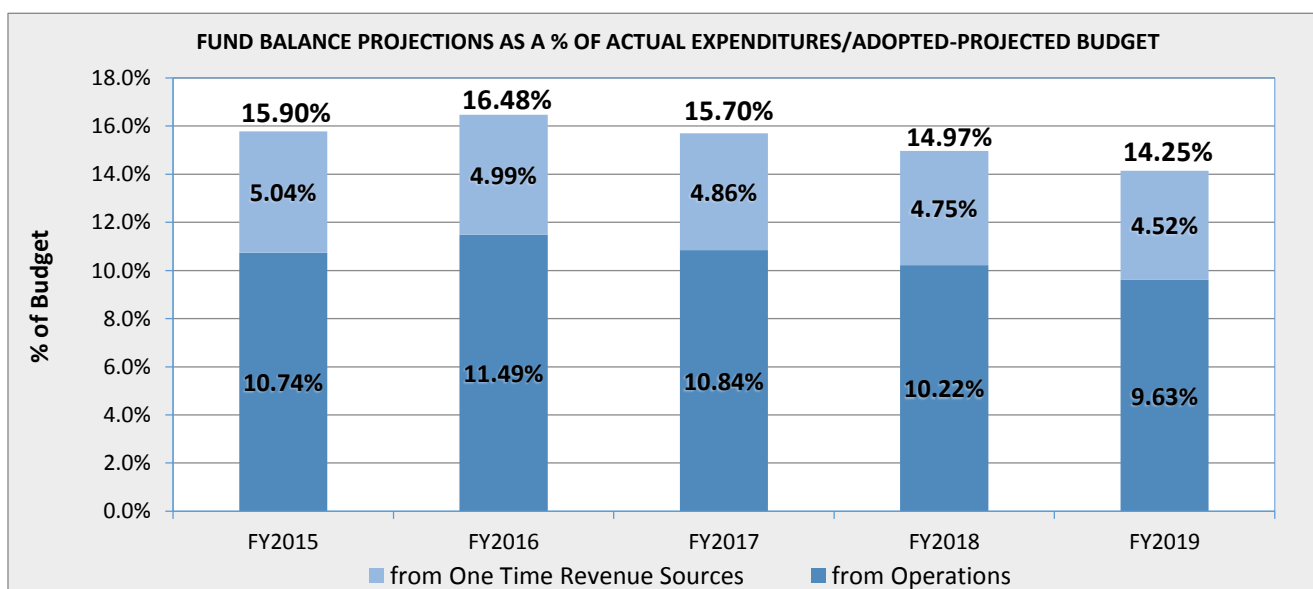
Note: This schedule makes no projection of gain or (loss) on operations for 2016 and beyond other than projected use of fund balance.

Expenditure Actuals & Estimates	\$152,447,253	\$154,279,180	\$155,852,741	\$159,826,986	\$163,902,574
	<i>ACTUAL EXPENDITURES</i>		<i>Adopted Budget</i>	<i>Estimated at 2.55% - 4 Year Average</i>	

FUND BALANCE:

Total Fund Balance - June 30	\$25,706,559	\$26,476,828	\$25,678,640	\$25,103,640	\$24,528,640
Reserves:					
<i>Non Spendable (estimated)</i>	(223,564)	(223,188)			
<i>Assigned for Capital Outlay in FY 2014/15</i>	(180,696)				
<i>Assigned for Continued Appropriations</i>	(312,307)				
<i>Assigned for Subsequent Year Budget</i>	(650,000)	(575,000)	(575,000)	(575,000)	(575,000)
Unassigned Fund Balance - June 30	\$24,339,992	\$25,678,640	\$25,103,640	\$24,528,640	\$23,953,640
% of Fund Balance of 6/30 Year End Actuals	15.97%	16.64%			
% of Proposed and Subsequent Year's Adopted/Projected Budget	15.78%	16.48%	15.70%	14.97%	14.25%

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 following chart illustrates the projections of fund balance from these two sources:



General Fund | COMPARATIVE BALANCE SHEET

	<u>FY2014</u>	<u>FY2015</u>
ASSETS		
Cash and cash equivalents	\$15,196,012	\$18,247,941
Receivables:		
Property taxes	721,423	856,042
Other	552,620	327,498
Inventory	202,566	212,317
Investments	16,354,166	11,943,814
Due from other funds	4,307	2,512
Other assets	20,622	11,247
TOTAL ASSETS	<u>\$33,051,716</u>	<u>\$31,601,371</u>
 LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE		
Liabilities:		
Accounts and other payables	4,086,757	4,123,573
Due to developers for escrow deposits	660,942	874,722
Due to others for escrow deposits	128,614	113,042
Due to other funds	332,987	66,960
Unearned revenue	194,024	199,765
Total Liabilities	<u>\$5,403,324</u>	<u>\$5,378,062</u>
Deferred inflows of resources:		
Unavailable revenue - property taxes	448,898	274,235
Advance tax payments	283,083	242,515
Total deferred inflows of resources	<u>\$731,981</u>	<u>\$516,750</u>
Fund Balance:		
Nonspendable	223,188	223,564
Assigned	1,045,142	1,143,003
Unassigned	25,648,081	24,339,992
Total Fund Balance	<u>\$26,916,411</u>	<u>\$25,706,559</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE	<u>\$33,051,716</u>	<u>\$31,601,371</u>

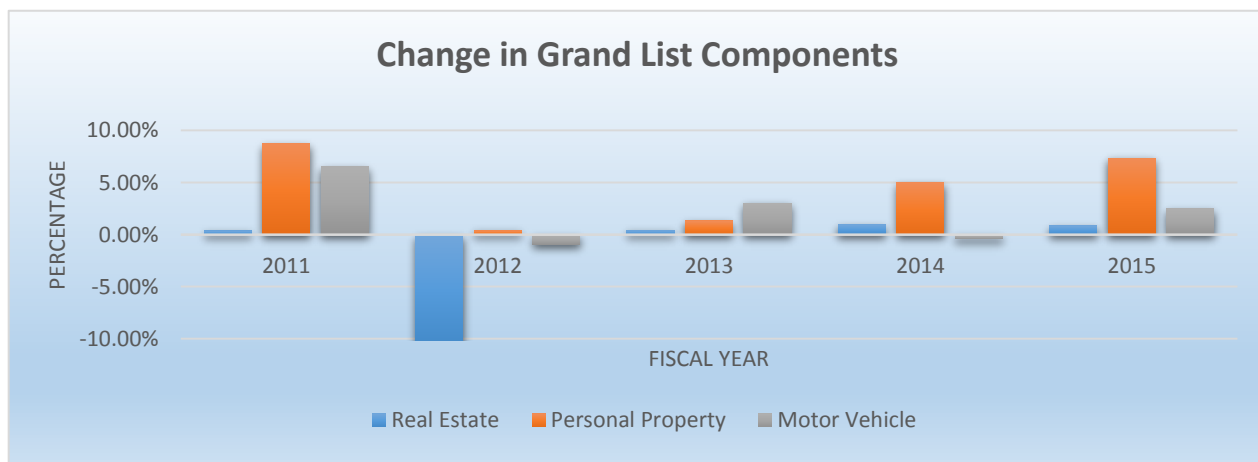
General Fund | REVENUES

	FY2017 Adopted Budget	Percent of Budget
<i>Property Taxes</i>	141,825,612	91.0%
<i>Licenses and Permits</i>	956,200	0.7%
<i>Intergovernmental Revenues</i>	8,807,118	5.7%
<i>Charges for Services</i>	1,378,350	0.9%
<i>Other Revenues</i>	2,310,461	1.5%
<i>Use of Fund Balance</i>	575,000	0.4%
<i>Requested Operating Budget</i>	\$155,852,741	100.0%

Revenues to support the requested 2016/17 general fund operating budget total \$155,852,741 representing an increase of \$2,940,880 or 1.92% over the 2015/16 adopted budgeted revenues.

Property Taxes - Per Connecticut State Statues, property taxes for municipalities in Connecticut are limited to taxes levied on residential and commercial real estate, motor vehicles and commercial personal property. The Town's last property revaluation was for the October 1, 2012 Grand List, which experienced a decrease of 9.44% and effectively increased the mill rate from 30.5 to 35.1 for the July 1, 2013 levy. This trend was common among other Connecticut municipalities that also performed a revaluation within the same time frame. For the October 1, 2014 grand list and the July 1, 2015 tax levy, the Grand List increased 1.1% and the mill rate increased to 36.1 or a 1.26% tax increase. The October 1, 2015 net Grand List increased 1.22% from the prior year. This is the strongest growth in the Grand List since 2007 and continues to strengthen the solid tax base in Glastonbury. While all three sectors achieved healthy increases, the personal property segment of the list grew by more than \$10 million, which is well above the typical increases of the past twenty years.

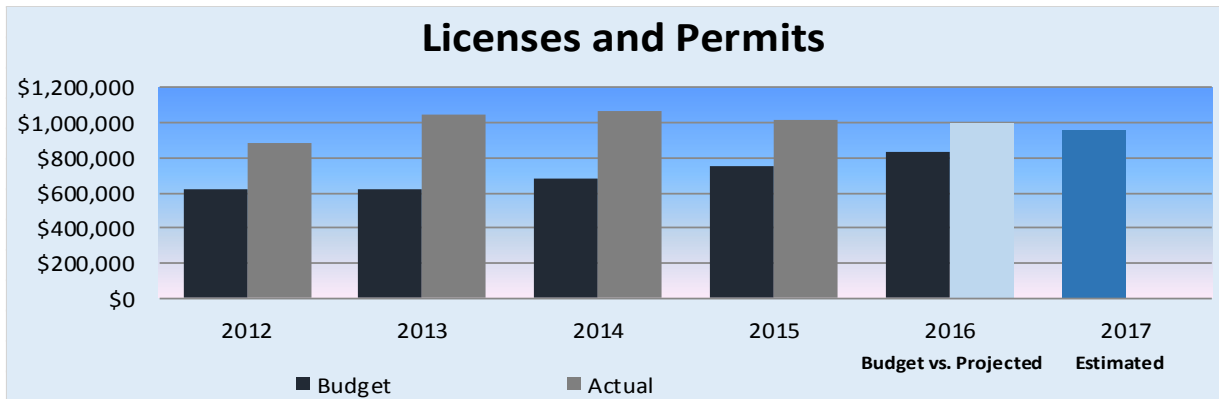
The Town has experienced an increase in new home, renovation, and addition permits on the residential portion of the Grand List in addition to several new developments in the commercial sector. The ongoing successful development of the previously Town-owned Gateway property continues to have a significant positive impact on the Grand List both in creating value in the real estate sector as well as adding value to the taxable business personal property. There was a 7.33% increase in the personal property sector which was a sizeable increase when compared to the past twenty years of personal property growth. This increase was largely due to partial completion of a fuel cell project and continued reinvestment and upgrading of equipment by existing businesses. The continued growth in personal property is a healthy sign of the Town's overall business climate.



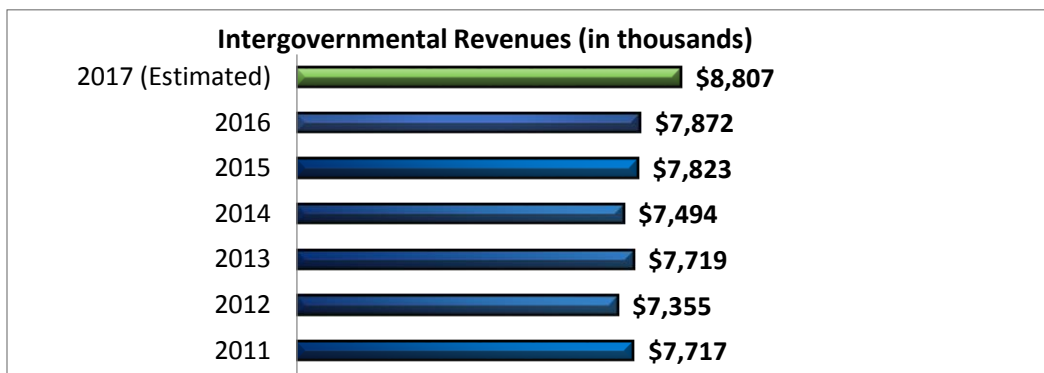
Through the use of reminder notices, tax warrants, and a collection agency, the Revenue Collector's office has consistently maintained an average collection rate of 99.4% for the last five years. New State legislation effective for the July 1, 2016 tax levy caps the mill rate for motor vehicles at 37 mills. The Town historically used a 99% collection rate and, for the July 1, 2015 tax bills, a 99.1% collection rate was used. With two separate mill rates for July 1, 2016, the Board of Finance adopted the mill to more accurately reflect the collection history for the applicable tax category. Historically, the average collection rate for motor vehicle taxes has been 98.5% and 99.4% on Real Estate and Personal Property. The mill rate and tax revenues adopted for 2016/17 assumes a 98.5% collection rate for Motor Vehicles at 34.6 mills and a conservative 99.2% collection rate for Real Estate and Personal Property at 36.4 mills.

General Fund | REVENUES CONT'D

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

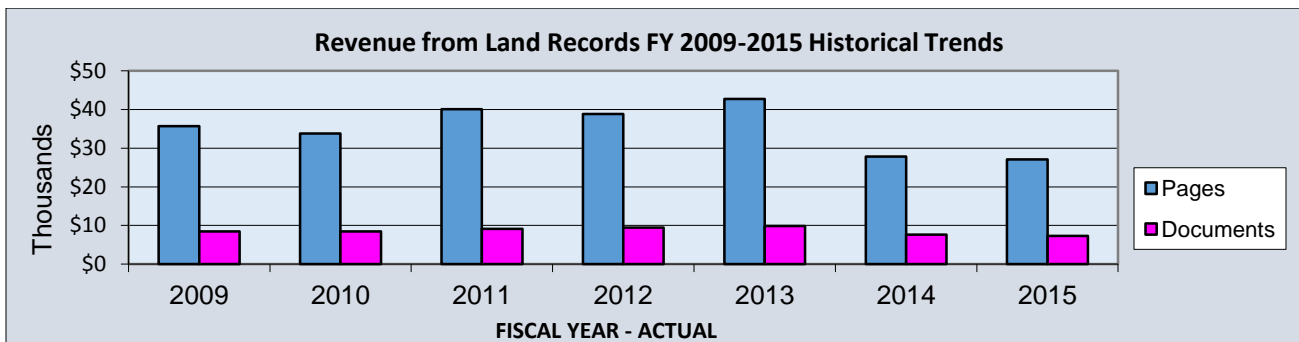


Intergovernmental Revenues - Revenue of \$8,807,118 is anticipated from various State and Federal grants. This amount represents an increase of 935,273 from the previous year. The increase in this category is primarily a result of a Municipal Revenue Sharing grant in the amount of \$754,546 and an increase of \$334,057 in the Educational Cost Sharing grant. These increases are offset by elimination of the Transportation Grant of \$97,000 and the State PILOT Grant of \$50,470. Grant revenues are representative of the adopted State revenues for FY2016/17.



Charges for Services

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



General Fund | REVENUES CONT'D

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

Other Revenues – Investment Income trends and decreased enrollment in Vocational Agricultural tuition total an approximate \$177,815 reduction in this revenue category. The following items highlight revenues in this category:

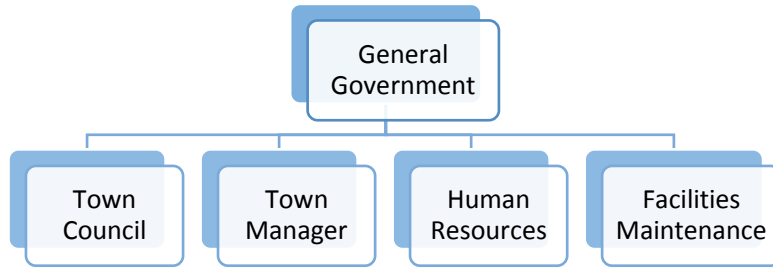
- Interest on Investments, accounted for in the Accounting division, is estimated at \$275,000, a decrease of \$125,000, which adjusts expectations to reflect current market trends. Investment Income is generated through the investment of idle funds of the General Fund. The Town utilizes a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool money market funds and solicits bids on certificates of deposit when appropriate. One of the pools, the State administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 0.15% in 2014/15. The use of various CD and money market programs has provided the opportunity for the Town to maximize earnings slightly over and above conservative budget estimates. The high and low earnings rate of these investments ranged from 0.01% to 2.75%. The average rate earned for FY2015 was 0.45% for pooled investments. An average assumed rate of return of 0.45% was used to estimate investment income for 2017 compared to 0.65% used for 2016.
- The Land Sales and Rentals account includes \$158,190 of income for rental of Town owned properties and \$90,000 for rentals at the Riverfront Community Center.
- Employee Health Insurance Reimbursements accounts for the employee share of health insurance premiums. The Town's share of health insurance premiums is accounted for within each department and division budget. For FY2016/2017 an estimate of \$836,371 is anticipated from employees and retirees as their share of health insurance premiums.

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

Revenues by Activity/Program

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Taxes - Current Levy	131,624,874	134,793,412	137,816,965	139,923,612	1.53%
Building Inspection Fees	646,787	574,190	500,000	550,000	10.00%
Accounting - Investment Income	256,361	264,422	400,000	275,000	-31.25%
Town Clerk	848,268	859,187	780,500	842,900	7.99%
Insurance/Pension/Claims Reimbursed	1,003,568	991,118	877,926	876,371	-0.18%
Refuse Disposal	696,488	580,410	599,500	591,250	-1.38%
Senior & Community Services	296,008	283,851	242,300	280,300	15.68%
Parks and Recreation	182,216	205,477	190,525	212,950	11.77%
Debt Service	202,280	194,180	185,960	129,320	-30.46%
Education	8,850,932	9,111,121	7,825,311	7,983,309	2.02%

General Government



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

Activities, Functions, and Responsibilities by Division

Town Council

- Adopting the annual Operating and Capital budgets
- Appointing Town officials and citizens to various local and regional boards, commissions, and agencies
- Enacting ordinances and resolutions necessary for the proper governing of the Town's affairs
- Serving as Zoning Authority
- Establishing policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Representing the Town at official functions

Town Manager

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

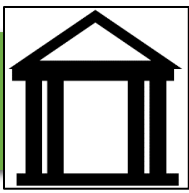
Activities, Functions, and Responsibilities by Division Cont'd

Human Resources

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

Facilities Maintenance

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



Town Council

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

Successes & Accomplishments

- Enacted new Town Center Mixed-Use Regulation
- Continued review of updated contract for Emergency Medical Services and related protocols
- Ⓢ ➤ Approved plans for intersection realignment within the Town Center to include construction of modern roundabouts along the Hebron Avenue corridor.
- Ⓢ ➤ Approved 35+ acre open space acquisitions and purchase of strategically located residential property to protect Town’s future interest at adjacent intersection.
- Ⓢ ➤ Adopted Operating and Capital budget plan for 2015/2016
- Approved new Pension Plan design for new hire members of Town staff
- Approved legislative actions including new regulations for Keeping of Poultry, Food Service Fees and Charges, support for relocation of the Shenipsit Trail, and contribution by The Mews to the Hebron Avenue intersection realignment project. Actively considered new legislation of involving Blight Ordinance.
- Ⓢ ➤ Approved agreement for sale of town-owned land at 232 Williams Street.



Future Goals & Initiatives

- Approve Memorandum of Understanding for multi-town Dispatch protocol to be coordinated through Glastonbury Public Safety Answering Point facility.
- Authorize updated agreement for Emergency Medical Services.
- Ⓢ ➤ Review and approve, as applicable, continued sale of town-owned land within the Gateway Corporate Park.
- Enact updated Capital Improvement Criteria including updated protocol for annual Appropriation & Transfer to the Capital Reserve Fund for ongoing cash funded Capital projects.
- Act as Zoning Authority, as applicable, on zoning related matters.
- Review and prioritize funding plan for pending Capital projects involving Town and Education facilities.
- Ⓢ ➤ Adopt Annual Operating and Capital budget plan for 2016/2017 and future years, consistent with the Town’s strategic goals and initiatives.
- Continue to acquire land for open space, outdoor recreation, municipal needs, and riverfront access as opportunities present.

Personnel & Expenditure Summary

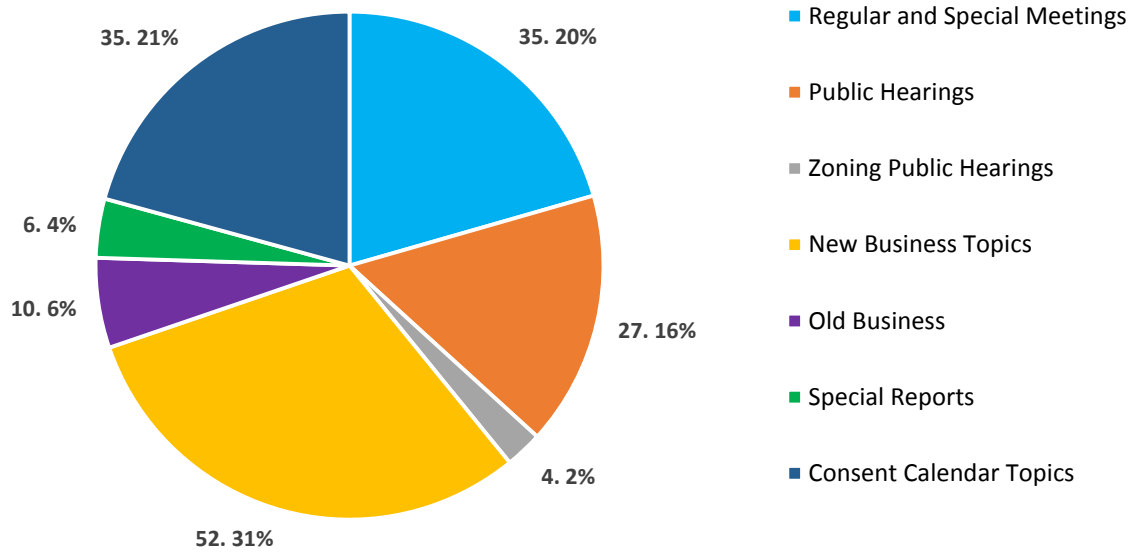
EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	1,462,699	1,553,676	1,739,959	1,756,205	0.93%
Supplies	40,629	44,884	57,605	59,270	2.89%
Services & Charges	1,277,776	1,295,740	1,399,802	1,331,139	-4.91%
Capital Outlay	62,318	40,505	27,000	32,100	18.89%
TOTAL EXPENDITURES	\$2,843,422	\$2,934,915	\$3,224,366	\$3,178,714	-1.42%

Activity Indicators:



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

FY 2015 Average Activity





Town Manager

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

Successes & Accomplishments*

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



Future Goals & Initiatives*

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

** All Accomplishments & successes, as well as Future Goals & Initiatives set forth by the Town Manager's office align with the strategic objectives of the organization and the Glastonbury community.*

Personnel & Expenditure Summary

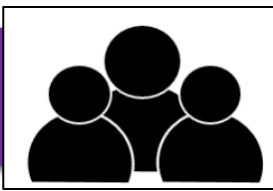


PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	2	2	3	3
Part Time	0	0	0	0
FTE	2	2	3	3

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

Activity Indicators

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



Human Resources

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

Successes & Accomplishments

- Contracted with new occupational medical services provider to improve services to employees, minimize work interruptions for random drug screenings, and shorten time to start new employees.
- Shortened police recruitment time by adopting an ongoing and streamlined process and implementing web-based testing.
- ⑤ ➤ Changed health insurance offerings to decrease costs and expand provider network.
- Adopted a 401(a) savings plan for non-affiliated, IUOE and AFSCME employees.
- ⑤ ➤ Improved pension enrollment tools to increase employee understanding of the benefit and standardize forms.
- Successfully negotiated a wage reopener with IUOE.
- Engaged in audit of office systems/procedures.
- Successfully completed 43 Part-Time and Full-Time recruitments.
- Experienced lower employee health claims than carrier averages and municipal averages.

Future Goals & Initiatives

- ⑤ ➤ Continue with Phase II of MUNIS System integration of key employee data, including, pension enrollment date, benefits/beneficiary information, workers' compensation, and training data; implement Applicant Tracking and Position Control.
- Comply with 2016 Affordable Care Act reporting requirements by working with Information Systems, Payroll, and health insurance carriers to organize benefits data in ACA-prescribed format.
- ⑤ ➤ Implement select online CIRMA training for employees to minimize work disruptions associated with training off-site.
- Work with CIRMA and Safety Committee to identify opportunities to improve safety and reduce loss claims.
- Engage in employee records audit and make necessary modifications.
- Continue to engage in office systems audit and streamline as applicable.
- Identify employee health cost drivers and design and implement plan to reduce health costs.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	3	3	3	3
Part Time	2	2	2	2
FTE	4	4	4	4

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	\$256,199	\$277,812	\$275,668	\$275,750	0.03%
Supplies	\$5,968	\$5,072	\$14,300	\$15,400	7.69%
Services & Charges	\$197,486	\$187,398	\$259,038	\$214,384	-17.24%
Capital Outlay	\$0	\$2,205	\$0	\$0	0.00%
TOTAL EXPENDITURES	\$459,653	\$472,487	\$549,006	\$505,534	-7.92%



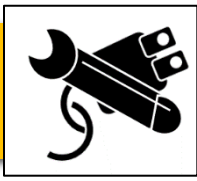
Performance Measures

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

* Higher than anticipated costs due to employee injuries.

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Number of Applications for Full Time Employment Reviewed	502	750	750
Total Number of Participants in Training Sessions for Fiscal Year	335	600	700
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	43	35	35
Number of Full Time Budgeted Positions	241	241	241

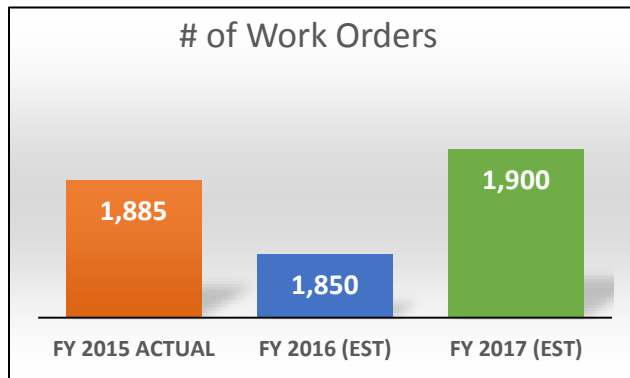


Facilities Maintenance

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

Successes & Accomplishments

- **S** Reduced energy use in Town buildings by 17% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager.
- **S** Earned 8th successive ENERGY STAR award for Town Hall.
- **S** Identified and implemented numerous energy efficient and sustainable initiatives including the installation of Photovoltaic panels at Smith Middle School and Academy Gym, bringing the total connected solar production to 1.2 MW.
- Retrofitted exterior LED lights at four fire houses and Youth & Family Services.
- Successfully managed various projects to improve staff efficiency and customer service.
- **S** Managed assigned capital projects including:
 - Ongoing security initiatives
 - Construction of Maintenance Operations Facility
 - Replaced Smith Middle School floor and chillers
 - Replaced roofs at Fire Companies 3 and 4.
 - Installed transfer switch at Boathouse and Riverfront Community Center to accommodate portable generator



Future Goals & Initiatives

- **S** Reduce energy use in Town buildings by an additional 3% from energy baseline (2007) as measured through ENERGY STAR Portfolio Manager, to achieve a 20% total reduction from 2007.
- **S** Continue to identify and implement sustainable solutions for the operations & maintenance of Town facilities.
- Continue to manage departmental safety programs and performance to minimize losses through training and awareness programs.
- Provide project management for capital projects including: Youth & Family Services addition; Disaster Preparedness upgrades, and the installation of generators in the Police Department, Fleet Maintenance, Highway Garage, Parks, Fueling Station, and Fire Company #1.

Personnel & Expenditure Summary



PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	13	13	13	13
Part Time	10	10	12	15
FTE	17.2	17.2	17.2	18.5

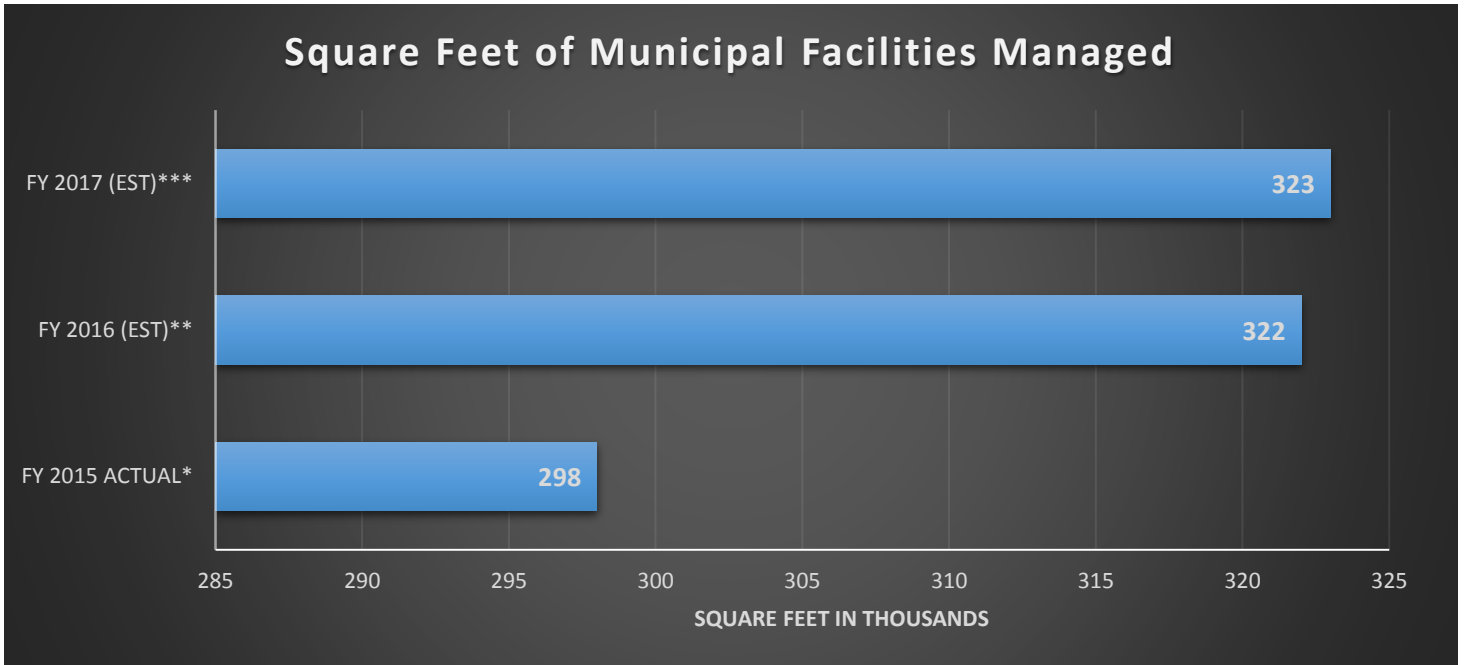
EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	954,568	969,759	1,122,460	1,129,485	0.63%
Supplies	17,015	16,547	21,630	21,630	0.00%
Services & Charges	854,393	834,053	848,113	812,239	-4.23%
Capital Outlay	62,318	37,200	27,000	32,100	18.89%
TOTAL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

Performance Measures

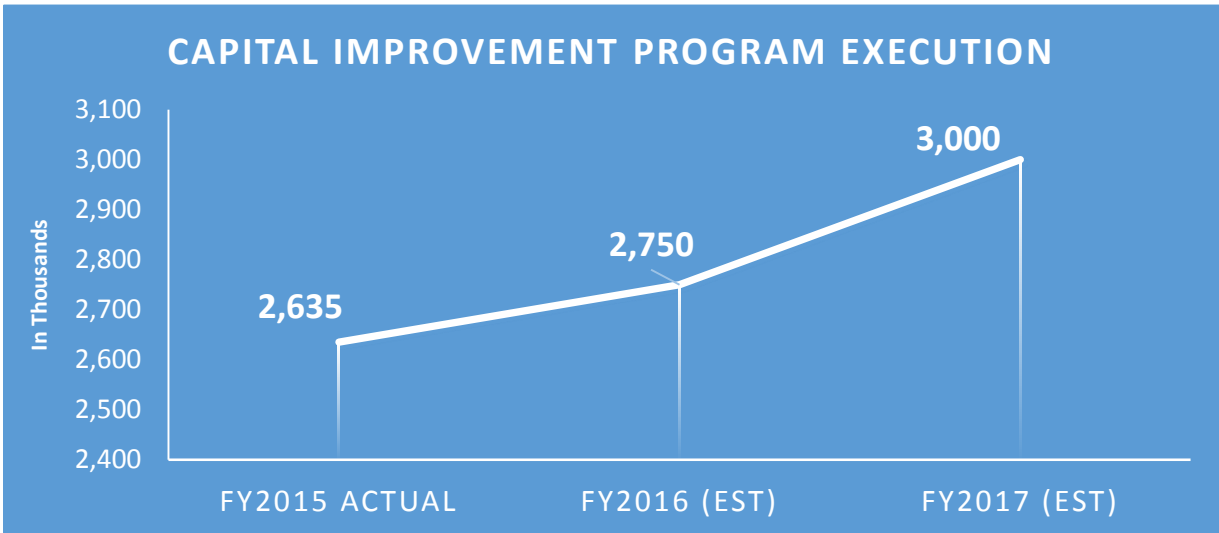
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Energy Intensity (JBtu/SF)*	<79.1	81.0	80	79
Custodial Costs (\$/SF)	<1.90	1.81	1.84	1.88
Custodial Quality (5 High to 1 Low)	5.00	4.11	4.12	4.33
# of Workplace Incidents	0	1	1	0
# of Lost Days	0	6	3	0
% of Electricity from Alternate/Renewable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

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

**Percentage from 2009 baseline

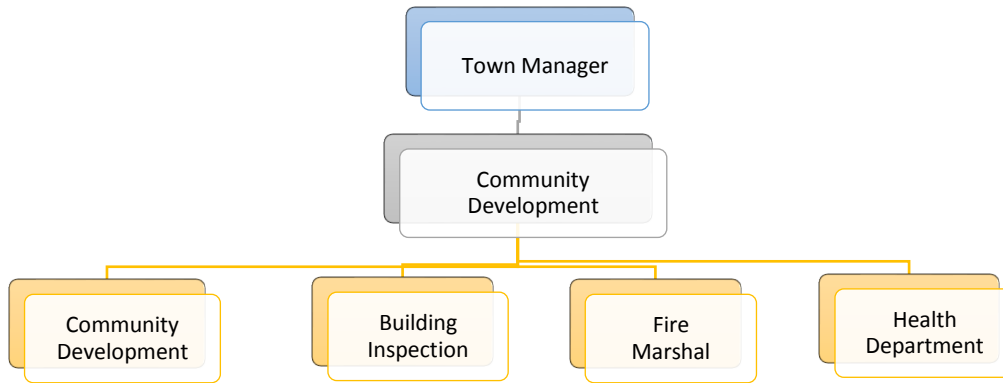


*FY14 TO FY15 includes Winter Hill Farm, 1098 New London Turnpike, 35 Bell St
 **FY15 TO FY16 includes Riverfront Boathouse, Parks Operations Building, and Facilities Operations Building
 ***FY16 TO FY17 includes 1056 New London Turnpike.



Community Development

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



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

Activities, Functions, and Responsibilities by Division

Community Development

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

Building Inspection

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

Activities, Functions, and Responsibilities by Division Cont'd

Fire Marshal

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

Health

- Protect the public health by identifying health problems, monitoring health status, investigating health problems and hazards, educating citizens on health issues, ensuring the provision of health services, and enforcing health laws/regulations
- Facilitate environmental health programs including well water, on-site sewage disposal, inspection of Town's 150± food service establishments, lead poisoning, and housing
- Conduct disease surveillance and communicable disease follow-up
- Develop responses to public health emergencies, both natural and intentional





Community Development

Successes & Accomplishments

- **S** Initiated and enacted all three phases of the Town Center Study Area zone changes which include:
 - Changing selected parcels Northern Main Street Area from Planned Travel (PT) Zone to Planned Business Development (PBD) Zone. Effective August 12, 2013.
 - Changing selected parcels located in the Southern and Central Core areas from Central District (CD) Zone, Planned Business District (PBD) Zone, and Residence Zone A to the newly created Town Center Zone. Effective January 30, 2014.
 - Changing selected parcels located in the former industrial district between Welles Street and Parker Terrace from Planned Industrial (PI) Zone to the newly created Town Center Mixed Use (TCMU) Zone. Effective May 17, 2015.
- **S** Drafted updates to open space subdivision regulations to be reviewed by the Town Plan and Zoning Commission in 2016.
- Commenced review for the 10-year statutory update of the Plan of Conservation and Development.

Future Goals & Initiatives

- Initiate planning process for the 10 year statutory update to the Plan of Conservation and Development.
- **S** Enhance customer service through coordination with Information Technology on a document management process to convert paper documents into electronic form.
- Initiate the creation of a Planning and Development manual to give customers guidance of the planning and zoning approval process.
- Build capacity in the Planning Department by hiring and training a new Planner to provide technical support to customers and the Town Plan and Zoning Commission.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	4.5	4.5	4.5	4.5
Part Time	0	0	0	0
FTE	4.5	4.5	4.5	4.5

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	326,679	359,927	308,000	327,360	6.29%
Supplies	4,636	5,460	6,420	7,670	19.47%
Services & Charges	143,143	145,859	138,212	131,207	-5.07%
Capital Outlay	0	1,100	2,200	1,250	-43.18%
TOTAL EXPENDITURES	\$474,458	\$512,346	\$454,832	\$467,487	-2.78%
REVENUES – Non-tax	\$34,702	\$15,233	\$12,000	\$12,000	0.00%
Required from Taxes	\$439,756	\$497,113	\$442,832	\$455,487	2.86%

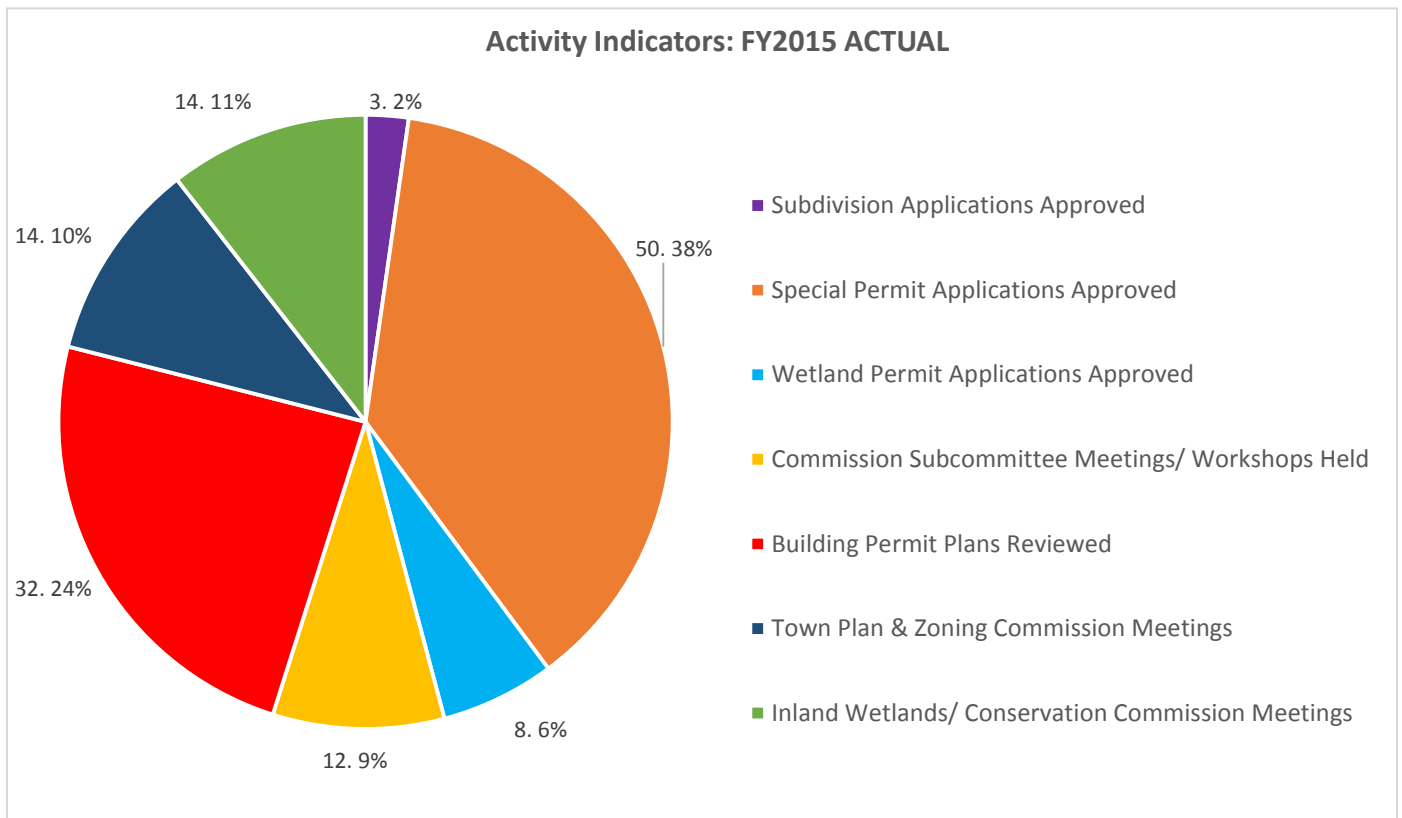
Performance Measures

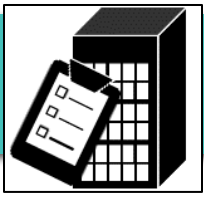


PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%
Implement Comprehensive Town Center Regulation Changes - 3 components	100%	67%	100%	Complete

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Applications Approved			
Subdivision	3	6	5
Special Permit	50	40	40
Wetland Permit	8	10	10
Commission Subcommittee Meetings/Workshops Held	12	15	25
Building Permit Plans Reviewed	32	35	30
Town Plan & Zoning Commission Meetings	14	18	18
Inland Wetlands/Conservation Commission Meetings	14	15	15





Building Inspection

Successes & Accomplishments

- Worked with Human Resources to initiate recruitment process for building inspector position to be completed in the spring of 2016.
- Ⓢ ➤ Initiated web page improvements for zoning requirements and ease of access to building/zone regulations.
- Continued work with IT and Engineering to finalize tablet implementation for field inspection in spring, 2016.

Future Goals & Initiatives

- Add third inspector position to staff to provide faster plan reviews & inspections for major projects as well as plan for succession within the department.
- Ⓢ ➤ Enhance departmental webpages to maximize existing technology and improve customer service.

Personnel & Expenditures

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	4	4	4	4
Part Time	1	1	1	1
FTE	4.5	4.5	4.5	4.5

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	213,678	220,183	259,490	299,670	15.48%
Supplies	4,070	3,792	5,300	5,650	6.60%
Services & Charges	126,687	112,074	142,827	166,971	16.90%
Capital Outlay	1,217	0	2,900	1,815	-37.41%
TOTAL EXPENDITURES	\$345,652	\$336,049	\$410,517	\$474,106	15.49%
REVENUES - Non Tax*	\$646,787	\$574,190	\$500,000	\$550,100	10.02%
Required from Taxes	(\$301,135)	(\$238,141)	(\$89,483)	(\$75,994)	-15.07%

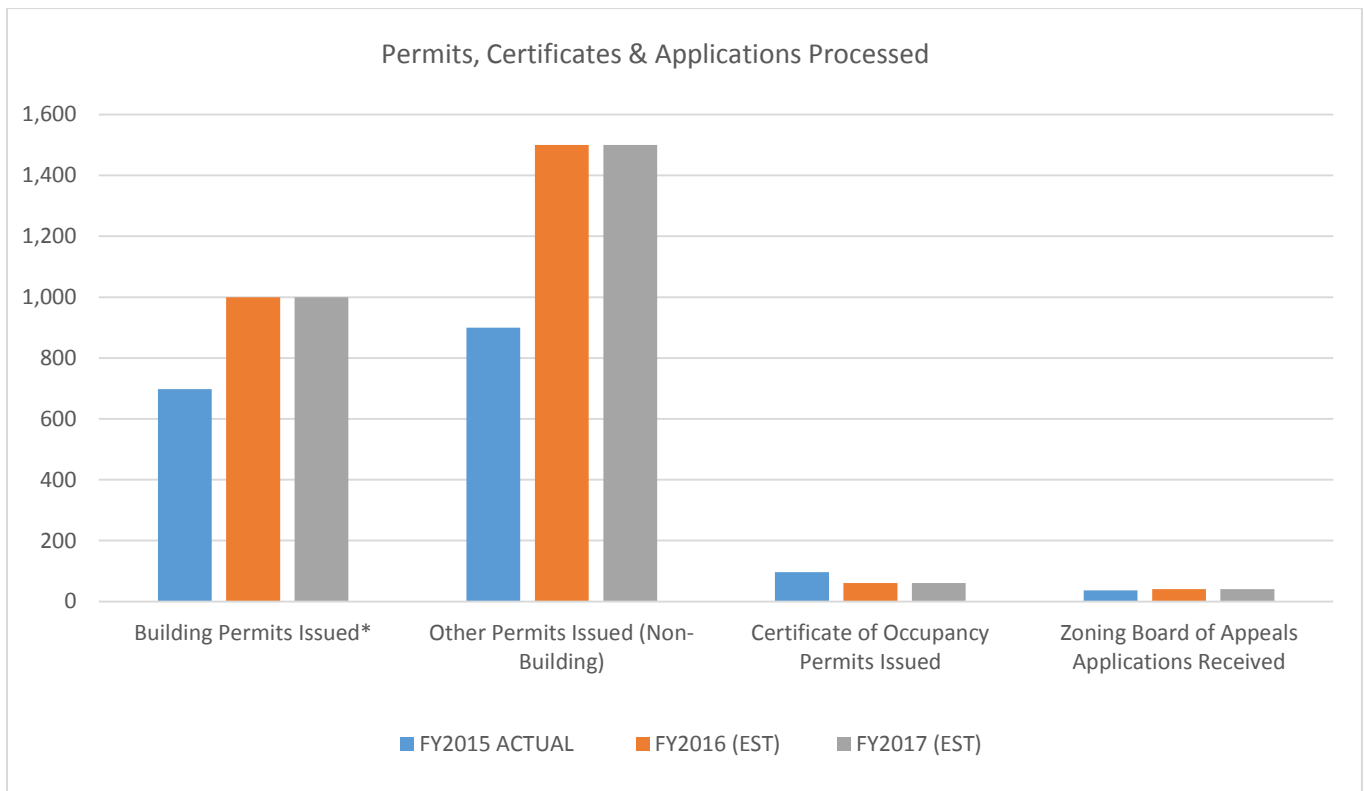
* Non Tax revenue is generated by building permit fees for commercial, industrial, and residential construction. Effective July 1, 2003, the fee is \$17/\$1,000.



Performance Measures

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

Activity Indicators



* New and renovated structures.



Fire Marshal

Successes & Accomplishments

- Achieved detector compliance in two major complexes through multi-family dwelling campaign. Functional and up-to-date smoke detection increases survivability during a fire. The multi-family dwelling campaign looks to achieve mandated annual inspections in apartment occupancies.
- Achieved certificate of occupancy inspections within 6 business days (100%) from when a request is received.
- Completed inspections of non-licensed food service establishments.
- Completed Public Fire Education for 429 children and 146 adults.
- Completed church inspection program which increases fire safety within assembly occupancies that are not inspected annually. Prevention of fires within places of worship reduces catastrophic loss to the community.

Future Goals & Initiatives

- Continue multi-family dwelling program to prevent loss of life and/or property during a fire event.
- Achieve certificate of occupancy inspections within six business days from the day an applicant requests an inspection.
- Provide inspection and plan review services for major projects.
- Provide six day response for fee-initiated services. Services include tank installation/removal, liquor licenses, blasting permits, open burning, and reproduction.
- Initiate fire protection systems inspection program (sprinklers, alarms, and cooking systems) to ensure they are adequately serviced and maintained in order to increase life safety and decrease property loss.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	2	2	2	2
Part Time	1	1	1	1
FTE	2.5	2.5	2.5	2.5

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



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Certificate of Occupancy Inspections Completed within 6 Work Days	100%	100%	100%	100%
Annual Fire Prevention Training Programs with Emphasis on Day Care and Senior Adults	26	25	26	12
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	90	300	228

Activity Indicators

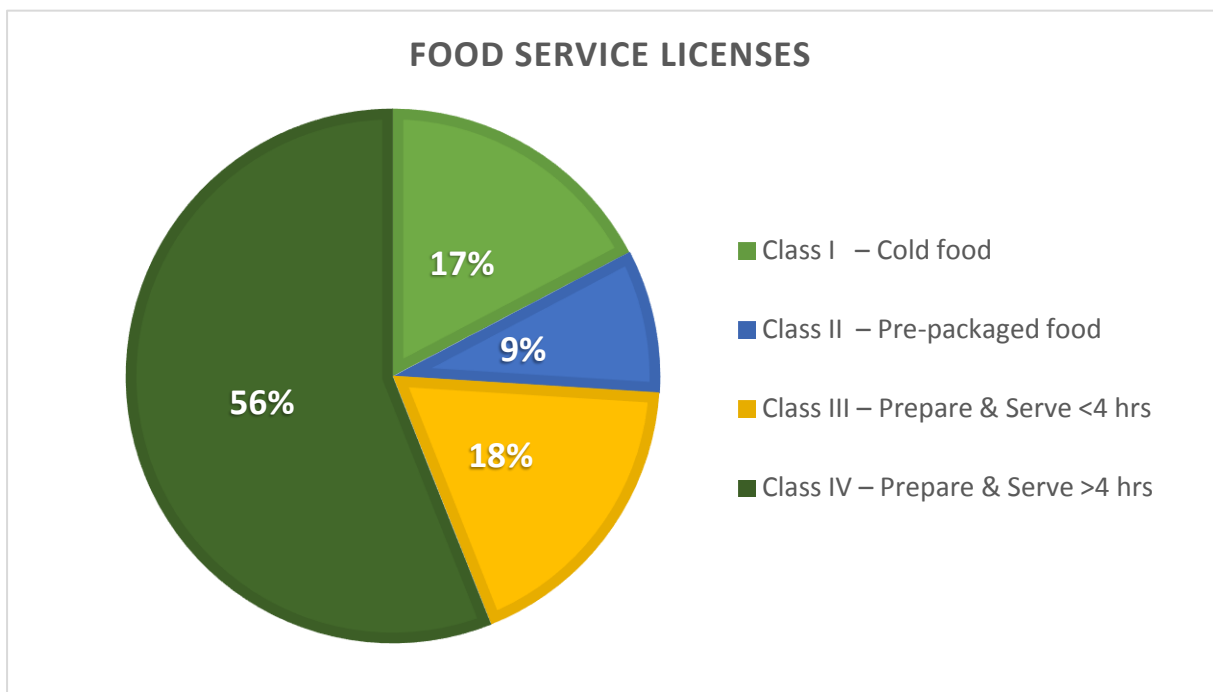
ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Fire Incident Investigations Completed:			
Commercial	3	8	5
Residential	19	19	22
Other	22	36	30
Certificate of Occupancy Inspections	50	60	52



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

- Strengthened public health surveillance systems through regular discussions with Glastonbury Emergency Medical Services to discuss emergent public health concerns such as seasonal flu and Ebola that may present during an EMS call. Emergency preparedness discussions with the Board of Education have opened the door to new potential collaborations.
- Successfully processed application to the League of American Bicyclists, earning Glastonbury a Bronze Level Bicycle Friendly Community designation.
- ⑤ ➤ Performed quarterly reviews and updates to pages on the town website including arsenic and uranium testing for private wells, Enterovirus EVD-68, salon forms and fees for food service licensing, avian influenza, seasonal influenza, and environmental updates about the Preferred Plastics fire.
- Issued Food Service Licenses and a number of inspections (in parentheses) as follows:
 - Class I – Cold food 26 (24)
 - Class II – Pre-packaged food 13 (17)
 - Class III – Prepare & serve <4 hrs. 27 (95)
 - Class IV – Prepared & serve >4 hrs. 84 (318)





Future Goals & Initiatives

- Through research and activities by staff, and in partnership with others, develop a community health assessment that details health challenges and successes that affect residents, workers, and visitors in Glastonbury and identifies areas for future public health programming.
- Begin pursuit of national accreditation through Public Health Accreditation Board. Achievements may include staff training, development of Departmental policy and documentation, community engagement, etc.
- Identify environmental health changes that may arise in the future as a result of climate change and research potential methods to prepare department for these challenges. Methods may include focused staff training, community education, policy change, etc.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	5	5	5	5
Part Time	1	1	1	1
FTE	5.5	5.5	5.5	5.5

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	450,832	358,152	407,653	424,960	18.65%
Supplies	5,657	4,862	6,975	6,975	0.00%
Services & Charges	198,666	205,512	192,153	211,532	10.09%
Capital Outlay	1,217	3,300	2,900	1,140	-60.69%
TOTAL EXPENDITURES	\$656,372	\$571,826	\$609,681	\$644,607	5.73%
REVENUES - Non Tax	\$49,594	\$73,660	\$54,150	\$60,060	10.91%
Required from Taxes	\$606,778	\$498,166	\$555,531	\$584,547	5.22%

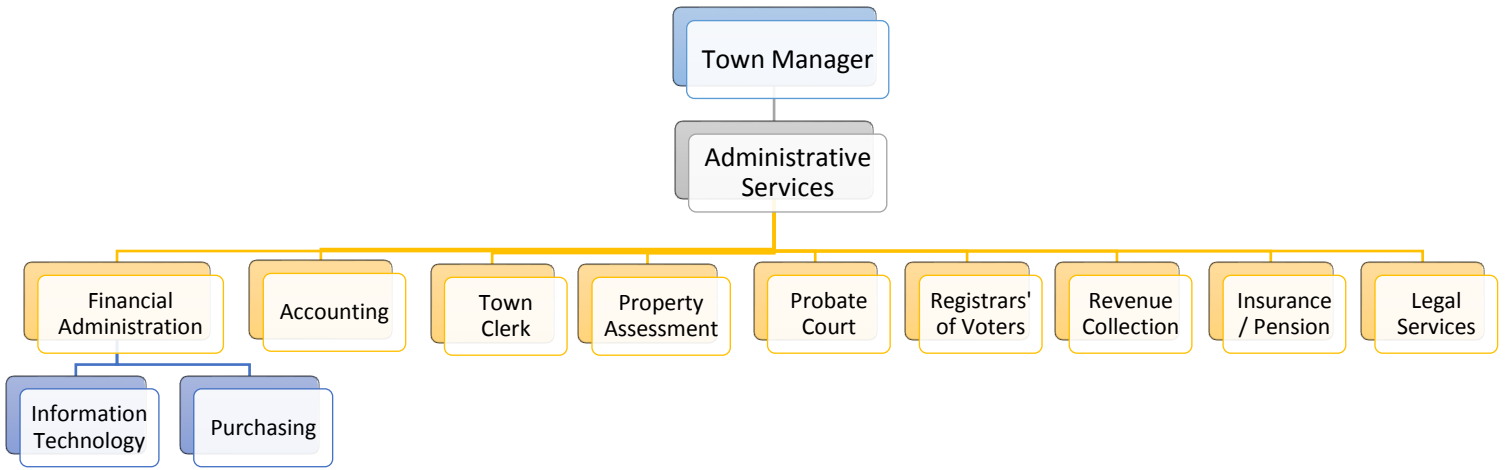
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Complete Septic System Plan Reviews Within 5 Working Days	80%	88%	82%	85%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments	<20%	13%	20%	18%

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Well and Septic Permits Issued (including repairs)	63	75	70
Routine Inspections (Septic installation, restaurants)	1,062	1,050	1,070
Complaint Inspections (Housing Code matters, environmental sanitation)	142	150	150

Administrative Services



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

Activities, Functions, and Responsibilities by Division

Financial Administration

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

Activities, Functions, and Responsibilities by Division Cont'd

Information Technology

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

Purchasing

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

Accounting

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

Property Assessment

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

Revenue Collection

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

Activities, Functions, and Responsibilities by Division Cont'd

Town Clerk

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

Registrars' of Voters

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

Legal Services

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

Activities, Functions, and Responsibilities by Division Cont'd

Probate Court – Glastonbury-Hebron

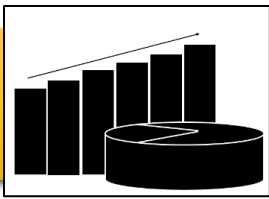
- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships and Guardianships of the estate of a minor
- Temporary custody, Termination of parental rights, Adoptions, Emancipations
- Compromise of claims
- Commitment of mentally ill and commitment of persons who are drug and/or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

Insurance/Pension

- The Town maintains an Insurance/Pension Division to account for Workers' Compensation, Casualty/ Property/Liability insurance, life and disability insurance, and employee and retiree related costs for health insurance, pensions, and Other Post-Employment Benefits (OPEB). All employer costs for health insurance, social security, Medicare and pension, are accounted for in each department's budget.
- The Insurance Advisory Committee reviews insurance requirements and monitors the procurement process for Casualty/Property/Liability and Workers' Compensation. They make recommendations to the Town Manager as specified in the Charter and Town Code. The Director of Finance acts as 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.
- The Town adheres to a comprehensive safety program that addresses both workers' compensation and liability incidents. This successful program has resulted in decreases in workers compensation and liability insurance premiums as well as loss experience modification rates.
- The Town is self-insured for the coverage it offers and provides to its employees' for health insurance. Lockton Companies advises and assists the Town with administering this program and coordinating the renewals with Anthem, ConnectiCare and Delta Dental. In accordance with the Reserve Fund Policy the Town budgets the full premium equivalent rates which is allocated between the individual department budgets for the employer's share while this budget includes the employees' share of these costs. This budget also includes health benefit costs for retirees. Reimbursements through employee premium share and from retirees are accounted for in Non Tax Revenue as Employee Health Insurance Reimbursements.
- Wells Fargo serves as directed trustee/custodian and benefit payment administrator for the Town's pension funds. Fiduciary Investment Advisors (FIA) assists the Town in the management of the pension fund investments. Milliman provides actuarial services for the annual valuation and benefit calculations. The OPEB Trust is administered by Wells Fargo with actuarial services provided by Milliman.

Self Insurance

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



Financial Administration

Successes & Accomplishments

Financial Administration, Purchasing, Information Technology

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

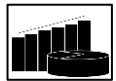
Future Goals & Initiatives

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

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL
Full Time	8	9	8	8
Part Time	1	1	1	1
FTE	8.5	9.5	8.5	8.5

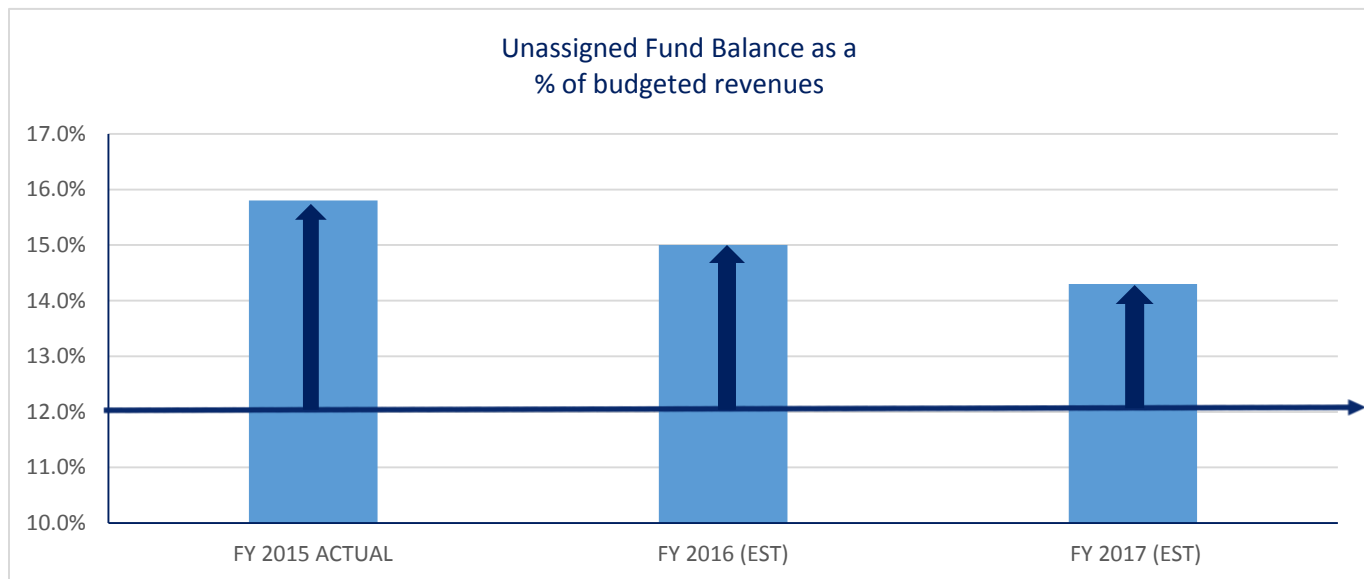
EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	PERCENT CHANGE
Personal Services	601,704	660,612	696,413	715,915	2.80%
Supplies	15,866	15,394	31,115	31,090	-0.08%
Services & Charges	413,693	475,710	445,598	489,886	9.94%
Capital Outlay	17,545	47,394	69,700	67,450	-3.23%
TOTAL EXPENDITURES	\$1,048,808	\$1,199,110	\$1,242,826	\$1,304,341	4.95%
REVENUES-Non Tax	\$56,040	\$16,687	\$25,000	\$25,000	0.00%
Required from Taxes	\$992,768	\$1,182,423	\$1,217,826	\$1,279,341	5.05%



Performance Measures

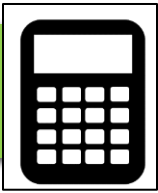
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
GFOA Distinguished Budget Award: # of Years Received	Annually	20	21	22
Unassigned Fund Balance as a % of Budgeted Revenues	>12%	15.9%	16.4%	15.7%
Debt Service as a % of Actual Expenditures	<10%	6.6%	6.0%	5.8%
Bond Ratings:				
Moody's	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA
Average Time to Close IT Computer Requests for Assistance (CRAs) - in days	10	23	20	18
Tech Staff per Total Staff*	<3.6%	1.8%	1.8%	1.8%
Tech Spending per Employee*	<\$7773	\$3,688	\$3,780	\$3,875
Tech Spending % of Revenue*	<3.6%	2.8%	2.8%	2.9%

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



Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
# of Bids Issued	20	20	20
# of Requests for Proposal Issued	9	12	13
# of Quotes Issued	23	29	30
# of Networked Devices	737	750	760
CRAs Resolved	674	700	730
Average Monthly CRA Volume Processed	59	60	61
Information Technology Projects Completed	41	43	45



Accounting

Successes & Accomplishments

- Awarded the Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officers Association (GFOA). This is a key factor to maintain the Town's high bond rating in order to receive lower interest rates on issued bonds.
- Managed cash balances and investment opportunities to ensure that Town funds were secure and prudently invested. Used a laddered approach and some longer-term investments to generate General Fund earnings of 0.45% compared to the short-term benchmark of 0.15%. Sewer funds invested separately earned 1.26%.
- Teamed with Information Technology personnel to develop and implement streamlined procedures to import purchasing card transactions into the financial accounting system, reducing time required for data input and increasing accuracy.
- Initiated review of additional electronic payables solutions to complement the existing purchasing card program that would increase efficiencies and generate rebate income.

Future Goals & Initiatives

- Retain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Continue to invest in longer-term certificates of deposit, within FDIC limits, and U.S. Government securities where practicable to improve investment yield.
- Implement an electronic payables program to pay participating vendors with credit cards or other electronic means by December 2016.
- Continue evaluation of a Town-wide document management software system to store, index, and retrieve documents, and implement the financial portion by June 2017. This would significantly reduce efforts associated with assembling, organizing, distributing and storing documents. This is part of the Town's initiative to electronically archive documents.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

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

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

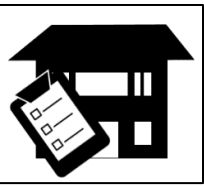
Performance Measures



PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Financial Reporting:				
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None
Financial Operations:				
% of Payroll Remitted by Direct Deposit	83%	82%	83%	83%
% of Direct Deposit Electronic Statements	68%	66%	66%	68%
% of Electronic Vendor Payments	20%	5%	15%	20%
Investment Results:				
General Fund/Pooled Cash	0.50%	0.45%	0.45%	0.50%
Sewer Funds--Pooled and Separately Invested	1.40%	1.26%	1.26%	1.40%

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Payroll Checks Issued	2,200	2,232	2,200	2,200
Direct Deposit Advices	10,000	10,111	10,000	10,000
Vendor Payments	6,400	6,362	6,400	6,400
1099 MISCs Issued	170	170	170	170
W-2s Issued	900	911	900	900
Revenue Batches Posted	2,800	2,728	2,800	2,800
Accounts Receivable Bills Issued	400	387	400	400



Property Assessment

Successes & Accomplishments

- Finalized and signed the 2014 Grand List on January 29, 2015.
- Hosted a well-received workshop for local businesses, which included a detailed Power Point presentation to better understand how to complete the business personal property declarations.
- ⑤ ➤ Piloted an online personal property filing application to better meet our customers' needs.
- ⑤ ➤ Continue to promote the availability of detailed information and downloadable forms on the Assessor's page of the town website as a resource for residents.
- Encouraged residents to interact with staff via email in order to expedite their requests and associated adjustments, saving time for taxpayers and allowing quicker turnaround for payments and refunds.
- Continued to reach out to seniors, as possible, at local churches and gathering places to inform them about the residents' property tax credit program.

Future Goals & Initiatives

- File the 2015 Grand List by statutory deadline.
- Assist the Board of Assessment Appeals in adjudicating the appeals of the 2015 Grand List.
- ⑤ ➤ Offer online personal property filing to existing accounts and businesses, saving the office considerable costs in printing and postage.
- Plan and coordinate the 2017 Grand List revaluation and familiarize the revaluation consultant with our goals.
- Resolve all tax appeals related to the 2012 revaluation.
- Increase attendance at the personal property workshop for local businesses to better understand how to complete the 2015 personal property declaration.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	5	5	5	5
Part Time	0	0	0	0
FTE	5	5	5	5

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	326,639	335,352	347,207	352,895	1.64%
Supplies	9,372	9,235	13,100	13,100	0.00%
Services & Charges	182,853	178,266	198,617	223,004	12.28%
Capital Outlay	0	0	2,200	1,390	36.82%
TOTAL EXPENDITURES	\$518,864	\$522,853	\$561,124	\$590,389	5.22%



Performance Measures

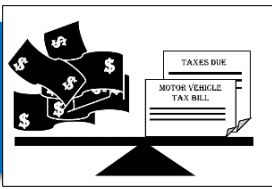
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Time Lag in Processing Deeds (in days)	<30	20	20	20
Grand List Adjustment/Corrections	<2,600	2,566	2,400	2,400
Coefficient of Dispersion (COD)*	<12.5%	8.70%	10.50%	10.50%
Assessment Level (Median)	63% - 77%	66.0%	65.0%	65.0%
Price Related Differential (PRD)**	0.97 - 1.03	1.010	1.020	1.020

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

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Taxable Grand List Accounts	53,690	54,000	54,000
Elderly Applications Processed	471	500	500
Useable Real Estate Sales	486	500	500
Deeds Processed	998	1,200	1,200
Applications to Board of Assessment Appeals	62	80	80
Appeals to Superior Court	5	5	5
New Construction Assessments Completed	46	30	30



Revenue Collection

Successes & Accomplishments

- Achieved a collection rate of 99.4% for the year ended June 30, 2015.
- Continued electronic billing notification. Approximately 142 taxpayers registered for this service for the July 1, 2015 billing.
- Used Small Claims Court for collection of delinquent motor vehicle taxes which resulted in 60 accounts being collected at no cost to the Town.
- Collected a fee on delinquent motor vehicle accounts to recover Town costs for reporting this information to the Department of Motor Vehicles. The total collected was \$15,365.

Future Goals & Initiatives

- Achieve a collection rate over 99%.
- Encourage staff to enrich their knowledge by attending various tax classes, meetings, and seminars to stay abreast of changes to State Statutes and collection tools.
- Increase electronic billing notifications through education of the program to Town residents via the Town's website and other publications.
- Improve Lockbox processing by issuing request for proposal to evaluate current technology and systems available.
- Work with DMV to provide better customer service by electronically releasing taxpayers through their Connecticut Integrated Vehicle Licensing System (CIVLS).

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

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

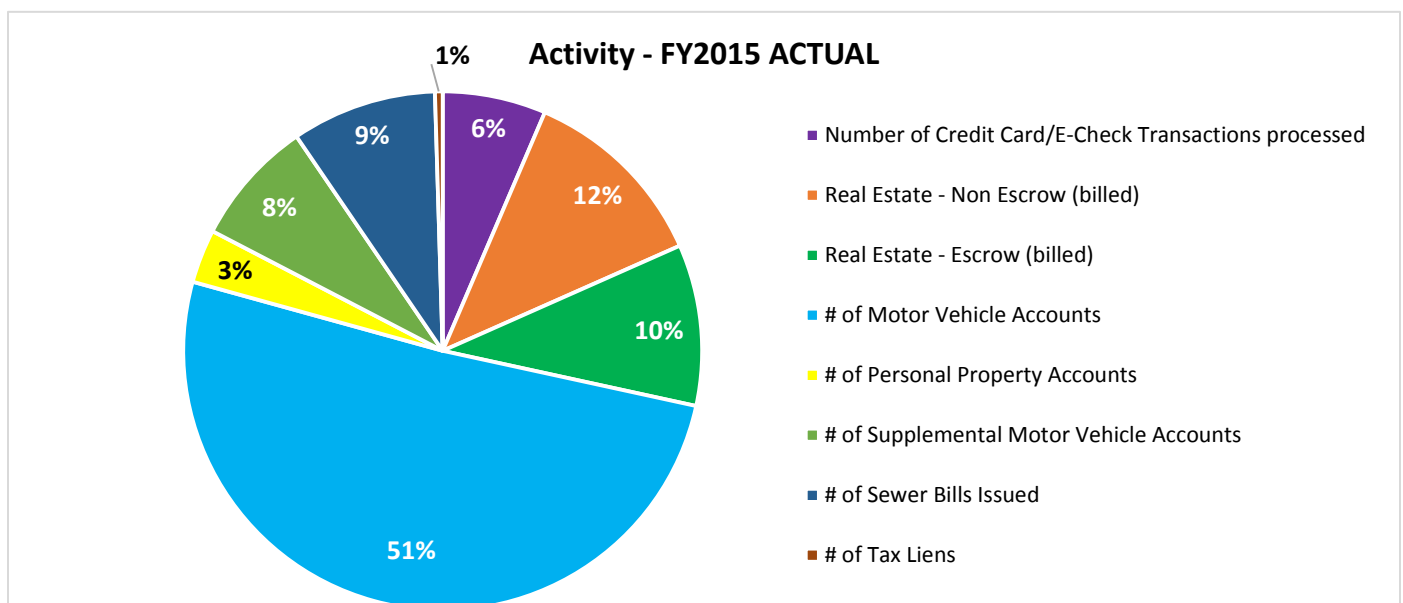
Performance Measures

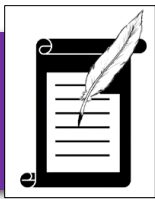


PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Tax Revenue Collection Rate				
Personal Property	99.2%	99.2%	99.2%	99.2%
Real Estate	99.2%	99.5%	99.5%	99.5%
Motor Vehicle	98.5%	98.6%	98.5%	98.5%
Sewer Collection Rate	≥97%	97.3%	98.0%	98.0%

Activity Indicators

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





Town Clerk

Successes & Accomplishments

- Completed 2nd phase of State Preservation Grant for conservation and preservation of 119 of the town's oldest property maps in June 2015; received approval for funding 3rd phase of 167 maps in August 2015.
- ⑤ ➤ Installed an electronic data preservation system and developed the export program to provide for an archival storage system for preserving and authenticating permanent public records index data and images. Full testing and implementation to take place in the second half of fiscal year 2015/2016.
- Continued participation in the development of the Secretary of State's Election Management System in summer 2015 for use in November Election.
- Participated in enhancements to the Secretary of State's CVR System for absentee ballot issuing and tracking and petition qualifying.
- Coordinated biennial ethics DVD training with staff liaisons for boards and commissions in December 2015 for their organizational meeting in January 2016, and provided updates to the Ethics Commission.

Future Goals & Initiatives

- ⑤ ➤ Accomplish the migration of historical indexes and images for electronic permanent records to the electronic archival data preservation system for preservation and authentication.
- Continue participation as a test town for the August 2016 Primary and administer the November 8, 2016 Federal/State Election utilizing the Secretary of the State's Election Management System.
- ⑤ ➤ Submit application in April 2016 for FY 2016/2017 State Preservation Grant.
- ⑤ ➤ Develop a system to track Board and Commission membership appointments for historical purposes.
- ⑤ ➤ Complete 3rd phase of conservation and preservation of 167 of the town's oldest, permanent record property maps utilizing State Preservation Grant Funds by June 2016.
- Continue oversight of Ethics Commission training protocol for all Board & Commission members and provide status updates to Ethics Commission.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	4	4	4	4
Part Time	0	0	0	0
FTE	4	4	4	4

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	255,651	261,552	266,744	272,785	2.26%
Supplies	12,397	11,298	13,550	13,550	0.00%
Services & Charges	204,118	197,992	203,952	220,690	8.21%
Capital Outlay	5,085	-	4,400	2,780	-36.82%
TOTAL EXPENDITURES	\$477,251	\$470,842	\$488,646	\$509,805	4.33%
REVENUES-Non Tax *	\$848,268	\$859,186	\$780,500	\$842,900	7.99%
Required from Taxes	(\$371,017)	(\$388,345)	(\$291,854)	(\$332,095)	13.45%

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



Performance Measures

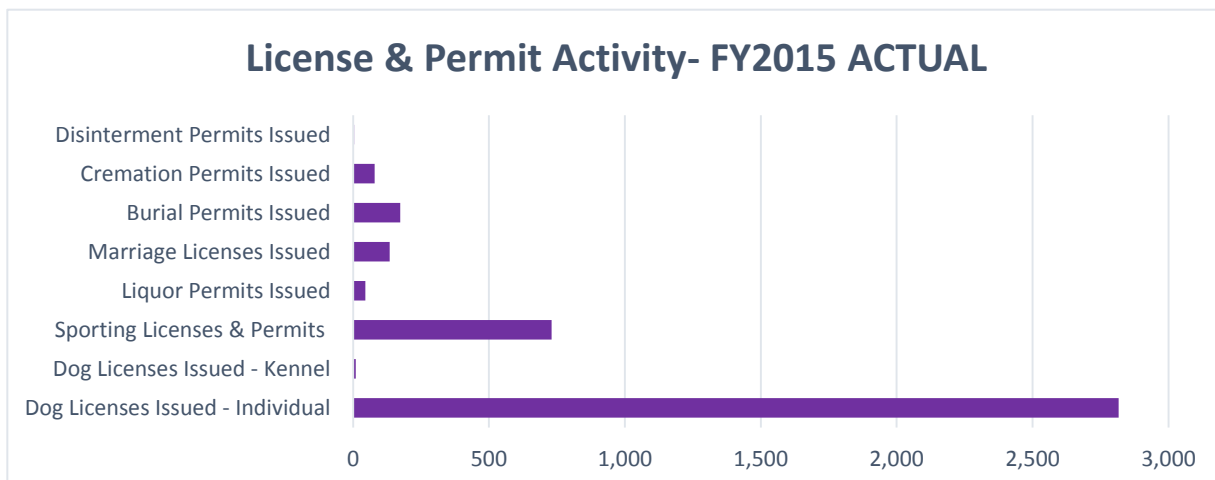
PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Land Recordings Returned Within 21 Days (Standard 30)	100%	100%	100%	95%
Land Record Audit Done By Statutory 12/31 Deadline	100%	100%	100%	95%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%
Historic Document, Farmland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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Land Record Recording (LRR) - Documents	7,295	7,400	7,500
Land Record Recording (LRR) - Pages	27,107	28,000	30,000
Land Record Certifications	174	200	200
Property Map Recordings	112	175	175
Dog Licenses Issued - Individual / Kennel	2,817 / 10	2,800 / 10	2,800 / 10
Sporting Licenses & Permits / Liquor Permits Issued	730 / 45	700 / 50	700 / 50
Vital Records Received and Processed	870	900	900
Marriage Licenses Issued	135	150	150
Burial / Cremation / Disinterment Permits Issued	174 / 79 / 4	170 / 80 / 1	170 / 80 / 2
Notary Registrations / Required Notarizations	86 / 426	100 / 400	100 / 450
Absentee Ballots Issued for Election Events	954	700	2,900
Online Credit Card Transactions - #/\$*	555 / \$12,592	600 / \$13,800	700 / \$16,100

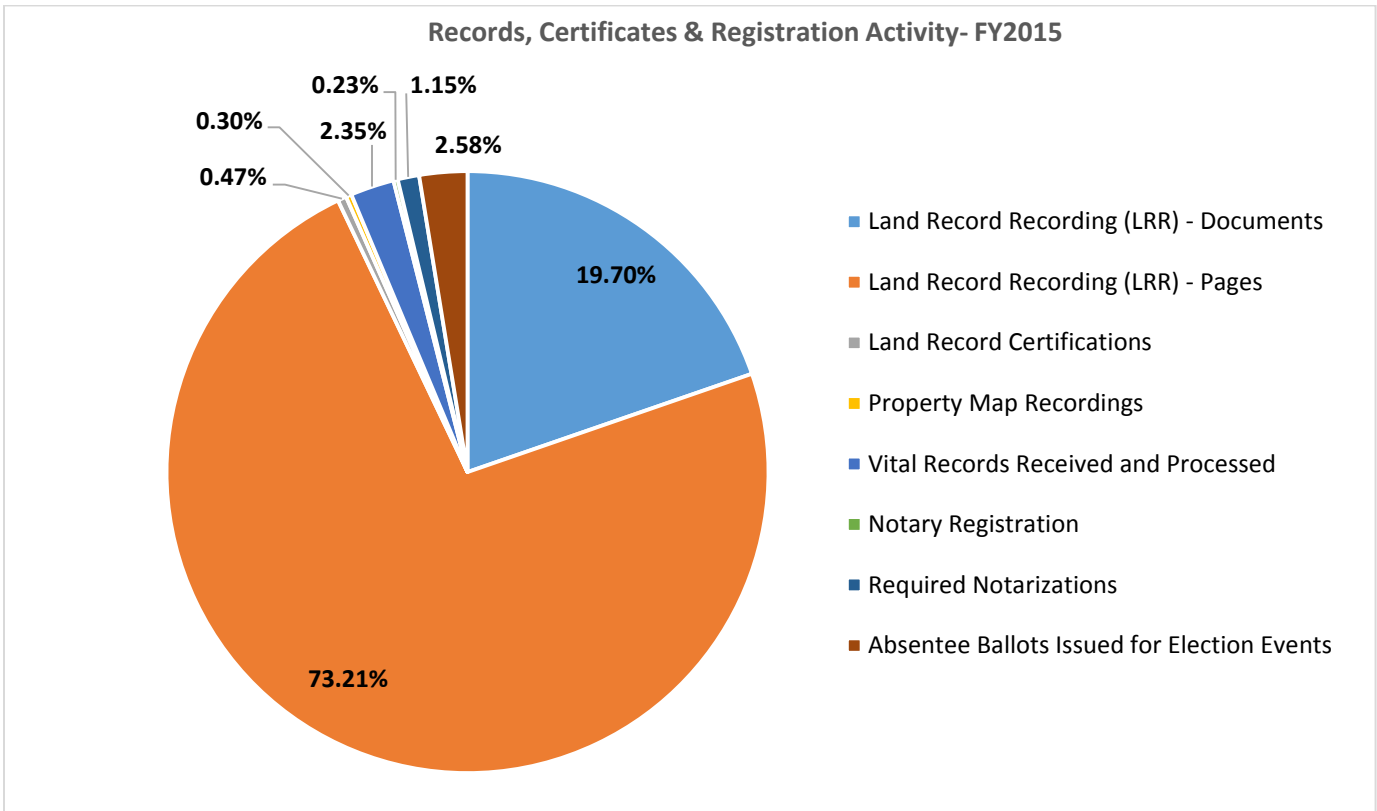
* Dog Licenses and Land Record Recordings Only.

Activity – FY 2015

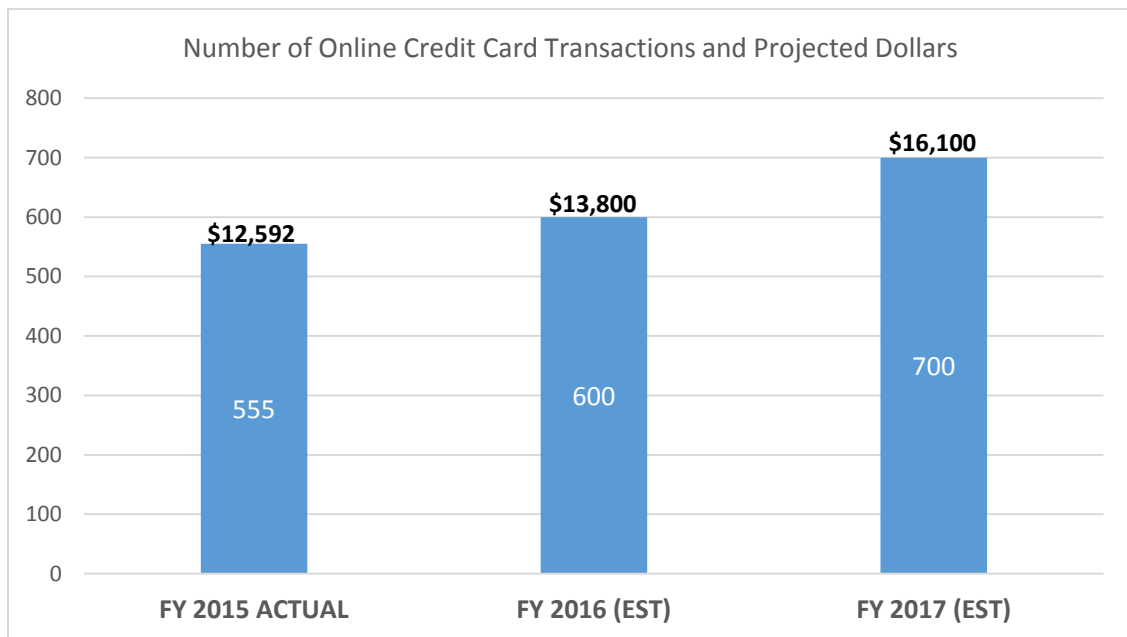




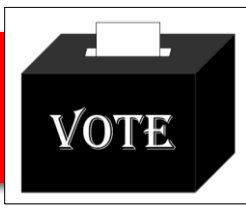
Activity – FY 2015 Cont'd



Projected Online Transactions:



* Figures reflect dollars collected for Dog Licenses and Land Record Recordings only.



Registrars of Voters

Successes & Accomplishments

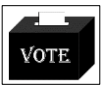
- Received award for highest voter turnout in the large Town category.
- Conducted annual canvass of voters beginning January 5, 2015 through May 31, 2015.
- Enrolled 186 students in High School registration session completed June 2015.
- Held a Municipal Election on November 3, 2015. Percentage turnout increased to 29.2% from 26%.
- Researched use of Poll Books in anticipation of change in law to allow use for elections.
- Conducted Election Day Registration utilizing the new online voter registration system.
- Participated in semi-annual Registrar of Voters Annual Conference and Secretary of State (SOS) conference on election laws and procedures.
- Conducted poll workers training including State mandated training for moderators for certification.
- Implemented new election laws adopted by the CT State Legislature and/or Congress.
- Participated on subcommittees within the Registrars professional organization, ROVAC, contributing on the Technology and Legislative Committees.

Future Goals & Initiatives

- Conduct annual canvass of voters January 4, 2016 through May 31, 2016.
- Conduct high school registration session between January and June 2016. Goal is to increase participation in registration process via the use of the Online Registration process.
- Recruit and train new poll workers.
- Plan for a Republican and Democratic Primary scheduled for April 26, 2016, a second Primary scheduled for August, 2016, and the Presidential Election in November 2016.
- Plan for potential referendum.
- Plan for implementation of Poll Books and Election Night Report Systems in anticipation of SOS finalizing specifications.
- Implement new election laws adopted by the CT State Legislature and/or Congress.
- Continue to refine and improve the Election Day Registration process.
- Complete coursework for Registrar Certification requirements as outlined in 2015 legislation.
- Continue to monitor election cost savings.

Personnel & Expenditure Summary

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



Performance Measures

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

Activity Indicators

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

* Not Applicable



Legal Services

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

Personnel & Expenditure Summary

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

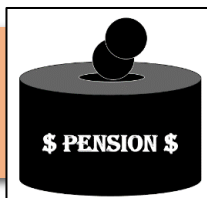


Probate Court – Glastonbury-Hebron

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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Supplies	13,921	18,071	21,600	21,600	0.00%
Services & Charges	2,939	2,805	4,200	4,200	0.00%
Capital Outlay	0	2,584	3,800	0	-100.00%
TOTAL EXPENDITURES	\$16,860	\$23,460	\$29,600	\$25,800	-12.84%



Insurance/Pension

Successes & Accomplishments

- **S** Self-Insurance Reserve Fund: Net Position of Fund increased approximately 2.5% during FY15 exceeding the minimum reserve levels set in accordance with the Health Insurance Reserve Fund Policy.
- **S** Town Pension Plan: Implemented for the 7/1/14 valuation assumption changes recommended by the Town's actuary based on results of an experience study of the Town's pension plan. The study measured actuarial assumptions against the plan's actual experience.
- **S** New Hire Pension Plan: Implemented hybrid pension plan for non-affiliated employees hired after June 1, 2013. Plan is comprised of a defined benefit component and a defined contribution component.

Future Goals & Initiatives

- Continue safety & risk management programs to reduce workers compensation exposure and liability incidents.
- Health Insurance: Continue to monitor health insurance claims in the Town's self-insurance fund to identify significant variances in actual versus expected claims ratios. Monitor reserve balances in accordance with policy and revise, if necessary, to coordinate with budget and open enrollment process.

Personnel & Expenditure Summary

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	506,110	509,974	546,630	534,990	-2.13%
Employee Related Insurance	1,610,374	1,681,821	1,786,980	1,855,134	3.81%
Pension	74,891	40,391	17,930	17,930	0.00%
OPEB Reserve	200,000	250,000	312,410	222,180	-28.88%
Claims/Services/Retro Charges	108,163	78,898	60,000	60,000	0.00%
Programs/Professional Services	66,276	15,272	31,100	31,100	0.00%
TOTAL EXPENDITURES	\$2,565,814	\$2,576,356	\$2,757,750	\$2,724,034	-1.22%
REVENUES-Non Tax *	\$1,003,568	\$991,118	\$877,926	\$876,371	-0.18%
Required from Taxes	\$1,562,246	\$1,585,238	\$1,879,824	\$1,847,663	-1.71%

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Workers Compensation Experience Modification Factor	<.90	0.86	0.86	0.80
Pension Contribution (% of Payroll)	<10%	26%	27%	28%
Pension Plan Funded Ratio - % Funded (As of 7/1)	100%	66.9%	70.6%	72.2%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%

Activity Indicators



ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Casualty Insurance (annual cost)	\$509,975	\$546,630	\$534,980
Health Insurance Rate Increases:			
Anthem Blue Cross/Blue Shield	-1.4%	2.3%	3.6%
ConnectiCare	-0.8%	3.5%	6.2%
Delta Dental	4.4%	0.4%	-0.3%



Self Insurance

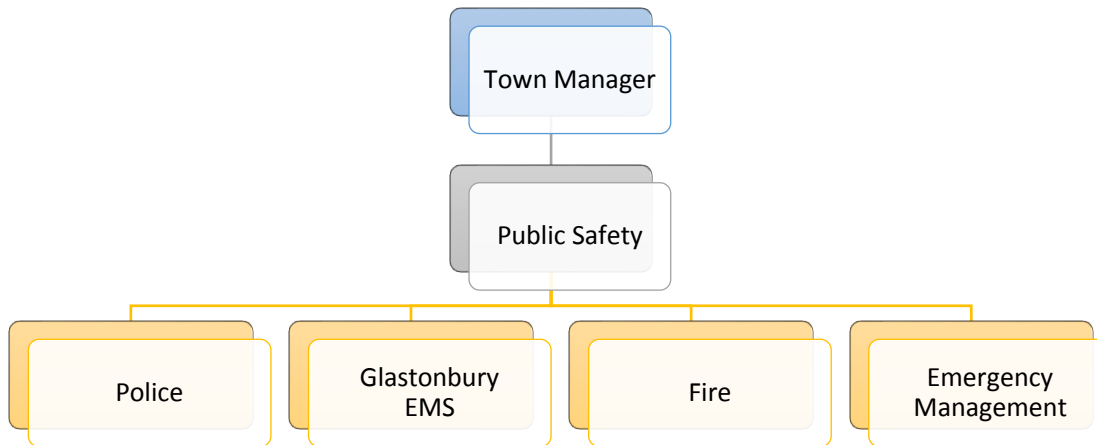
Effective July 1, 2010, the Town and Board of Education implemented a self-insured program for its employee health insurance benefits. In accordance with the Self Insurance Reserve Fund policy, both the Town and Education fund this program using fully insured equivalent premium rates provided annually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

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

The chart below outlines the results of operations for 2015, projections through 2016, and estimates for 2017. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$7 million.

REVENUES AND EXPENDITURES	FY2014 ACTUAL	FY2015 PROJECTED	FY2016 (EST)
REVENUES			
Employer Contributions	15,820,376	15,217,225	15,500,000
Employee Contributions	4,177,600	3,810,422	3,900,000
Miscellaneous			0
Interest on Investments	6,047	5,000	5,000
Stop Loss Reimbursements/Payments		152,392	
TOTAL REVENUES	\$20,004,023	\$19,185,039	\$19,405,000
EXPENDITURES			
Claims Incurred	14,982,150	16,184,593	17,000,000
Administration	2,181,036	2,331,596	2,400,000
TOTAL EXPENDITURES	\$17,163,186	\$18,516,189	\$19,400,000
Beginning Self Insurance Fund Balance	6,384,658	9,225,495	9,894,345
Annual Change	2,840,837	668,850	5,000
Ending Self Insurance Balance	\$9,225,495	\$9,894,345	\$9,899,345

Public Safety



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	6,703,499	6,668,641	7,152,102	7,460,730	4.32%
Supplies	182,599	172,854	208,890	211,890	1.44%
Services & Charges	4,229,103	4,247,034	4,658,629	4,761,549	2.21%
Capital Outlay	442,201	382,206	362,450	435,717	25.73%
TOTAL EXPENDITURES	\$11,557,402	\$11,470,735	\$12,382,071	\$12,869,886	4.10%

Activities, Functions, and Responsibilities by Division

Police Department

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

Activities, Functions, and Responsibilities by Division Cont'd

Glastonbury EMS

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

Fire Department

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

Emergency Management

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



Police Department

Successes & Accomplishments

- Acquired Command Post/Mobile Emergency Operations Center
- Recruited, Trained, and Deployed six new Community Service Officers (CSO)
- ⑤ ➤ Initiated dedicated Park Patrol at Riverfront Park utilizing CSOs
- Hired four Police Officers and one Dispatcher
- Trained School Resource Officers in Patrol Rifle deployment

Future Goals & Initiatives

- Continue to fill Patrol vacancies and make promotions
- Provide dispatch services to East Hampton, effective July 2016
- Hire and train five additional Dispatchers, spring 2016
- Equip School Resource Officer vehicles with rifles, summer 2016
- Obtain 9th Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation, March 2016

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	75	75	75	75
Part Time	4	4	4	4
FTE	77	77	77	77

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	6,324,707	6,259,254	6,660,094	6,943,780	4.26%
Supplies	103,204	112,256	123,370	126,370	2.43%
Services & Charges	3,802,670	3,802,356	4,178,115	4,271,672	2.24%
Capital Outlay	349,457	308,511	300,850	333,000	10.69%
TOTAL EXPENDITURES	\$10,580,038	\$10,482,377	\$11,262,429	\$11,674,822	3.66%
REVENUES - Non Tax	\$110,899	\$127,261	\$81,000	\$81,000	0.00%
Required from Taxes	\$10,469,139	\$10,355,116	\$11,181,429	\$11,593,822	3.69%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Crime Rate (Per 1000 population)* pop. 34,427	<14	8.40	15.90	11.80
Percent of Part I Crimes** Cleared by Arrest***	>30	47.60	56.60	43.60
Answer Time-E911 (Seconds)	<3:00	2.78	2.7	2.7
Emergency/Priority 1 Response Time (Min)	<4:30	4:32	4:30	4:30
# of Workplace Incidents	0	9	8	8
# of Lost Days****	0	148	90	90

*National Average = 44.3

**FBI's Uniform Crime Index for Major Crimes

***National Average = 15.8

****Lost days due to employee injuries

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Alarm Dispatches	1,478	1,596	1,598
Total Part 1 Crimes**	292	546	409
Total Calls for Service/Complaints	18,264	18,456	18,939
Total Medical Calls	1,859	2,067	1,776
Total Animal Calls	627	888	750
Total Motor Vehicle Accidents	874	690	833
Accidents Involving Injury	119	129	122

**FBI's Uniform Crime Index for Major Crimes.



Pictured at left: The Community Service Officer (CSO) graduating class of 2015.
 Pictured at right: Glastonbury Police participate in 'Shop with a Cop' holiday program.



Glastonbury EMS

Successes & Accomplishments

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

Future Goals & Initiatives

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

Personnel & Expenditure Summary

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



Fire Department

Successes & Accomplishments

- Partnered with Glastonbury Police and St. Francis Hospital in promoting car seat safety.
- Recruited four new firefighters that completed their Firefighter I training requirements.
- ⑤ ➤ Through the use of social media, the Department continues to focus on its fire prevention efforts. Social media allows the Department to stay connected with the community.

Future Goals & Initiatives

- ⑤ ➤ Improvement to firefighter safety through advancements in technology and continuous training.
- ⑤ ➤ Refine Department's overall response plans with an emphasis of improving overall operation in a cost effective manner, while still providing quality service.
- Continue to focus on recruitment of new members through the use of social media, as well as promote the Fire Cadet program to attract high school students upon graduation.
- Implementation of two per diem firefighters during the work week to assist with answering alarms, required maintenance of firefighting equipment and facilities, fire prevention, and public education demonstration.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	2	2	2	2
Part Time	0	0	0	0
FTE	2	2	2	2

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	358,792	389,387	472,008	495,950	5.07%
Supplies	79,364	60,482	85,255	85,255	0.00%
Services & Charges	379,515	407,390	441,484	451,645	2.30%
Capital Outlay	92,438	70,249	60,000	101,635	69.39%
TOTAL EXPENDITURES	\$910,109	\$927,508	\$1,058,747	\$1,134,485	7.15%
REVENUES - Non Tax	\$3,260	\$2,225	\$4,000	\$4,000	0.00%
Required from Taxes	\$906,849	\$925,283	\$1,054,747	\$1,130,485	7.18%

Performance Measures

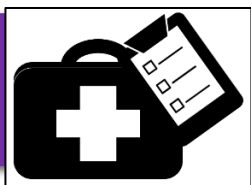


PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Average Response Time in Minutes	6-8	6	6	6
Insurance Service Rating	4/8B	4/8B	04/4Y	04/4Y
Fire Training Hours	7,000	7,053	7,500	8,000
# of Workplace Incidents	0	0	0	0
# of Lost Days	0	78*	0	0

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

Activity Indicators

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



Emergency Management

Successes & Accomplishments

- Maintained viable, Emergency Management & Homeland Security Program.
- Continued to be federally certified as a "Storm Ready Town" by the National Weather Service and maintained US Weather Alert Radios in all Glastonbury schools, bus yard, Town Manager's Office, Superintendent's Office, and Dispatch.
- ⑤ ➤ Provided onsite telecommunications to Parks & Recreation for Santa's Run, Apple Festival, and Summer Music Series for citizen protection and staff training.
- Participated in Memorial Day Parade & Ceremony, St. Patrick's Parade (Hartford), and Veterans Day ceremony.
- Instituted a program with Goodwin College to allow students in their Emergency Management and Homeland Security courses to gain experience by exposure to our operations.
- Continued storm planning activity and training with Eversource and various public utilities.
- Continued planning and training with Spectra Energy regarding the maintenance and emergency response procedures for the natural gas transmission line in Glastonbury.

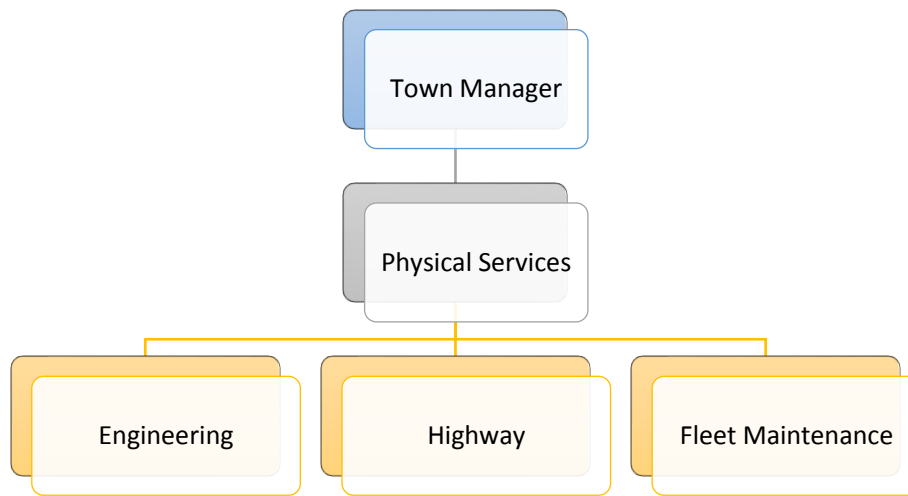
Future Goals & Initiatives

- Maintain viable Emergency Management and Homeland Security Program
- Work closely with CT Division Emergency Management Homeland Security (DEMHS) Committees: State Interoperable, CT Police Chiefs, Interstate Police Officers, State Police Alumni, CT Police Officers, CCROG Emergency Planning, Emergency Manager Association. FCC Regional Planning for 700MhZ, 800MhZ, & 4.9 GhZ, Brainerd Field Noise Abatement Comm, CT Fire Chiefs and Glastonbury Chamber of Commerce.
- Continue National Incident Management System training to ensure receipt of Federal funds.
- Continue monthly testing of the Town Public Safety Warning Siren System.
- Continue involvement in the Town's telecommunications system.
- Maintain awareness in Emergency Management and Homeland Security by attending seminars.
- Continue to work with Boy Scouts, High School, and College Students in their Public Safety education.
- Sustain involvement with CRCOG for mutual aid purposes.
- Continue Shadow/Internship programs for students in local colleges/universities to gain hands on experience.

Personnel & Expenditure Summary

EXPENDITURES	FY2014 ACTUAL	FY2015 ADOPTED	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	20,000	20,000	20,000	21,000	5.00%
Supplies	31	116	265	265	0.00%
Services & Charges	7,116	7,859	8,520	8,502	-0.21%
Capital Outlay	305	3,446	1,600	1,082	-32.38%
TOTAL EXPENDITURES	\$27,452	\$31,421	\$30,385	\$30,849	1.53%
REVENUES - Non Tax	\$14,042	\$12,103	\$10,610	\$10,610	0.00%
Required from Taxes	\$13,409	\$19,318	\$19,775	\$20,239	2.35%

Physical Services



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	3,069,936	3,223,482	3,165,347	3,235,895	2.23%
Supplies	725,131	751,859	630,800	650,800	3.17%
Services & Charges	2,362,994	2,546,415	2,372,927	2,431,839	2.48%
Capital Outlay	320,598	290,760	334,600	329,890	(1.41%)
TOTAL EXPENDITURES	\$6,478,659	\$6,812,516	\$6,503,674	\$6,648,424	2.23%

Activities, Functions, and Responsibilities by Division

Engineering

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

Activities, Functions, and Responsibilities by Division Cont'd

Highway

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

Fleet Maintenance

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



Engineering

Successes & Accomplishments

- **S** Griswold Street/House Street/Harris Street Intersection Improvements: Administered and inspected construction to realign this intersection along with replacement of all traffic signal equipment. Project completion has resulted in significant reductions in delay during the afternoon peak period.
- **S** Naubuc Avenue Sidewalks: Administered and inspected construction of sidewalks on Naubuc Ave. between Welles St. and Glastonbury Blvd. This pedestrian connection links Town parks and building facilities with a major employment center.
- **S** Williams Street East Sidewalks: Administered and inspected construction of sidewalks on Williams St. East between New London Tpke. and Willieb St. This pedestrian connection links retail establishments with an extensive sidewalk network.
- **S** Road Conditions Computer Program: Established a GIS-based computer program product that can be utilized to effectively track and report physical conditions on Town roadways during storm events that necessitate activations of the Town’s Emergency Operation Center.

Future Goals & Initiatives

- **S** Eastern Boulevard Bridge Design: Administer final design, permitting, and construction efforts associated with Federal transportation grant funding of bridge replacement on Eastern Blvd. at Salmon Brook. Grant dollars will reimburse 80% of design and construction phase costs.
- **S** Hebron Avenue/New London Turnpike Roundabout: Administer design and construction phase work associated with construction of a modern roundabout at the Hebron Ave./New London Tpke. intersection. Implementation of this approach to traffic management will significantly reduce congestion and delay on both arterial roadways.
- **S** Town Hall/Academy Site Improvements: Complete design for reconfiguration and beautification of the Town Hall/Academy site. Contemplated improvements include driveway realignment, pavement rehabilitation, site lighting, landscaping, new signage, and primary entrance modifications.
- **S** Hebron Avenue Pavement Rehabilitation: Complete design plans for pavement rehabilitation on Hebron Ave. between Main St. and Sycamore St. Construction phase work will be 80% grant-funded and will generally consist of full-width milling and paving, along with limited aesthetic improvements. This work will be carefully coordinated with potential streetscape and intersection improvements at New London Turnpike.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	12.5	12.5	12.5	12.5
Part Time	1	1	1	1
FTE	13	13	13	13

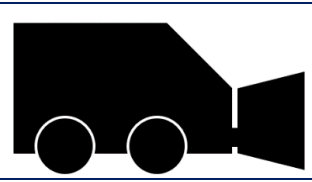
Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	846,237	880,715	922,039	940,180	1.97%
Supplies	14,135	11,537	18,500	18,500	0.00%
Services & Charges	436,303	451,185	452,350	483,941	6.98%
Capital Outlay	2,567	6,900	35,400	47,950	35.45%
TOTAL EXPENDITURES	\$1,299,242	\$1,350,337	\$1,428,289	\$1,473,071	4.36%
REVENUES - Non Tax	\$15,576	\$19,387	\$18,500	\$17,500	-5.41%
Required from Taxes	\$1,283,666	\$1,330,950	\$1,409,789	\$1,490,571	4.49%

Activity Indicators

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



Highway

Successes & Accomplishments

- Town Property Parking and Access: Completed construction of driveways and paved parking areas at three separate locations to allow public access and enjoyment of Town parcels. Access for passive recreational opportunities exist at the former Longo, Greyledge, and Arbor Acres properties.
- Facilities Maintenance Building: Completed site work and utility installation in conjunction with construction of the new Facilities Maintenance building on the Town Hall/Academy site. Work included parking area construction and drainage, along with connection to the sanitary sewer system.
- Tryon Street Drainage: Completed work on the second phase of the Tryon Street drainage project. Completion improves storm-water discharge quality and resolves a long-standing problem with localized flooding during intense rain events.

Future Goals & Initiatives

- ⑤ ➤ Town Hall Site Improvements: Work with private contractors as necessary to implement desired parking, pavement condition, and green space modifications that will enhance both operational and aesthetic qualities to the Town Hall/Academy site.
- Tryon Street Drainage: Complete work on the next phase of the Tryon Street drainage project that includes storm-water quality improvements on Dug Road. Resulting runoff turbidity from agricultural fields and the gravel road will be markedly reduced.
- ⑤ ➤ Town Road Paving Program: Expand the Town’s Annual Road Paving Program to closely coincide with recommended mill and overlay intervals. The 2016 program to include paving of the busy 5-legged intersection formed by New London Turnpike/Oak Street/Williams Street East/Route 17 off-ramp.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	22	22	22	22
Part Time	1	1	1	2
FTE	22.5	22.5	22.5	23

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	1,707,497	1,783,942	1,702,784	1,741,580	2.28%
Supplies	700,129	732,843	598,640	618,640	3.34%
Services & Charges	1,437,383	1,561,362	1,373,469	1,375,912	0.18%
Capital Outlay	280,673	280,560	299,200	280,340	-6.30%
TOTAL EXPENDITURES	\$4,125,682	\$4,358,707	\$3,974,093	\$4,016,472	1.07%



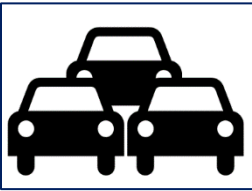
Performance Measures

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

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

Activity Indicators

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



Fleet Maintenance

Successes & Accomplishments

- **S** Electric Vehicle Charging Station: Installed a second electric vehicle charging station within the Town Hall complex. Said station may be utilized for Town or public use.
- Flusher Truck Purchase: Generated detailed specifications for the purchase of a new sanitary sewer flusher truck, including pump and pressure requirements, in addition to the engine and chassis particulars.
- Winter Storm Response: The higher than normal frequency of storm events posed continued challenges in terms of making rapid repairs to vehicles. The severe winter of 2014/2015 required Division response on 22 occasions for in-storm repair of trucks and for providing assistance in actual snow & ice removal, and the division successfully addressed community needs.

Future Goals & Initiatives

- **S** Conduct a formalized study and analysis of the Town's existing CNG filling station in order to project future capacity requirements. Study results to form the basis for possible future funding requests associated with station expansion.
- **S** Purchase and install a third electric vehicle charging station. Location to be chosen with a focus toward serving charging demand in the southern portion of Town.
- Generate vehicle specifications for purchase of all budgeted heavy equipment, including large trucks and a new street sweeper.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	6	6	6	6
Part Time	4	4	5	5
FTE	7.7	7.7	8.2	8.2

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

Performance Measures

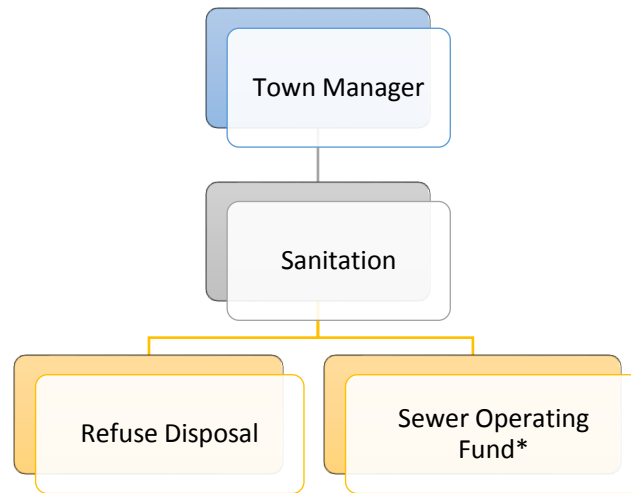


PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Percentage of On-Time Preventative Maintenance:				
Sedans	95%	93%	95%	95%
Cruisers	95%	78%	85%	85%
Operating & Maintenance (cost per mile):				
Sedans	≤0.25	0.18	0.21	0.21
Cruisers	≤0.50	51.00	0.50	0.50
Non-Police Sedan Fuel Efficiency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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	272	272	272
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	86	86	86
# of Natural Gas-Fueled Vehicles	21	24	26
Road Miles Traveled by Town Fleet	936,759	1,000,000	1,000,000
Road Miles Traveled by Board of Education	845,073	950,000	950,000
Average Fleet Age (Industry Average 6.5 years)	10.4 years	10.4 years	10.4 years

Sanitation



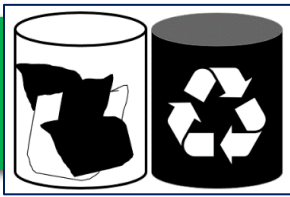
*Sewer Operating Fund information is in the Special Revenue Fund section of this budget document.

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	259,326	280,010	299,355	317,545	6.08%
Supplies	4,594	5,528	6,880	7,380	7.27%
Services & Charges	406,844	398,445	448,372	419,767	-6.38%
Capital Outlay	62,716	14,850	10,000	22,500	125.00%
TOTAL EXPENDITURES	\$733,480	\$698,833	\$764,607	\$767,192	0.34%

Activities, Functions, and Responsibilities by Division

Refuse Disposal

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



Refuse Disposal

Successes & Accomplishments

- Continued membership on Central Connecticut Solid Waste Authority.
- Completed and distributed updated recycling brochure.
- ⑤ ➤ Successfully removed, at no cost, all storm generated wood chips from Arbor Acres site. Estimated \$100,000 in overall cost savings.
- Hosted two town-wide paper shredding events for residents.
- Implemented a mattress recycling program at the Transfer Station as part of the state's Product Stewardship Program.

Future Goals & Initiatives

- ⑤ ➤ Review options for the sale of materials from the Bulky Waste Facility (e.g. sand, gravel, processed gravel).
- ⑤ ➤ Evaluate Refuse recycling operations and associated fee structure to determine ongoing sustainability to maintain revenue offset goal and maximize recycling efforts.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	2	2	2	2
Part Time	9	9	9	9
FTE	6.1	6.1	6.1	6.1

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	259,326	280,010	299,355	317,545	6.08%
Supplies	4,594	5,528	6,880	7,380	7.27%
Services & Charges	406,844	398,445	448,372	419,767	-6.38%
Capital Outlay	62,716	14,850	10,000	22,500	125.00%
TOTAL EXPENDITURES	\$733,480	\$698,833	\$764,607	\$767,192	0.34%
REVENUES - Non Tax *	\$696,488	\$580,410	\$599,500	\$591,250	-1.38%
Required from Taxes	\$36,992	\$118,424	\$165,107	\$175,942	6.56%

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



Performance Measures

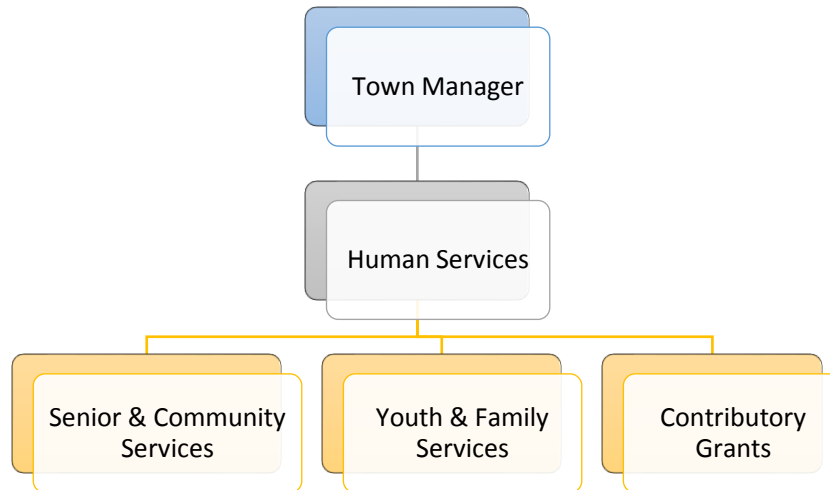
PERFORMANCE MEASURES	GOAL	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Percentage of Solid Waste Recycled*	≥ 58%	60.0%	60.0%	60.0%
Tons of Solid Waste Disposed at Transfer Station	< 2,500	1,595	1,650	1,650
Revenue Offset versus Refuse Operating Budget	≥ 75%	75%	75%	75%
# of Workplace Incidents	0	0	0	0
#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

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Cost Per Ton for Refuse Disposed at Connecticut Resource Recovery Authority (CRRA)	\$62.00	\$62.00	\$63.00
# of Vehicles Attending Household Hazardous Waste Collection Events	427	450	450
# of Refuse Disposal Permits Issued	7,135	7,000	7,000

Human Services



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	1,618,424	1,668,656	1,781,967	1,790,875	0.50%
Supplies	34,586	38,142	46,905	47,150	0.52%
Services & Charges	1,007,765	1,029,214	1,069,853	1,106,877	3.46%
Capital Outlay	25,293	14,957	41,000	29,100	-29.02%
TOTAL EXPENDITURES	\$2,686,068	\$2,750,969	\$2,939,725	\$2,974,002	1.17%

Activities, Functions, and Responsibilities by Division

Senior & Community Services

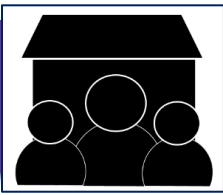
- Outreach Social Work Services to Seniors, Disabled Adults, and Financially at Risk Residents
- Senior Center Programs
- Dial-A-Ride Transportation
- Senior Lunch Program
- Friendship Circle Social Model Day Program
- Extensive Outreach & Program Volunteer Opportunities
- Tax Relief Programs
- Energy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

Youth & Family Services

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



Pictured above from left to right: Senior Golf Club Group; Donations collected for Social Services annual Holiday Gift Program; Youth & Family Annual Theater Production of Snow White.



Senior & Community Services

Successes & Accomplishments

- **(S)** Generated rental revenue to offset more than 55% of the operating costs of the Riverfront Community Center (RCC). Operating costs include utilities, custodial and rental costs, and wear and tear on the building and equipment.
- Initiated Lifelong Learning Cultural Arts Series.
- Increased wellness program for seniors to include nationally acclaimed Chronic Disease Self-Management Program.
- **(S)** Renewed DOT grant funding to support the Dial-A-Ride Program. (June 2015)
- Completed report on the findings of the senior needs assessment survey including non-resident policy for programming.
- Developed timeline and submitted Intent to Self-Assess for national reaccreditation of the senior center.
- **(S)** Began tracking program registration and participation in My Senior Center Software program.
- **(S)** Developed Social Media expansion plan which included Facebook.
- Obtained new van and grant funded bus for the Dial-A-Ride program.
- **(S)** Installed new floors in the Community Rooms at the Riverfront Community Center for \$40,000, which is under the cost budgeted (October 2015).

Future Goals & Initiatives

- **(S)** Continue to generate rental revenue to offset a minimum of 50% of the operating costs of the RCC.
- Continue to expand Lifelong Learning and Wellness programs offered to seniors by 10%.
- Finalize and begin implementation of a Strategic Plan for Senior Services programs.
- **(S)** Continue to increase usage of social media to promote senior center programming.
- Install new signage in front of the Riverfront Community Center, including language that identifies the Senior Center as a Nationally Accredited Center.
- Complete the community self-assessment and submit application for national reaccreditation of the Senior Center.
- Establish an exposure control plan to minimize occupational exposures to blood borne pathogens.
- Implement an application fee to caterers wishing to be a part of approved caterer list and increase rental fees.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	9	9	9	9
Part Time	13	13	13	13
FTE	16.8	16.8	16.8	16.8

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	804,893	846,208	883,896	903,350	2.20%
Supplies	18,414	21,955	27,155	27,400	0.90%
Services & Charges	558,272	562,372	587,022	617,606	5.21%
Capital Outlay	6,916	4,400	31,500	6,840	-78.29%
TOTAL EXPENDITURES	\$1,388,495	\$1,434,935	\$1,529,573	\$1,555,196	1.68%
REVENUES - Non Tax	\$296,008	\$283,851	\$242,300	\$280,300	15.68%
Required from Taxes	\$1,092,487	\$1,151,084	\$1,287,273	\$1,274,896	-0.96%

Performance Measures

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

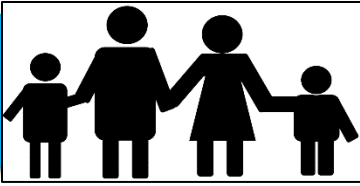
*Based on annual evaluations of wellness programs by participants.

**Actual costs compared to contractual service costs.

Activity Indicators

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

***Revenue producing building use



Youth & Family Services

Successes & Accomplishments

- Completed a parenting workshop called ‘Evening of Attachment’ for elementary school parents at Youth and Family Services. Circle of Security Parenting, a five week program, was also offered at Youth & Family Services.
- Implemented leadership training to 20 WACY leaders. Program was designed to enhance leadership skills and encourage team building.
- ⑤ ➤ During the summer, a Grant funded program, Cooking Matters, was offered to teens living in Welles Village. The program was taught by a nutrition educator and covered meal preparation, grocery shopping, cost budgeting, and nutrition. At the end of each class, participants were given the menu and a bag of groceries to take home.
- ⑤ ➤ Received a \$5,000 grant from the Glastonbury Educational Foundation to serve 190 children in the Back to School Program.
- ⑤ ➤ Applied for and awarded an additional \$5,643 for prevention efforts in town. This grant supports local services that address alcohol, tobacco, and other drug prevention.
- ⑤ ➤ Received Town funding and donations to build an art studio addition to the annex. This space will house prevention programs, parenting programs, psycho-educational groups, and various art programs.

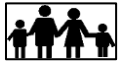
Future Goals & Initiatives

- Clinical staff will offer 4 evening community forums on parental topics such as stress management and divorce.
- Programs will be offered for elementary and middle school aged children integrating mindfulness and stress management in the classroom.
- Education will be offered to youth police officers regarding the option of the Diversion Program in lieu of court and the positive outcome of Diversion cases.
- Substance Abuse Prevention Coordinator will offer new prevention curriculum age appropriate for elementary school youth in an effort to reach children before experimentation begins. Prevention programming will begin for senior citizens in town in concurrence with bringing together teens and seniors for intergenerational collaborations.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	12	12	12	12
Part Time	2	2	2	2
FTE	13.1	13.1	13.1	13

Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	813,532	822,448	898,071	887,525	-1.17%
Supplies	16,172	16,187	19,750	19,750	0.00%
Services & Charges	416,916	434,265	450,254	456,694	1.43%
Capital Outlay	18,377	10,557	9,500	22,260	134.32%
TOTAL EXPENDITURES	\$1,264,996	\$1,283,457	\$1,377,575	\$1,386,229	0.63%
REVENUES - Non Tax	\$56,617	\$52,246	\$61,904	\$61,904	0.00%
Required from Taxes	\$1,208,379	\$1,231,211	\$1,315,671	\$1,324,325	0.66%

Performance Measures

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Outreach Clients	1,216	1,300	1,300
Clinical Clients - Individual	1,085	1,000	1,000
Youth Program Participation	1,875	2,000	2,000
Substance Abuse Prevention Programs	14	15	20

Human Services: Contributory Grants

Contributory Grants

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

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 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%

Activities, Functions, and Responsibilities by Agency

InterCommunity Inc.

For the past 38 years, Glastonbury has generously supported community mental health services through a contributory grant to InterCommunity, Inc. The request for consideration is a commitment of \$9,000 toward community-based mental health services in the 2016/2017 Budget. The following is a list of our most recent service highlights and accomplishments in FY15:

- In FY2015, InterCommunity provided a total of 59,000 individual services to 3,910 patients, 3,595 adults, and 315 children.
- The Dept. of Public Health granted InterCommunity a primary care license in September 2013, thus opening the doors for InterCommunity to provide truly integrated care that addresses both the physical and mental health needs of the community. In March 1, 2015, InterCommunity was designated a Federally Qualified Health Center look alike (FQLA).
- Over 1,609 patients have been seen for primary care services in the last year.
- Staff voted InterCommunity a Top Work Place 2011, 2012, 2013, 2014, and 2015 (every year of the award).
- In fiscal year 2015, InterCommunity continued to show innovation and advancement through our best practice services. These include:
 - The Quadruple Aim Improved Patient Experience, Health Outcomes, Finances, and Staff Fulfillment
 - Rapid Cycle Quality Improvement Using Plan, Do, Study, Act processes for innovation implementation
 - Help Now same day intake assessments, PRN groups, and rapid medication management scheduling
 - Gold STAR Documentation Service Plan and Session Documentation - including specific intervention provided, time spent, advances/regressions of objectives, and response while tying into the golden thread
 - Whole Person Health Assessments - all new patients receive both a general medical and behavioral health evaluation when starting services

Activities, Functions, and Responsibilities by Agency Cont'd

Interval House

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

- Support Hotline - Trained staff/volunteers are available 24 hour/day.
- Information & Referral Help in obtaining appropriate referrals for counseling, housing, legal, financial aid, etc.
- Shelter - A safe, comfortable home where battered women and their children can be free from fear.
- Advocacy - The complicated procedures, which involve police, attorneys and courts, can be overwhelming. Staff members are available to assist and/or accompany victims of domestic violence through any of the steps they choose to take and to teach them to become their own advocates.
- Victim Advocates - Victim advocates work in the courts to help victims in criminal cases of family violence through the court process. This may involve applying for protective orders, speaking with the State's Attorney, appearing before the judge or providing follow-up information on the case.
- Support Groups - Peer support groups allow women to share concerns, fears, and hopes with other women who have been through similar experiences. There is also a mother share group for women who have been victims of domestic violence around issues of child rearing and the problems they encounter.
- Children's Programs - Child Advocates help children understand the domestic violence in their lives and overcome its effects. Play groups, trips, and recreation activities are organized for children residing in the shelter. Kidshare is a weekly support group where children, both in the shelter and in the community, can talk about the violence in their lives.
- Community Education - Interval House can provide speakers, conduct workshops, and lead training seminars for agencies that work with victims of domestic violence. Community Education is provided for issues concerning adults and children.
- In the past year, 87 Glastonbury residents have utilized many of the services provided. This number represents an unduplicated count of new clients; it does not represent clients that have been seen in previous years that continue to be seen. The Interval House has been identified as the sole provider of services in this area in the Town of Glastonbury.

KIDSAFE CT

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

- The Positive Parenting Program (Triple P) provided in-home, evidence-based education services to 12 families of 16 adults with 18 children residing in Glastonbury this year.
- KIDSAFE CT is a sub-contractor with The Village for Families & Children in Hartford. Case Workers have provided services to 10 families of 14 adults and 13 children residing in Glastonbury. This program is a voluntary, family driven program designed to assist families in strengthening natural and community support systems to maintain safe and healthy home environments.
- The Reunification and Therapeutic Family Time Program (RTFT) uses the Wraparound & Strengthening Families Practice Models as well as The Visit Coaching Method/Model for assisting families through reunification and visitations with their children. Case Workers provided services to 9 families with 15 adults and 13 children in Glastonbury.
- The Supervised Visitation program provides a mechanism for children to safely visit with their non-custodial parent and siblings when the Court has ordered that visits must be supervised. This service has been provided for 4 Glastonbury families with 6 children.
- One On One Mentoring services (OOMP) for youth ages 14 to 21 years who reside in foster homes, group homes, and residential settings. Mentors provide youth with support, encouragement, friendship, love, guidance, patience, & time.

Activities, Functions, and Responsibilities by Agency Cont'd

MARC, Inc.

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

- Supported Employment: Presently, 130 individuals are employed at numerous businesses throughout the communities we serve. Diverse job opportunities allow personal choice including retail clothing, recycling, manufacturing, stock work, grocery customer checkout, and custodial maintenance. Appropriate supports are provided with vocational evaluation, job matching, on-site training and ongoing employment specialist assistance.
- Retirement/DSO Services: Presently, 52 adults in their retirement years, 24 adults in the DSO service (Shannon's Place), and 34 adults in our DSO/Work service participate in activities that promote community integrated activities and worthy use of leisure time through the ongoing efforts of creative staff. Each person's supports are tailored to fit their individual needs and preferences. Participants are active both in house and in the community, exploring our diverse world and contributing to the community. DSO/Work offers opportunities for individuals to earn wages as part of their weekly schedule.
- Residential Services: MARC's Residential services support 49 individuals in their own residences. Services provide residents with needed supports, such as assistance with laundry, cooking, banking, etc. all tailored to the individual. Each resident is encouraged to participate in their community and to live as independently as possible. Hours of support are based on individual need and range from fifteen hours per week to twenty four hours per day. All are thriving in their homes. Support, individually tailored, integrates each person into the community and encourages each person to make personal choices and direct their lives.
- Significant Accomplishments: 164 people are employed through MARC, Inc.'s GSE, DSO/Work and SHE services and are in jobs of their choice, many at prevailing wage. The Phase II build out of the warehouse area at 151 Sheldon Road was completed in May 2015. As a result of a successful capital campaign we have been providing services at 151 and 161 Sheldon Road since January 2012. Satisfaction surveys demonstrate exemplary, person centered service provision. For 14 years MARC, Inc. has provided diversity training regarding people with disabilities for fourth grade students in public, private and parochial schools.

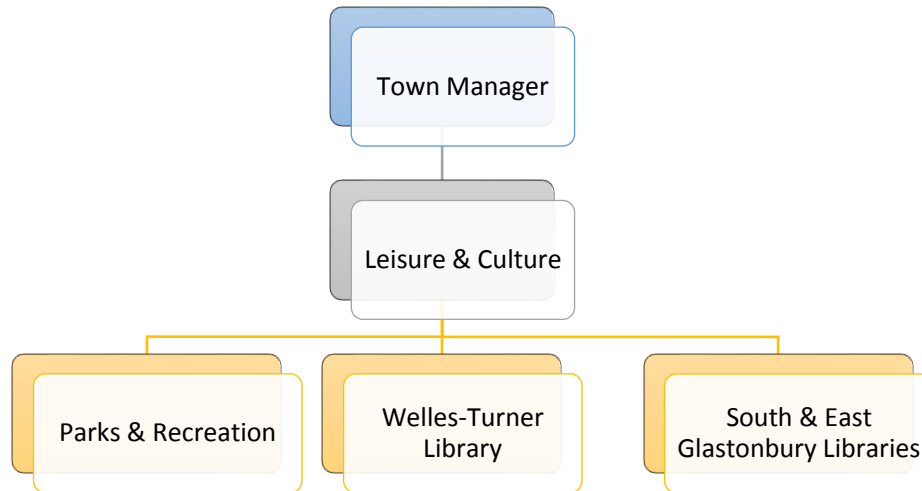
Activities, Functions, and Responsibilities by Agency Cont'd

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

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

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

Leisure & Culture



EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	2,776,097	2,918,251	2,864,380	2,937,852	2.57%
Supplies	153,558	153,792	174,650	178,450	2.18%
Services & Charges	2,020,128	1,969,071	2,017,831	2,016,474	-0.07%
Capital Outlay	192,648	253,314	193,490	183,590	(5.12%)
TOTAL EXPENDITURES	\$5,142,431	\$5,294,428	\$5,250,351	\$5,316,366	1.26%

Activities, Functions, and Responsibilities by Division

Parks & Recreation

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

Activities, Functions, and Responsibilities by Division Cont'd

Welles-Turner Library

Provide traditional and modern library resources for public use including:

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

South Glastonbury Library

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

East Glastonbury Library

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





Parks & Recreation

Successes & Accomplishments

- Increased program revenues to offset increased costs for part-time wages and program expenses in accordance with approved fee schedule. Implemented July 2015.
- Constructed new access drives and parking areas at the Longo, Arbor Acres, and Grayledge Farm Open Space areas (June 2015).
- Completed replacement of beach sand at Eastbury Pond swimming area and purchase of new maintenance-free picnic tables (May 2015).
- Purchased new and replacement equipment including a truck mounted sander, overseeder, snowplow, crowd control barricades, and a 20' trailer (November 2015).
- Completed important facility improvements including Welles Park basketball court resurfacing and Addison Pool bathhouse and filter building re-staining (October 2015).

Future Goals & Initiatives

- Teach 1200-1400 swim lessons to kids age 8 and under as part of the 'Swim by Eight' campaign, an initiative which strives to teach all Glastonbury children to swim by 8 years of age.
- Review and revise program cancellation policy for weather-related incidents by August 2016.
- Complete replacement of two pickup trucks by December 2016.
- Finalize major upgrade to online program registration software by January 2017.
- Improve efficiency and productivity by implementing Phase 1 of centralized control system for in-ground irrigation systems by May 2016. Complete Phase 2 of project by May 2017.
- Implement part-time employee pay adjustments effective July 1st to comply with the new State minimum wage.
- Replace worn equipment including zero turn mower, ballfield grooming machine, 18' trailer, fertilizer spreader, and water tank by November 2016.
- Purchase new 4x4 tractor with snow blower, broom, and plow by December 2016 to improve response to increased snow removal responsibilities.
- Replace outdoor play equipment at Bell Street preschool by January 2017.
- Restore skate park equipment that has been taken out of service by installing new riding surfaces by October 2016.
- Expand use of contract services for mowing operations and aquatic vegetation control effective July 2016.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	22	22	22	22
Part Time	1.6	1.6	1.5	1.5
FTE	23.8	23.8	23.8	23.8



Personnel & Expenditures Cont'd

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	1,939,589	2,045,963	1,973,430	2,037,347	3.24%
Supplies	138,643	140,125	152,150	154,950	1.84%
Services & Charges	1,219,459	1,214,645	1,198,479	1,236,229	3.15%
Capital Outlay	158,553	246,561	163,890	158,750	3.14%
TOTAL EXPENDITURES	\$3,456,243	\$3,647,294	\$3,487,949	\$3,587,276	2.85%
REVENUES - Non Tax*	\$182,216	\$205,477	\$190,525	\$212,950	11.77%
Required from Taxes	\$3,274,027	\$3,441,817	\$3,297,424	\$3,374,326	2.33%

*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 \$212,950 in FY16/17 revenues will be generated through Parks & Recreation programs to be accounted for in the General Fund.

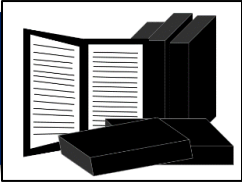
Performance Measures

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

*Data based on customer response to survey question

Activity Indicators

ACTIVITY INDICATORS	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
# of 9 hole rounds played at Minnechaug Golf Course	14,229	14,500	15,000
# of athletic fields maintained for baseball, softball, football, soccer, field hockey, and lacrosse	54	54	54
Total hours of scheduled athletic field use per fiscal year	43,492	46,000	46,000
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations	79,205	85,000	85,000



Welles-Turner Library

Successes & Accomplishments

- Offered 2 community forums and 1 informal drop-in session with staff from TLB Architecture to review Space Planning Study and solicit public opinion. The study is funded by the Second Century Fund.
- Increased the number and variety of programs offered to adults by 180%. Offered 36 programs compared to 20 or less in previous years. Attendance also increased by 170%.
- ⑤ ➤ Automated the Museum Pass Program making it possible to reserve a pass up to 30 days in advance of visit. Most passes are also available to print-on-demand for the day of the visit.
- ⑤ ➤ Introduced “Tinkerlab”, a place for young children to learn, create, and play.
- ⑤ ➤ 65% percent of all items checked out of the library were handled using the three self-check stations.
- Held a reception to introduce Alexandrina Sergio, Glastonbury’s first Poet Laureate, in September.
- Carpeted the Teen area.

Future Goals & Initiatives

- ⑤ ➤ Implement Fee Payment module for self-check stations to allow use of credit cards to pay fines (September 2016).
- ⑤ ➤ Investigate and implement software programs to manage Friends Room/study room reservations (September 2016).
- Evaluate and upgrade the technology used in the Friends Room (March 2017).
- ⑤ ➤ Achieve 80% of total circulation of library materials using the self-check stations (June 2017).
- ⑤ ➤ Apply for Connecticut State Library Construction grant to help fund proposed renovations as outlined in the Space Study Report (August 2016).
- Continue exterior painting of original building and 1965 addition (June 2017).
- ⑤ ➤ Begin implementing recommendations of space analysis.

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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	10	10	10	10
Part Time	12	12	12	12
FTE*	15.6	15.6	15.6	15.6

* As calculated by State Library.

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Personal Services	836,508	872,288	890,950	900,505	1.07%
Supplies	14,915	13,667	22,500	23,500	4.44%
Services & Charges	785,670	739,426	804,352	765,245	-4.86%
Capital Outlay	34,096	6,753	29,600	24,840	-16.08%
TOTAL EXPENDITURES	\$1,671,189	\$1,632,134	\$1,747,402	\$1,714,090	-1.91%
REVENUES - Non Tax*	\$107,365	\$109,875	\$111,200	\$107,200	-3.60%
Required from Taxes	\$1,563,825	\$1,522,259	\$1,636,202	\$1,606,890	-1.79%

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

South Glastonbury Library

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

East Glastonbury Library

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



Performance Measures

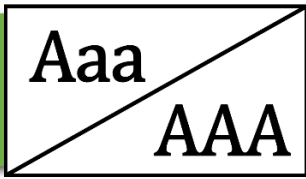
PERFORMANCE MEASURES	GOAL	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Library visits per capita*	5.8	8.2	8.71	9.1
Circulation per capita*	8.2	12.1	12.54	13.6
Cost per circulation*	\$1.95	\$1.71	\$1.62	\$1.55
Percentage of circulation using self-check out	80%	18%	70%	80%
Program attendance per capita*	0.54	0.36	0.38	0.45
Public Internet sessions per capita*	1.17	0.91	0.93	0.94

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
# of In-Person Library Visits	280,647	300,174	303,174
# of Online Library Visits	181,676	184,779	186,628
Total circulation	416,995	431,967	431,200
Total electronic materials collection	30,696	24,288	24,773
Total program attendance	12,538	13,156	15,735
# of database transactions	6,116	6,748	6,842
Total public Internet sessions**	31,632	32,220	32,440

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



Debt Service

Major Capital Projects for the Town and Education are financed through the sale of bonds. The bonds may be structured over 10 to 20 years with level debt payments and a rapid payback period. On average, the Town maintains a 70% or greater retirement rate on its outstanding debt over a 10-year period. Generally, the projects are initiated through the Capital Improvement Program (CIP) and administered through the Capital Projects Fund. Bonding is authorized on approval of the voters at referendum. Prior to recommending projects for inclusion in the CIP, the Town carefully reviews the status of previously approved projects and the information available for new projects being proposed. Factors reviewed and analyzed prior to recommendation in the CIP include:

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

Activities, Functions, and Responsibilities

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

Successes & Accomplishments

- **Land BANs:** Renewed BANs for Land Acquisition in the amount of \$400,000 and issued an additional \$865,000 for a total of \$1.265 million due to mature 8/1/16.

Future Goals & Initiatives

- **Refunding:** Continue to evaluate refunding opportunities.
- ⑤ ➤ **Capital Improvement Program (CIP):** Review and analyze projects in accordance with criteria established for program. Develop five year financing plan for CIP.
- ⑤ ➤ **Bond Issues:** Pursue financing in accordance with CIP five year plan.

Personnel & Expenditure Summary

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

Education Construction Grant Process

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

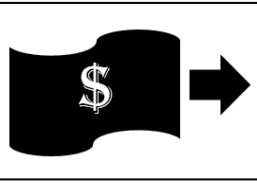
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 (ACTUAL)	FY2016 (EST)	FY2017 (EST)
Bond Ratings				
Moody's	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA
Debt Burden	< 10%	6.6%	6.0%	5.91%
% of Debt Retired within Ten Years	> 60%	64%	87%	88%
Ratio of Net Debt to Full Value	< 3.5%	1.13%	1.02%	0.90%

Activity Indicators

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

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



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

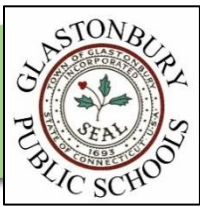
EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
EXPENDED	162,500	165,500	175,000	175,000	0.00%
TOTAL	\$162,500	\$165,500	\$175,000	\$175,000	0.00%

Transfers to Other Funds

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

Expenditure Summary

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



Glastonbury Public Schools: Mission & Beliefs 2012-2017

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

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

Chairman and Superintendent's Message for 2016/2017

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

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

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

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

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

Susan Karp

Chairman, Board of Education

Alan B. Bookman, Ph.D.

Superintendent of Schools



Activities, Functions, and Responsibilities

- **S** 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	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
PERSONNEL (FTE's)	824.47	814.67	810.27	801.27

EXPENDITURES	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	PERCENT CHANGE
Instruction	48,381,433	49,361,670	49,643,273	51,314,380	3.37%
Support Services Instruction	17,698,058	18,843,366	19,714,348	19,544,002	-0.86%
Operations	10,932,688	11,842,160	11,665,766	12,032,184	3.14%
Community Services	345,521	336,935	328,103	350,994	6.98%
Fringe Benefits	17,764,749	17,974,058	17,898,802	18,100,351	1.13%
TOTAL EXPENDITURES	\$95,122,449	\$98,358,189	\$99,250,292	\$101,341,911	2.11%
REVENUES - Non Tax	\$7,417,023	\$7,461,389	\$7,804,191	\$7,804,191	0.00%
Required from Taxes	\$87,705,426	\$90,896,800	\$91,446,101	\$93,537,720	2.29%

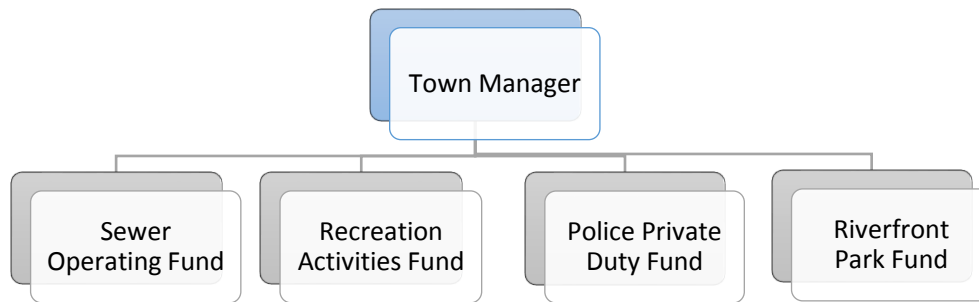
Education Expenditures Report by Program



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

Special Revenue Funds

Special Revenue



Activities, Functions, and Responsibilities

Sewer Operating Fund

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

Recreation Activities Fund

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

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.

Activities, Functions, and Responsibilities Cont'd

Riverfront Park

- 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.

Expenditure Summary

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

Revenues/Appropriations/Expenditures

	NON MAJOR FUNDS											TOTAL NON MAJOR			
	Sewer Operating Fund			Recreation Activities Fund			Riverfront Park			Police Private Duty Fund			Budgeted Governmental Funds		
	FY2015 ACTUAL	FY2016 EST	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 EST	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 EST	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 EST	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 EST	FY2017 ADOPTED
REVENUES/ FINANCIAL SOURCES															
Intergovernmental	20,067	17,003	0										20,067	17,003	-
Charges for Services	2,773,155	2,818,100	2,616,455	1,196,624	1,250,000	1,470,658	23,358	90,000	272,378	418,471	550,000	300,000	4,411,608	4,708,100	4,659,491
Other	19,446	25,000	20,000				1,810						21,256	25,000	20,000
Transfers In	338,987	350,000	350,000				400,000						738,987	350,000	350,000
Use of Fund Balance												105,300	-	-	105,300
TOTAL REVENUES/ TRANSFERS	3,151,655	3,210,103	2,986,455	1,196,624	1,250,000	1,470,658	425,168	90,000	272,378	418,471	550,000	405,300	5,191,918	5,100,103	5,134,791
APPROPRIATIONS/EXPENDITURES/FINANCIAL USES															
General Government													-	-	-
Community Development													-	-	-
Administrative Services													-	-	-
Public Safety										430,278	510,000	405,300	430,278	510,000	405,300
Physical Services													-	-	-
Sanitation	2,829,740	3,000,000	2,986,455										2,829,740	3,000,000	2,986,455
Human Services													-	-	-
Leisure & Culture				1,080,925	1,128,000	1,470,658	127,005	160,000	272,378				1,207,930	1,288,000	1,743,036
Contingency													-	-	-
Total Town	2,829,740	3,000,000	2,986,455	1,080,925	1,128,000	1,470,658	127,005	160,000	272,378	430,278	515,000	405,300	4,467,948	4,798,000	5,134,791
Debt Service & Transfers													-	-	-
Education													-	-	-
TOTAL EXPENDITURES	2,829,740	3,000,000	2,986,455	1,080,925	1,128,000	1,470,658	127,005	160,000	272,378	430,278	515,000	405,300	4,467,948	4,798,000	5,134,791
Net Increase/ Decrease in Fund Balance or Use of Fund Balance	321,915	210,103	-	115,699	122,000	-	298,163	(70,000)	-	(11,807)	35,000	-	723,970	302,103	-
Budgetary Fund Balance at Beg. of Fiscal Year	1,681,250	2,003,165	2,213,268	669,600	785,299	907,299	-	298,163	228,163	384,727	372,920	407,920	2,735,577	3,459,547	3,756,650
Budgetary Fund Balance at End of Fiscal Year	2,003,165	2,213,268	2,213,268	785,299	907,299	907,299	298,163	228,163	228,163	372,920	407,920	407,920	3,459,547	3,761,650	3,756,650
Non Spendable	-	-	-										-	-	-
Committed	2,003,165	2,213,268	2,213,268	785,299	907,299	907,299	298,163	228,163	228,163	372,920	302,620	302,620	3,459,547	3,651,350	3,651,350
Assigned	-	-	-								105,300	105,300	-	105,300	105,300
Unassigned															
	2,003,165	2,213,268	2,213,268	785,299	907,299	907,299	298,163	228,163	228,163	372,920	407,920		3,459,547	3,756,650	3,756,650

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

RECREATION ACTIVITIES FUND: Estimated increase of 18% in this fund's balance is due to increased enrollment in Recreation Activity programs.

Sewer Operating Fund

Successes & Accomplishments

- Achieved third consecutive year with no increase in sewer use rate.
- Continued effective operational functions as reflected in overall increased nitrogen removal.
 - Nitrogen removal, 2014 average monthly permit- limit is 98 pounds, achieved 62 pounds.
- Reduced overtime costs by eliminating weekend staffing. Functions no longer required with increased use of technology enhancements.
- ⑤ ➤ Implemented Computerized Maintenance Management System to effectively manage preventive maintenance and repairs accordingly.
- ⑤ ➤ Completed preliminary energy audit report for treatment plant with initiatives to be implemented as applicable in fiscal year 2016/2017.
- Used Master Sewer Plan document as a guide in capital planning budgeting.
- ⑤ ➤ Continued increased use of technology to enhance efficiency and reduce paper by utilization of computer tablet for daily recording of plant operations.

Future Goals & Initiatives

- ⑤ ➤ Finalize and implement energy conservation measurements with effective ongoing energy savings payback contingent on funding resources.
- Administration of Cider Mill pump station replacement project.
- Administrative processing of new National Pollution Discharge Elimination Systems (NPDES) permit for plant discharge.
- ⑤ ➤ Continue evaluation and implement increased usage of technology within operations to reduce operating cost and improve overall efficiency.

Personnel & Expenditure Summary

PERSONNEL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED
Full Time	9	9	9	9
Part Time	0	0	0	0
FTE	9	9	9	9

Personnel & Expenditure Summary Cont'd

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

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Total Sewer Use Rate per ccf	*	\$2.85	\$2.95	\$3.05
• Operations and Capital Funding		\$1.97	\$2.08	\$2.18
• Debt Service - Clean Water Fund Repayment		\$0.88	\$0.87	\$0.87
Treatment Plant Sludge Solids Concentration	6.00%	5.65%	6.00%	6.00%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0
# of Workplace Incidents	0	0	0	0
# of Lost Days	0	0	0	0

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

Activity Indicators

ACTIVITY INDICATORS	FY2015 ACTUAL	FY2016 (EST)	FY2017 (EST)
Treatment Plant Gallons of Sludge Disposed	2,346,500	2,300,000	2,300,000
Treatment Plant Average Daily Flow in Million Gals	2.07	2.20	2.20
Estimated ccf usage	950,000	950,000	950,000

Recreation Activities Fund

Successes & Accomplishments

- Expanded Camp Discovery from 50 to 80 campers to accommodate anticipated demand.
- Changed Summer Playground Program start time from 9:00 a.m. to 8:30 a.m. in response to customer feedback.
- Added a fourth session of evening children’s swim lessons at the high school during the summer.
- ⑤ ➤ Updated the fee schedule to maintain the self-supporting status of the Recreation Activities Fund.

Future Goals & Initiatives

- Add Girls in Stride running class, Basketball Shooting Academy, private/semi-private children’s swim lessons, and spring tennis lessons to course offerings.
- ⑤ ➤ Adjust pay plan for temporary, seasonal, and part-time employees to reflect increase in State minimum wage.
- Add a seasonal behavior specialist position to support camp staff and develop strategies for managing difficult behaviors.
- ⑤ ➤ Update the fee schedule to maintain self-supporting status of the Recreation Activities Fund.

Personnel & Expenditure Summary

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

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

Police Private Duty Fund

Successes & Accomplishments

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

Future Goals & Initiatives

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

Personnel & Expenditure Summary

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

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

Riverfront Park Fund

Successes & Accomplishments

- Completed the first season of operation of public boat launch.
- Opened the boathouse for storage of rowing shells, canoes and kayaks to the public.
- Selected preferred caterers, rental equipment providers, and audiovisual services providers for banquet facility.
- ⑤ ➤ Opened boathouse to Glastonbury High School crew teams for boat storage, water and land based conditioning and workouts, and home regattas.
- ⑤ ➤ Developed a web-based promotional video designed to give prospective customers a virtual tour of the boathouse and its banquet facility.
- ⑤ ➤ Established an online presence on two industry-leading websites in the bridal market, The Knot and Weddingwire, to promote the Glastonbury Boathouse as a ceremony and/or reception venue among engaged couples.

Future Goals & Initiatives

- ⑤ ➤ Increase sales of boat storage to the public from 24 to 32 in 2016.
- ⑤ ➤ Increase use of public boat launch via daily use and seasonal pass sales, to generate \$8,000 in annual revenue.
- Host two events at the banquet facility designed to increase public awareness of the venue and to increase bookings for weddings, special events, and corporate functions.
- ⑤ ➤ Increase revenues derived from banquet facility rentals and functions to achieve annual revenue goal of \$250,000.
- ⑤ ➤ Launch independent website for the Glastonbury Boathouse to expand interest and awareness of the facility and increase venue reservations for weddings, private parties, and business functions.
- Continue to build relationships with local businesses, vendors, and associations to increase awareness of the Glastonbury Boathouse banquet facility and generate additional revenue through venue rentals.

Personnel & Expenditure Summary

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

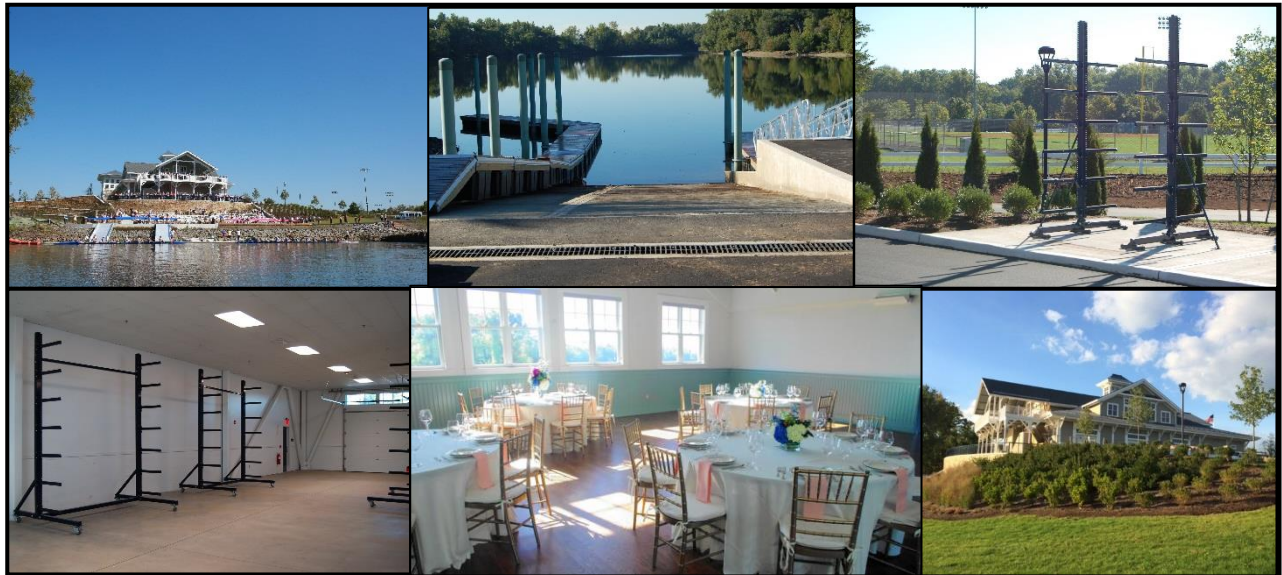
*Revenues for FY2015 include a transfer of \$400,000 from the General Fund. This fund was initiated July 1, 2014 to account for revenues and expenditures for self-supporting Riverfront Park programs and activities. Program registration and user fees derived from use of the banquet facility, boat storage fees (non-motorized) and boat launch fees are intended to offset expenditures.

Riverfront Park Fund Cont'd

Performance Measures

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

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



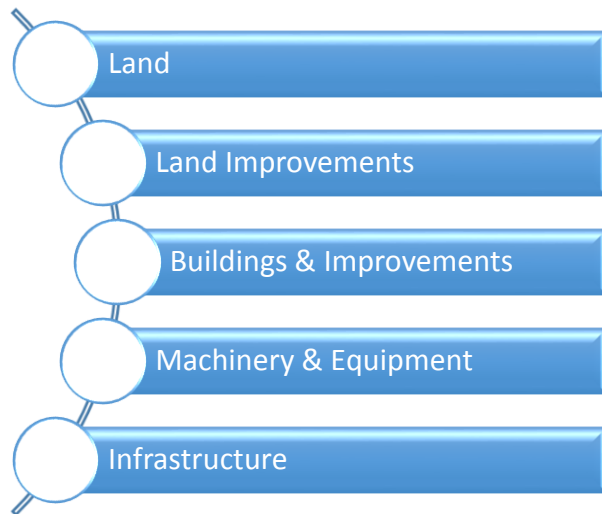
**Capital
Improvement
Program (CIP)**

Capital Improvement Program (CIP)

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 3.5%
- 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 by a combination of Debt, Capital Reserve Fund, Sewer Sinking Fund, and Grant Revenues.

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

Primary Funding

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.

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

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

Funding Resources

Capital Reserve Revenues	2016/2017
Interest on Investments	\$25,000
Farmland Preservation Fees	20,000
Eastern Boulevard Bridge Grant 80%	1,912,000
Intersection Realignment – Hebron Ave./New London Tpke./House St.	240,000
Gideon Welles Windows	350,000
General Fund Transfers In	5,000,000
Total Funding	\$7,547,000
Capital Improvement Projects Authorized –July, 2016	\$7,437,500
<u>SURPLUS TO CAPITAL RESERVE FUND BALANCE</u>	<u>\$109,500</u>

In addition, \$465,108 is appropriated for Town Aid Road Funds as well as \$200,000 from the Sewer Sinking Fund for the Cider Mill Pump Station and the Sanitary Sewer Force Main Evaluation.

Goals & Priorities - 2016/2017

A summary of 30 projects adopted by the Town Council for FY2016/2017 is included on the ‘Town Council Adopted Projects’ page 148 in this section of the budget document.

Capital Improvement Program | CAPITAL RESERVE FUND PROJECTION

DESCRIPTION	ACTUAL 2014/2015	ESTIMATED 2015/2016	TOWN COUNCIL 2016/2017	PROJECTED		
				2017/2018	2018/2019	2019/2020
REVENUES						
Interest on Investments	\$35,137	\$30,000	\$25,000	\$25,000	\$25,000	\$25,000
OTHER REVENUES						
Farmland Preservation Fees	12,840	20,000	20,000	20,000	20,000	20,000
Eastern Blvd. Bridge Grant 80% 15/16		85,272				
Eastern Blvd. Bridge Grant 80% 16/17			1,912,000			
Library Space Planning Needs Grant	50,000					
School Security Grant	288,764					
Misc. Reimbursements - Charging Station 2015	4,355					
LOCIP	203,659					
Main Street Signals	1,348,526	42,693				
House/Griswold/Harris Intersection 15/16		860,000				
Contribution - The Mews		275,000				
Intersection Realignment 16/17- Hebron Ave/NLT/House			240,000			
Easement 210 Griswold Street	93,500					
Gideon Welles Windows		150,000	350,000			
EV Charging Station Reimbursement		9,776				
Town Center - Municipal Grants in Aid	226,471					
Utility Rebate	13,508					
Griswold Street Paving Grant	94,278					
Smith Middle School Chillers Rebate	55,909					
Open Space Access Grant	244,006					
Main Street Paving	96,240					
MULTI TOWN DISPATCH GRANTS			625,000			
TRANSFERS IN						
General Fund Budgeted	4,500,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Debt Service Balance from General Fund		133,800				
General Fund Mid-Year	132,000					
ESTIMATED REVENUES & TRANSFERS	\$7,399,193	\$6,606,541	\$8,172,000	\$5,045,000	\$5,045,000	\$5,045,000
DEDUCTIONS						
CAPITAL IMPROVEMENT PROJECTS						
Authorized or Proposed - July 1	\$5,539,000	\$5,950,000	\$7,437,500	\$5,000,000	\$5,000,000	\$5,000,000
School Air Conditioning Study		50,000				
Town Center Traffic/Street Improvements		275,000				
Multi Town Dispatch Communications Upgrade		710,000				
Gideon Welles Windows	290,000					
Library Space Planning Needs Grant	50,000					
Land Acquisition - Project Account	93,500					
Main Street Traffic Signals	380,000					
School Boilers	64,746					
TOTAL DEDUCTIONS	\$6,417,246	\$6,985,000	\$7,437,500	\$5,000,000	\$5,000,000	\$5,000,000
Period Increase (decrease)	981,947	(378,459)	734,500	45,000	45,000	45,000
Unreserved Fund Balance Beginning	779,365	1,761,312	1,382,853	2,117,353	2,162,353	2,207,353
Unreserved Fund Balance Ending	\$1,761,312	\$1,382,853	\$2,117,353	\$2,162,353	\$2,207,353	\$2,252,353

Capital Improvement Program | 5 YEAR PROJECTION

Project Title	In Progress	2016-17	2017-18	2018-19	2019-20	Future Years	Total
FUNDING FROM CAPITAL RESERVE:							
GENERAL GOVERNMENT							
General Government - General							
Disaster Preparedness and Recovery Resources	700,000	150,000					850,000
Town Hall Site and Building	550,000	285,000	200,000	100,000			1,135,000
Clean Renewable Energy Initiative	1,171,044	0	75,000	75,000	75,000	75,000	1,471,044
General Government-Administrative Services							
Document Management System	50,000	175,000					225,000
October 1, 2017 Revaluation	100,000	135,000	235,000	225,000			695,000
General Government - Facilities Maintenance							
Boiler Replacement - Police and Town Hall	25,000	200,000	200,000	200,000			625,000
Security Initiatives	150,000	80,000	75,000				305,000
Town Wide Underground Tank Removal/Replacements		0	80,000				80,000
Energy Efficiency - Town Buildings		75,000					75,000
System-Wide Municipal Building Roof Replacements	625,000			85,000			710,000
General Government Total	\$3,371,044	\$1,100,000	\$865,000	\$685,000	\$75,000	\$75,000	\$6,171,044
PUBLIC SAFETY							
Police							
Radio Communications Upgrade	710,000		1,395,000	1,395,000			3,500,000
Replace PD Lockers & Men's Bath/Shower Renovations	150,000	100,000					250,000
Police Headquarters Window Replacement			130,000				130,000
Fire							
Fire Apparatus Replacement Rescue/Pumper		0	660,000				660,000
Fire Station Renovations/Relocation HQ		0	169,370				169,370
Fire Apparatus - Replacement Engine			0	600,000			600,000
SCBA Air Packs					550,000		550,000
Fire Station Renovations Co 1					73,075	840,600	913,675
Fire Rescue Boat						150,000	150,000
Training Facility Upgrade						230,000	230,000
Public Safety Total	\$710,000	\$150,000	\$2,454,370	\$1,995,000	\$623,075	\$1,220,600	\$7,153,045
PHYSICAL SERVICES							
Bridge Replacement/Rehabilitation Hebron Avenue/NLT Street	315,000	2,390,000	225,000	2,100,000			5,030,000
Improvements/Roundabouts	1,340,000	535,000					1,875,000
Hebron Avenue/ House St. Roundabouts			1,650,000				1,650,000
Blackledge Dam Removal & River Restoration		150,000	1,000,000				1,150,000
Road Overlay Program		900,000	900,000	950,000	1,000,000	1,000,000	4,750,000
Highway Street Sweeper		265,000					265,000
Town-Wide Sidewalk Construction		250,000	300,000	300,000	300,000	300,000	1,450,000
Multi-Use Trail System			950,000				950,000
Site Establishment for Town Property Acquisitions	1,559,720		200,000	900,000			2,659,720
Town Center Streetscape Improvements			75,000	500,000			575,000
Highway Paving Box			200,000				200,000
General Bicycle/Pedestrian Improvements			50,000	50,000	50,000	50,000	200,000
Old Maids Lane Water Main			352,000				352,000
Main Street Sidewalks - Phase 2				750,000			750,000
Compressed Natural Gas Fueling Station Expansion				100,000			100,000
Town-Owned Dam Evaluation Study				75,000			75,000
General Bridge Maintenance					250,000		250,000
Pavement Restoration Town and Education Facilities		0	200,000	200,000	200,000	200,000	800,000
Town Aid Improved/Unimproved Roads		465,000					465,000
Physical Services Total	\$3,214,720	\$4,955,000	\$6,102,000	\$5,925,000	\$1,800,000	1,550,000	23,546,720

Capital Improvement Program | 5 YEAR PROJECTION CONT'D

Project Title	In Progress	2016-17	2017-18	2018-19	2019-20	Future Years	Total
PHYSICAL SERVICES							
Bridge Replacement/Rehabilitation	315,000	2,390,000	225,000	2,100,000			5,030,000
Hebron Avenue/NLT Street Improvements/Roundabouts	1,340,000	535,000					1,875,000
Hebron Avenue/ House St. Roundabouts			1,650,000				1,650,000
Blackledge Dam Removal & River Restoration		150,000	1,000,000				1,150,000
Road Overlay Program		900,000	900,000	950,000	1,000,000	1,000,000	4,750,000
Highway Street Sweeper		265,000					265,000
Town-Wide Sidewalk Construction		250,000	300,000	300,000	300,000	300,000	1,450,000
Multi-Use Trail System			950,000				950,000
Site Establishment for Town Property Acquisitions	1,559,720		200,000	900,000			2,659,720
Town Center Streetscape Improvements			75,000	500,000			575,000
Highway Paving Box			200,000				200,000
General Bicycle/Pedestrian Improvements			50,000	50,000	50,000	50,000	200,000
Old Maids Lane Water Main			352,000				352,000
Main Street Sidewalks - Phase 2				750,000			750,000
Compressed Natural Gas Fueling Station Expansion				100,000			100,000
Town-Owned Dam Evaluation Study				75,000			75,000
General Bridge Maintenance					250,000		250,000
Pavement Restoration Town and Education Facilities		0	200,000	200,000	200,000	200,000	800,000
Town Aid Improved/Unimproved Roads		465,000					465,000
Physical Services Total	\$3,214,720	\$4,955,000	\$6,102,000	\$5,925,000	\$1,800,000	\$1,550,000	\$23,546,720
LEISURE CULTURE/Parks & Recreation							
Parks & Rec. Facility Renovation/Expansion	567,500	75,000	275,000				917,500
Minnechaug Golf Course	250,000	137,500	110,000	100,000			597,500
Open Space Access & Parking	500,000	200,000					700,000
Addison Outdoor Swimming Pool		0					0
Heavy Duty Tractor with Attachments		175,000					175,000
Outdoor Swimming Pool/Park Development		75,000		REFERENDUM			75,000
Pickleball Courts		0	25,000	77,000			102,000
Community Center - Parking Expansion			0	398,000			398,000
Cider Mill Site Improvements	80,000		150,000				230,000
Playground Safety Surface Improvements			75,000	100,000	100,000		275,000
High School Field Improvements			25,000				25,000
Addison Park Renovations				200,000			200,000
Center Green Renovations				50,000	300,000		350,000
Indoor Aquatics Facility				100,000	REFERENDUM		100,000
Addison Pk Tennis & Basketball Court Reconstruction				25,000	165,000		190,000
Riverfront Community Center Expansion						REFERENDUM	0
LEISURE CULTURE/Welles-Turner Library							
Library Expansion/Renovation	50,000	100,000	REFERENDUM				150,000
Welles Turner Library Windows Replacement		165,000	0				165,000
WTL - Roof, Chimney and Chiller Replacements				90,000	80,000	125,000	295,000
Leisure Culture Total	\$1,447,500	\$927,500	\$660,000	\$1,140,000	\$645,000	\$125,000	\$4,945,000
SANITATION/Refuse Disposal							
Wheel Loader		285,000					285,000
Wheel Loader				225,000			225,000
SANITATION/Refuse Disposal Total		\$285,000	\$0	\$225,000	\$0	\$0	\$510,000

Capital Improvement Program | 5 YEAR PROJECTION CONT'D

Project Title	In Progress	2016-17	2017-18	2018-19	2019-20	Future Years	Total
EDUCATION							
BB, HE, HO & GW Updated Air-Conditioning Study	50,000	0	REFERENDUM				50,000
All Schools - Fire Code Compliance		0	240,000	100,000	100,000	100,000	540,000
GHS - Addition to Field House - Locker Rooms	35,000	0	REFERENDUM				35,000
GW - Replace Boilers/Heating System Upgrade	65,000	0	1,000,000				1,065,000
Gideon Welles - Replace Fan Coil Units		0	450,000				450,000
BB, HE & HO - Carpet Replace/Asbestos Tile Abatement	326,500	185,000				1,195,600	1,707,100
GHS - Kitchen Study		50,000	200,000				250,000
BB, HE, HO, GW - Steel Baked Enamel Locker Replace.			270,000	187,000			457,000
GHS - Addition to Athletic Complex-Weight Room		0	REFERENDUM				0
All Schools - District-wide Energy Incentives	200,000	0	0	200,000			400,000
BB, HE, HO, & GHS Gym Floor Replacement		100,000		450,000			550,000
GHS - Football Field Turf Replacement		150,000					150,000
BB, HE, HO,GW,SMS - Replace General Kitchen Equip.			110,000				110,000
BB,HE,HO,GW, SMS – Refurbish Restrooms			275,000				275,000
BB,HE, & HO - Replacement of Blinds			0		180,000		180,000
BB, HO, GW, & GHS - Roof Study and Replacement		0	50,000	REFERENDUM			50,000
GW - Replace Septic Tank			0	650,000			650,000
GW - Replace Elevator Hydraulic Machinery & Controls			250,000				250,000
Gideon Welles & Smith - Replace Auditorium Seating			0		525,000		525,000
BB,HE, HO - Replace Ceiling Tile				404,000			404,000
Hebron Avenue School - Millwork & Countertops				282,000			282,000
BB, HE, HO, GW & SM - Paint Interior Walls					1,255,000		1,255,000
Smith Middle School - Replace Vinyl Floor Tile					290,000		290,000
BB, HE,HO, & GW - Replace Fire Alarm Panels						119,000	119,000
Education Total	\$676,500	\$485,000	\$2,845,000	\$2,273,000	\$2,350,000	\$1,414,600	\$10,044,100
TOTAL CIP - Net of referendum items	\$9,419,764	\$7,902,500	\$12,926,370	\$12,243,000	\$5,493,075	\$4,385,200	\$52,369,909
ANTICIPATED GRANTS FOR CAPITAL RESERVE FUNDING							
STATE GRANT - Gideon Welles Windows		350,000	-	-	-	-	350,000
BRIDGE GRANT REVENUES		1,912,000	180,000	1,680,000	-	-	3,772,000
FEDERAL TRANSPORTATION GRANTS:							
Hebron Ave. Roundabouts		240,000	1,650,000				1,890,000
Multi-Use Trails			560,000				560,000
TOWN AID		465,000	465,000	465,000	465,000	465,000	2,325,000
ANTICIPATED GRANT FUNDING		\$2,967,000	\$2,855,000	\$2,145,000	\$465,000	\$465,000	\$8,897,000
NET CIP Funding from Capital Reserve Fund		\$4,935,500	\$10,071,370	\$10,098,000	\$5,028,075	\$3,920,200	\$43,472,909
FUNDING FROM SEWER SINKING FUND RESERVE							
SANITATION/ Water Pollution Control							
Cider Mill Pump Station Replacement		50,000	771,250				821,250
Sanitary Sewer Forced Main Evaluations		150,000					150,000
High Street Station and Force Main Replacement						3,265,000	3,265,000
Matson Hill Station and Force Main Replacement						4,706,000	4,706,000
Parker Terrace Station and Force Main Replacement						5,138,000	5,138,000
Hubbard Pump Station and Force Main Replacement						2,461,000	2,461,000
Smith Pump Station and Force Main Replacement						2,467,000	2,467,000
Nutmeg Pump Station and Force Main Replacement						1,058,000	1,058,000
CIP Funding from Sewer Sinking Fund		\$200,000	\$771,250	\$0	\$0	\$19,095,000	\$20,066,250

Capital Improvement Program | TOWN COUNCIL ADOPTED PROJECTS

Project Title	In Progress	FY2016/ 2017	Sewer Funding	General Fund	Grants	Referendum	Total Capital Reserve 2016/17
INFRASTRUCTURE & MAJOR EQUIPMENT CARE AND MAINTENANCE							
Road Overlay Program	0	900,000					900,000
Bridge Replacement/Rehabilitation	315,000	2,390,000			(1,912,000)		478,000
Hebron Avenue Roundabout	1,050,000	535,000			(240,000)		295,000
Highway Street Sweeper	0	265,000					265,000
Wheel Loader	0	285,000					285,000
October 1, 2017 Revaluation	100,000	135,000					135,000
Minnechaug Golf Course	250,000	137,500					137,500
Outdoor Swimming Pool/Park Development	0	75,000					75,000
Security Initiatives	150,000	80,000					80,000
Boiler Replacement - Police & Town Hall	25,000	200,000					200,000
GHS-Football Field Turf Replacement	0	150,000					150,000
P&R Facility Renovation/Expansion	567,500	75,000					75,000
Police Department Lockers	0	150,000					150,000
Town Hall Improvements	550,000	285,000					285,000
Parking and Access Drives	500,000	200,000					200,000
School Carpeting	0	185,000					185,000
Library Windows	0	165,000					165,000
GHS Kitchen upgrades	0	50,000					50,000
Gym Flooring - Hopewell	0	100,000					100,000
Blackledge Dam Removal & River Restoration	0	150,000					150,000
Sub Total	\$3,507,500	\$6,512,500	\$0	\$0	(\$2,152,000)	\$0	\$4,360,500
ONGOING PROJECTS AND INITIATIVES							
Document Management System	50,000	175,000					175,000
Energy Efficiency - Town Buildings	1,171,044	75,000					75,000
All Schools-District-wide Energy Incentives	200,000	0					0
Disaster Preparedness/Recovery Resources	700,000	150,000					150,000
Town-wide Sidewalk Construction	200,000	250,000					250,000
Sub Total	\$2,321,044	\$650,000	\$0	\$0	\$0	\$0	\$650,000
NEW PROJECTS AND PROPOSALS							
Welles-Turner Library		100,000					100,000
Heavy Duty Tractor		175,000					175,000
Sub Total		\$275,000	\$0	\$0	\$0	\$0	\$275,000
TOTAL CIP - CAPITAL RESERVE	\$5,828,544	\$7,437,500	\$0	\$0	(\$2,152,000)	\$0	\$5,285,500
Cider Mill Pump Station - Design		50,000	(50,000)				0
Sanitary Sewer Forced Main Evaluation		150,000	(150,000)				0
Total Sewer Sinking Fund	-	\$200,000	(200,000)		\$0	\$0	\$0
Town Aid - Improved/Unimproved Roads	0	465,000			0		465,000
TOTAL	\$5,828,544	\$8,102,500	(\$200,000)	\$0	(\$2,152,000)	\$0	\$5,750,500

Capital 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 visual inspection and via the “Road Manager” pavement rating program. Selection of specific roads for surface treatment is based on these factors and others such as traffic volumes, knowledge of pavement structure, pending utility work, etc. Proposed costs are for road preparation by Town forces and paving by a private contractor. It is expected that surface treatment will consist of asphalt milling, traditional hot mix overlay, ultra-thin hot mix asphalt overlay, and other forms of pavement management as appropriate for physical conditions. The Town also utilized State Aid for Improved Roads to fund the paving program. As an oil-based product, asphalt price fluctuations have been dramatic in past years. The amount requested represents a best estimate of funding required to maintain Town roads in a fiscally responsible manner. Funding from this account will also be utilized to satisfy the Town’s 20% contribution to the Grant-funded milling and paving of Hebron Avenue.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>850,000</td> <td>900,000</td> <td>950,000</td> <td>1,000,000</td> <td>1,000,000</td> <td>4,700,000</td> </tr> </tbody> </table>							In Progress	2017	2018	2019	2020	Future	Total	-	850,000	900,000	950,000	1,000,000	1,000,000	4,700,000
In Progress	2017	2018	2019	2020	Future	Total														
-	850,000	900,000	950,000	1,000,000	1,000,000	4,700,000														
<p>Estimated Operating Budget Requirements: Road overlay at recommended intervals minimizes pavement management costs.</p>																				





Project Title: Bridge Replacement/Rehabilitation	Department: Physical Services																			
<p>Project Description & Status: The Connecticut Department of Transportation inspects Municipal bridges on a biennial basis. In the most recent (2015) report, a total of 15 bridges were inspected and four of those bridges received an overall condition rating of “poor”. Two of these bridges, Addison Road and Naubuc Avenue, have recently been reconstructed or replaced. The remaining two bridges with poor condition ratings are located on Eastern Boulevard (over Salmon Brook) and Fisher Hill Road (over Roaring Brook). The Town made application for replacement/rehabilitation of both structures under the Federal/Local Bridge Program and received notice of approval for both applications. The Town will be reimbursed for 80% of costs associated with design, construction, and construction administration. This proposal calls for allocation of funds to address deficiencies identified over a multi-year process via a multi-phased design/construction approach that anticipates replacement of the two bridges consecutively, not concurrently. Design associated with replacement of the Eastern Boulevard bridge is underway and construction is targeted for the 2016 construction season.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>315,000</td> <td>2,390,000</td> <td>225,000</td> <td>2,100,000</td> <td>-</td> <td>-</td> <td>5,030,000</td> </tr> </tbody> </table>							In Progress	2017	2018	2019	2020	Future	Total	315,000	2,390,000	225,000	2,100,000	-	-	5,030,000
In Progress	2017	2018	2019	2020	Future	Total														
315,000	2,390,000	225,000	2,100,000	-	-	5,030,000														
<p>2017 figures are inclusive of Eastern Boulevard construction and construction administration tasks as well as \$100,000 for preliminary design for the Fisher Hill Road structure.</p>																				
<p>Estimated Operating Budget Requirements: Replaces existing structures. No change in average long-term maintenance costs.</p>																				



Capital Improvement Program |


INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D


Project Title: Hebron Avenue Roundabout		Department: Physical Services																		
<p>Project Description & Status: Following extensive public discussion, a decision was made to proceed with design and construction of modern roundabouts at the Hebron Avenue/New London Turnpike and the Hebron Avenue/House Street intersections. Construction will relieve traffic congestion within the Hebron Avenue corridor and will result in a safety improvement at the Hebron/House intersection. Construction at the New London Turnpike intersection is targeted for the 2016 construction season with construction occurring at the House Street intersection the following year. Existing account balances shown reflect prior year acknowledgement of the need for improvements in the corridor. Requested funding as noted would be required to satisfy expected expenditure beyond that which is currently available.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1,340,000</td> <td>535,000</td> <td>1,650,000</td> <td>-</td> <td>-</td> <td>-</td> <td>3,525,000</td> </tr> </tbody> </table> <p>Cost figures noted above to be offset by received grants and donations totaling \$725,000, with potential for additional future grant funding.</p>							In Progress	2017	2018	2019	2020	Future	Total	1,340,000	535,000	1,650,000	-	-	-	3,525,000
In Progress	2017	2018	2019	2020	Future	Total														
1,340,000	535,000	1,650,000	-	-	-	3,525,000														
<p>Estimated Operating Budget Requirements: Future maintenance costs will decrease due to removal of traffic signal.</p>																				

Project Title: Highway Street Sweeper		Department: Physical Services																		
<p>Project Description & Status: This proposal calls for replacement of one of two Town-owned street sweepers. This piece of equipment is not only utilized during spring clean-up efforts, but is also relied upon to facilitate other Highway Division functions. Roads that are prepared for paving are swept multiple times following milling operations in order to allow proper bonding of the new asphalt and street sweeping is seen as a “good housekeeping” measure for ensuring acceptable quality of storm-water discharge to receiving wetlands and water bodies. The unit proposed for replacement is a model year 2000 and has become burdensome from a maintenance perspective.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>265,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>265,000</td> </tr> </tbody> </table> <p>Equipment to be purchased through competitive bid process.</p>							In Progress	2017	2018	2019	2020	Future	Total	-	265,000	-	-	-	-	265,000
In Progress	2017	2018	2019	2020	Future	Total														
-	265,000	-	-	-	-	265,000														
<p>Estimated Operating Budget Requirements: No proposed increase in the number of sweeper units. Thus, long-term average annual sweeper maintenance costs would be expected to remain consistent with historical averages despite short-term decreases associated with new equipment.</p>																				

Capital Improvement Program |


INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D


Project Title: Wheel Loader	Department: Sanitation/Refuse														
<p>Project Description & Status: The Refuse Division wheel loader (asset 2765) is a 1986 model. This equipment is utilized daily primarily at the Bulky Waste facility. In addition to overall Town operations, including winter snow removal, this equipment is the largest piece of equipment in the Town's fleet of loaders and sized for landfill compaction requirements to maximize the Bulky Waste facility's life. Significant major repairs were performed in 2002. Due to its age and heavy use, replacement is recommended to avoid additional major repairs and downtime.</p>															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>285,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>285,000</td> </tr> </tbody> </table> <p>Equipment to be purchased through competitive bidding process.</p>		In Progress	2017	2018	2019	2020	Future	Total	-	285,000	-	-	-	-	285,000
In Progress	2017	2018	2019	2020	Future	Total									
-	285,000	-	-	-	-	285,000									
<p>Estimated Operating Budget Requirements: Prudent planning of major equipment to avoid costly repairs and downtime.</p>															

Project Title: October 1, 2017 Revaluation	Department: General Government/Administrative Services														
<p>Project Description & Status: Connecticut General Statute Section 12-62 mandates the schedule by which each municipality in the state must revalue all real estate within their jurisdiction. In accordance with this schedule, Glastonbury will perform a revaluation for the 2017 Grand List. The revaluation will involve both physical inspections and data collection through data mailers. Preparation for the 2017 revaluation is anticipated to start with issuance of an RFP in 2016. An appropriation of approximately \$88,800 is remaining as of October 31, 2015 from the 2012 Revaluation. This is currently reserved for attorney fees associated with assessment appeals. Pending final settlement of outstanding appeals from the October 1, 2012 revaluation any remaining funds will be available for the 2017 revaluation.</p>															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>100,000</td> <td>135,000</td> <td>235,000</td> <td>225,000</td> <td>-</td> <td>-</td> <td>695,000</td> </tr> </tbody> </table> <p>The costs are expected to include professional revaluation & appraisal services, legal services and hardware & software upgrades. The Request for Proposal is currently in process of being issued and it is anticipated to have the contract in place prior to the end of the current fiscal year. Project costs could vary based upon revaluation firm selected and scope of services refined.</p>		In Progress	2017	2018	2019	2020	Future	Total	100,000	135,000	235,000	225,000	-	-	695,000
In Progress	2017	2018	2019	2020	Future	Total									
100,000	135,000	235,000	225,000	-	-	695,000									
<p>Estimated Operating Budget Requirements: The revaluation will have a major effect on the annual mill rate calculation for the 2018/2019 fiscal year. Revaluation programs are recurring and must be budgeted on a five year cycle.</p>															

Capital Improvement Program |


INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D


Project Title: Minnechaug Golf Course		Department: Leisure/Culture: Parks & Recreation					
Project Description & Status:							
<p>The Town-owned Minnechaug Golf Course needs several improvements to help ensure its continued viability. All regulatory approvals and permits needed to complete sediment removal from the primary irrigation pond on the 9th hole have been secured. Bidding and construction are anticipated in 2016. Other improvements that require further study and attention include the pump station and irrigation system, replacement of existing protective netting, and cart path renovations. Additional funding is required to complete a phased approach to these course renovations and upgrades. The highest ranked priority, after the sediment removal project, is to complete a comprehensive analysis of the existing irrigation system so that options and costs for needed upgrades can be evaluated. Revenues derived from course operations help offset the capital costs incurred.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	250,000	137,500	110,000	100,000	-	-	597,500
<p>Additional funding is needed in 2017 to complete the sediment removal from the primary irrigation pond. The funds requested in 2018 are intended to focus on a comprehensive analysis and initial improvements to the irrigation system. Additional funding may be requested in future years, depending on the results of the irrigation analysis. Estimated costs in future years are subject to adjustment.</p>							
Estimated Operating Budget Requirements:							
<p>Course improvements support improved course conditions and playability which should increase rounds of play and operating revenues. Operating costs are borne by Lessee.</p>							

Project Title: Outdoor Swimming Pool		Department: Leisure/Culture: Parks & Recreation					
Project Description & Status:							
<p>The outdoor swimming pool located in Addison Park opened in 1995. The pool, which continues to be very popular with Glastonbury residents, is in need of several systems and pump replacements after 20 years of use. Work includes new chemical controllers, water circulation pumps and motors, and variable frequency drives for both the main pool and wading pool. A replacement water spray feature for the wading pool and a new pool vacuum are also included.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	-	50,000	-	-	-	-	50,000
<p>The funding request for the upcoming year to facilitate purchase and installation of the specified equipment.</p>							
Estimated Operating Budget Requirements:							
<p>Replacement equipment, including an energy efficient water heater and variable frequency drives, expected to reduce utility costs.</p>							

Capital Improvement Program |


INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D

Project Title: Security Initiatives	Department: General Government/Facilities Services																		
<p>Project Description & Status: Municipal buildings need to strike a balance between public access, personal and property security and confidentiality of operations. Systems have been installed in some buildings and this funding request is to continue installation to the remainder of the facilities. Given nature of this topic specific security initiatives are not listed.</p>																			
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>150,000</td> <td>75,000</td> <td>75,000</td> <td>-</td> <td>-</td> <td>-</td> <td>300,000</td> </tr> </tbody> </table> <p>Future appropriations may be necessary as security needs evolve.</p>							In Progress	2017	2018	2019	2020	Future	Total	150,000	75,000	75,000	-	-	-
In Progress	2017	2018	2019	2020	Future	Total													
150,000	75,000	75,000	-	-	-	300,000													
<p>Estimated Operating Budget Requirements: No additional operating expenses anticipated.</p>																			

Project Title: Boiler Replacement – Police & Town Hall	Department: General Government: Facilities Services																		
<p>Project Description & Status: The funding for this project replaces the boilers and associated equipment at the Police Department and Town Hall as part of a multi-year appropriation.</p>																			
<p>Police Department: The Police Department heating system consists of a 55 year old hot water boiler with medium efficiency circulating pumps. The proposed system would be a high efficiency condensing natural gas fired unit(s) with high efficiency pumps and variable speed drives. The systems would be controlled by the existing building management system. It is anticipated that the efficiency of the boilers will increase from 78% to 92+%.</p> <p>Town Hall: The Town Hall heat is currently supplied by two natural gas fired sectional boilers that are at least 55 years of age. They provide heat to three zones in the facility. The proposed system includes natural gas fired high efficiency condensing boilers staged to match heating loads and rezoning of the building to accommodate variable conditions. These boilers will also see increases in efficiency from 80% to 92+%. Any rebates available from the utility will applied to offset the project costs. These are currently valued at \$5,000-\$10,000.</p>																			
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>25,000</td> <td>200,000</td> <td>400,000</td> <td>-</td> <td>-</td> <td>-</td> <td>625,000</td> </tr> </tbody> </table> <p>Analysis and design are currently in progress. Based on results, funding will be adjusted accordingly.</p>						In Progress	2017	2018	2019	2020	Future	Total	25,000	200,000	400,000	-	-	-	625,000
In Progress	2017	2018	2019	2020	Future	Total													
25,000	200,000	400,000	-	-	-	625,000													
<p>Estimated Operating Budget Requirements: Based on efficiencies, reductions in utility costs are expected to be up to \$5,000/year.</p>																			


Capital Improvement Program | INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D


Project Title: GHS Football Field Turf Replacement		Department: Leisure/Culture: Parks & Recreation					
Project Description & Status:							
<p>Glastonbury High School is one of the Town’s most heavily used recreation areas. It is used extensively by both school and community sports groups. The site includes fourteen athletic fields; some of which have not been improved or renovated since the school’s original construction in 1952 and first renovation in 1971. This proposal is focused on conducting a comprehensive conditions assessment and developing a master plan for facility upgrades and improvements. Potential improvements include regrading, irrigation, fencing and backstops, as well as player and spectator amenities. Once a scope of improvements is defined, a project cost estimate can be developed. A phased approach to construction is possible as are partnerships with local sports groups.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	-	-	25,000	-	-	-	25,000
<p>Funding is requested to complete a comprehensive conditions assessment and to develop a master plan for facility upgrades and improvements. Construction costs for selected improvements will be identified with a funding request to follow.</p>							
Estimated Operating Budget Requirements:							
<p>The addition of irrigation systems will increase utility costs for water. Upgraded athletic fields will increase field maintenance cost for materials.</p>							

Project Title: P&R Facility Renovation/Expansion		Department: Leisure/Culture: Parks & Recreation					
Project Description & Status:							
<p>The Parks & Recreation Department’s administrative offices recently relocated to the Academy Building on Main Street. The park maintenance operation remains at 1086 New London Turnpike. Additional heated space is needed for park maintenance operations, equipment, and materials storage. An employee locker/changing area and common meeting room are needed. The employee lunch room is inadequately sized to accommodate the work group. Additional garage space is needed to house expensive equipment and vehicles. Phase 1 of a 2-phased approach, construction of a 3,360 s.f. garage/storage building and related site improvements is substantially complete. Phase 2 focuses on the reorganization of space within the existing building including the expansion of the lunch/meeting room and the construction of a new restroom, locker room, and uniform storage area, as well as, reconfiguration of the existing office space.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	567,500	75,000	275,000	-	-	-	917,500
<p>Additional funding is needed in 2017 to complete design development, construction plans, specifications and a detailed cost estimate. The funding request for 2018 is a place holder that will be updated when detailed construction plans and specifications are complete.</p>							
Estimated Operating Budget Requirements:							
<p>Facility renovations will not likely increase operating costs. Energy efficiency initiatives may reduce utility costs.</p>							

Capital Improvement Program |

INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D

Project Title: Police Department Lockers		Department: Public Safety					
Project Description & Status:							
<p>Replacement of the lockers in the men's and ladies' locker rooms. The men's room has 57 lockers and the ladies room has 18. The cost to replace the lockers is approximately \$2,200 per locker or \$125,400 for the men's room and \$39,600 for the ladies room. To accommodate the floor to ceiling lockers, the baseboard heat needs to be relocated to the ceiling at a cost of \$7,000 per locker room, for a total of \$14,000. The current lockers were installed in 1983 and are inadequate based on today's storage needs. In the 33 years since the lockers were installed police officers have been issued much more protective equipment and electronics which must be stored and/or charged between tours of duty. The new style lockers offer increased storage from the floor to the ceiling and have space for the officers' bags and shoes. They provide better ventilation for damp clothing and ballistic vests and include electrical outlets to charge flashlights and radios. The end result is more storage and a cleaner more sanitary locker room. Adjacent to the men's locker/shower room is the men's bathroom which needs refurbishing. The toilets and fixtures are original from construction of the building in 1959. Toilet partitions and counters date to the 1983 Police Department conversion. Cost to refurbish the men's room is \$45,000.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	-	257,150	-	-	-	-	257,150
Contingency of \$33,150 is included in the total cost of the project.							
Estimated Operating Budget Requirements:							
No additional operating costs anticipated.							

Project Title: Town Hall Improvements		Department: General Government/Facilities Services					
Project Description & Status:							
<p>The component of this project involves site maintenance and reconfiguration involving parking and access drive onsite lighting, restoration of area of former Academy D wing, landscaping, signage, walking, and similar scope items. Additionally, funds are allocated to reconfigure internal spaces at Town Hall to include Human Resources, Probate Court, and Registrars of Voters to improve operational efficiencies with building space limits. Lastly, current and proposed funding will provide new space for a relocated Customer Service Center through a small addition to the main entrance of Town Hall.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	550,000	285,000	200,000	100,000	-	-	1,135,000
Estimated Operating Budget Requirements:							
No new operational and maintenance costs are expected from this project.							

Capital Improvement Program |

INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D

Project Title: Parking & Access Drives **Department: Leisure/Culture: Parks & Recreation**

Project Description & Status:

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



Estimated Capital Costs:

In Progress	2017	2018	2019	2020	Future	Total
500,000	100,000					600,000

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

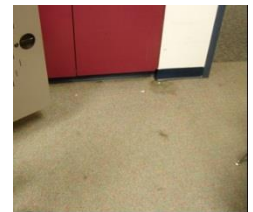
Estimated Operating Budget Requirements:

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

Project Title: School Carpeting **Department: Education**

Project Description & Status:

2016-2017: During FY2015-2016 carpets in all classrooms were replaced in three elementary schools. This request is to complete all other carpeted areas throughout these buildings that have yet to be replaced. Prior to the carpet replacement, areas will need to be assessed for possible abatement of tile. During the FY2015-2016 classroom carpet replacement, areas of loose tile were discovered and required immediate abatement. It is anticipated the same situation may exist given the age of the tile.



2020-2021 - FUTURE

Nayaug – Replace Carpet – Cost TBD

Carpet in high traffic areas should be assessed for replacement, including kindergarten rooms, entryways, and hallways.

Gideon Welles – Replace Carpet – Cost estimate \$1,195,600

The carpet at Gideon Welles will be twenty years old and beyond the life expectancy. The cost estimate is according to the Asset/Calc Master List and must be confirmed in the 2019/2020 fiscal year.

Smith – Replace Carpet – Cost TBD

The carpet at Smith will be beyond its life expectancy and is on the AssetCalc Master List. The carpet is original to the building. Cost must be confirmed in the 2019/2020 fiscal year.

Estimated Capital Costs:


In Progress	2017	2018	2019	2020	Future	Total
326,500	185,000	-	-	-	1,195,600 +TBD	TBD


Estimated Operating Budget Requirements:


No additional maintenance costs anticipated.

Capital Improvement Program |


INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D

Project Title: Library Windows		Department: Welles-Turner Library				
Project Description & Status:						
<p>The windows in the original building (1952) are now 64 years old and are deteriorating, including cracked panes and rotting sills and damaged mullions. There are 49 windows including casement, double hung, and bay style, all single pane. Double hung units have exterior storm windows installed. Pricing is based on design performed in 2011 which will be updated as part of this project. New energy-efficient, architecturally correct windows will reduce heating expenses and most importantly increase comfort.</p>						
Estimated Capital Costs:						
In Progress	2017	2018	2019	2020	Future	Total
-	150,000	-	-	-	-	150,000
The amount includes 10% contingency.						
Estimated Operating Budget Requirements:						
Anticipate that the window replacement will generate a savings in heating costs.						


Project Title: GHS Kitchen Upgrades		Department: Education				
Project Description & Status:						
<p>2016/2017: The high school kitchen was not part of the last renovation. This study will address ADA compliance issues, assist in upgrading equipment, and determine design efficiencies to improve work flow.</p> <p>2017/2018: The high school kitchen was not part of the last renovation. Based on the results of the kitchen study, this work will upgrade the kitchen with more modern equipment, address ADA compliance issues, and improve layout and design for better work flow.</p>						
Estimated Capital Costs:						
In Progress	2017	2018	2019	2020	Future	Total
	50,000	200,000				250,000
Estimated Operating Budget Requirements:						
No additional maintenance costs anticipated.						

Project Title: Gym Flooring		Department: Education				
Project Description & Status:						
<p>Hopewell: The rubberized flooring will be twenty years old and will need full replacement. The floor has been patched throughout the years and continues to be problematic, thus project will necessitate a complete removal of the existing floor and pouring of a new floor.</p> <p>Buttonball & Hebron Avenue: The rubberized flooring is past its life expectancy. It was installed in the 1995/1996 renovations. Considering the amount of use, both during school and after school, these floors have held up extremely well. If replaced with the same material, they should last another twenty or more years.</p> <p>GHS: The floor will be in need of replacement and/or overlay. The high school gymnasium receives the highest volume of use throughout the year. Besides sports and school related activities, it is used for high traffic community events such as the antique show and the registration for Santa's Run. Other school activities include the after graduation party.</p>						
Estimated Capital Costs:						
In Progress	2017	2018	2019	2020	Future	Total
	100,000		450,000			550,000
Estimated Operating Budget Requirements:						
No additional maintenance costs anticipated.						


Capital Improvement Program | INFRASTRUCTURE & MAJOR EQUIPMENT CARE & MAINTENANCE CONT'D


Project Title: Blackledge Dam Removal & River Restoration	Department: Physical Services														
<p>Project Description & Status: The Town-owned Blackledge Falls Park includes a dam that has resulted in creation of the existing pond on the property. The stone dam is in poor condition as determined by the Connecticut Department of Energy and Environmental Protection Dam Safety Unit and requires removal or replacement. Discussions with the State environmental regulatory officials indicate that dam removal and river channel restoration is the preferred option. Implementation would result in re-creation of important fish habitat and migration corridors. Implementation of this option has also received Federal Army Corps of Engineers approval as a means of mitigation for other Town projects having environmental impact.</p>															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>200,000</td> <td>1,000,000</td> <td>-</td> <td>-</td> <td>-</td> <td>1,200,000</td> </tr> </tbody> </table> <p>This proposal requests funding for the design and construction necessary to meet/effect the approved concept. Engineering performed in the first phase will yield a more definitive second phase construction cost. An order of magnitude estimate is provided for discussion purposes.</p>		In Progress	2017	2018	2019	2020	Future	Total	-	200,000	1,000,000	-	-	-	1,200,000
In Progress	2017	2018	2019	2020	Future	Total									
-	200,000	1,000,000	-	-	-	1,200,000									
<p>Estimated Operating Budget Requirements: Future maintenance costs will decrease due to dam removal.</p>															

Capital Improvement Program | ONGOING PROJECTS & INITIATIVES

Project Title: Document Management System	Department: General Government/Administrative Services														
<p>Project Description & Status: To date, a total of \$50,000 has been designated in the Capital Improvement Program for document management purposes. An additional \$37,500 was also included in prior years' operating budgets for document management related to the Town's financial management system (MUNIS). The plan is to phase-in a town wide document management system that will significantly and effectively streamline the sharing of files within the Town, increase the ability to store files of different types of content in an organized structured manner, provide the ability to create, edit, share and archive digital content on a massive scale while retaining the integrity of the data, provide for electronic off-site storage of Town records and reduce the need for the storage of actual paper documents on-site. This is a system wide project that will benefit all Town departments and divisions. To date, the Town completed installation of an ePreservation system for storage and preservation of the Town's permanent public records currently in the Town Clerk's office. The balance of the project, which will provide a system for all Town departments as needed, is divided into two phases:</p> <ul style="list-style-type: none"> • Evaluation of systems and selection of the appropriate system(s) • Select a consultant to scan existing documents into the system 															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>\$50,000</td> <td>\$175,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>\$225,000</td> </tr> </tbody> </table> <p>A Request for Proposal is currently in process to select a consultant to assist with identifying the appropriate system and develop an implementation plan. The \$175,000 requested is for the upcoming year, however depending on the results of the evaluation additional funding will likely be requested in future years as necessary.</p>		In Progress	2017	2018	2019	2020	Future	Total	\$50,000	\$175,000	-	-	-	-	\$225,000
In Progress	2017	2018	2019	2020	Future	Total									
\$50,000	\$175,000	-	-	-	-	\$225,000									
<p>Estimated Operating Budget Requirements: Annual Maintenance is estimated at \$9,000 - \$42,000 depending on system selected.</p>															

Capital Improvement Program | ONGOING PROJECTS & INITIATIVES CONT'D

Project Title: Energy Efficiency – Town Buildings	Department: General Government/Facilities Services														
<p>Project Description & Status: The Town continues to identify and implement clean renewable energy initiatives and to improve energy efficiency. Such initiatives could include solar technology, fuel cells, natural gas powered vehicles and others. The ongoing funding serves as a proactive approach to accessing programs and technologies as they become available.</p> <p>The current appropriation of \$1,171,044 has funded the following initiatives: Performed energy audit and implemented measures including air conditioning replacement at Town Hall, upgraded building automation and re-lamped all buildings with higher efficiency lights. Installed infrared heaters and replaced original boilers with high efficiency units at three fire houses, installed natural gas fueling station, retro-commissioned Town buildings and installed LED exterior lights at Welles Turner Library, Riverfront Community Center, Police Department, Youth and Family Service and all Fire houses.</p> <p>Funding used for building related projects having a direct impact on the Town’s utility spending. Since 2007, the Town has received \$278,516 in rebates from the utilities and/or Clean Energy Fund which has offset 34% of the original cost of those projects. Future year appropriations will continue to provide funding, as needed, to identify, evaluate, design, and implement energy improvements for the following projects: HVAC system at Youth & Family Services and Annex; Window replacements at Welles Turner Library/Youth & Family; Addison pool water heater replacement; Riverfront Park Phase I, Vehicle Garages, Parks Maintenance Facility LED retrofit; Retrofit to LED lighting in various offices; Fire Co #4 oil to gas boiler conversion, and a Revolving door for Town Hall entrance.</p>															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1,171,044</td> <td>75,000</td> <td>75,000</td> <td>75,000</td> <td>75,000</td> <td>75,000</td> <td>1,546,044</td> </tr> </tbody> </table>		In Progress	2017	2018	2019	2020	Future	Total	1,171,044	75,000	75,000	75,000	75,000	75,000	1,546,044
In Progress	2017	2018	2019	2020	Future	Total									
1,171,044	75,000	75,000	75,000	75,000	75,000	1,546,044									
<p>Estimated Operating Budget Requirements: Energy use intensity (EUI) has been reduced 17% since 2008. Overall energy spend is at 2006 level.</p>															

Project Title: All Schools- District Wide Energy Incentives	Department: Education														
<p>Project Description & Status: The Town conducted an energy audit on the school facilities. The 2015-2016 CIP budget funded \$200,000 which is half the money needed for recommended changes that will lead to savings. The findings identified in the audit include replacing or upgrading various sources and equipment used system-wide with more energy efficient products. This will include LED lighting, heating fuels, water heaters, HVAC units, etc.</p>															
															
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>200,000</td> <td>200,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>400,000</td> </tr> </tbody> </table> <p>Additional opportunities for future energy incentives will be evaluated based on implementation of efficiencies over 2016 & 2017.</p>		In Progress	2017	2018	2019	2020	Future	Total	200,000	200,000	-	-	-	-	400,000
In Progress	2017	2018	2019	2020	Future	Total									
200,000	200,000	-	-	-	-	400,000									
<p>Estimated Operating Budget Requirements: Project will reduce energy costs.</p>															

Capital Improvement Program | ONGOING PROJECTS & INITIATIVES CONT'D

Project Title: Disaster Preparedness/Recovery Resources | **Department: General Government/Facilities**

Project Description & Status:

The current request of \$200,000 supplements the existing \$700,000 to address emergency response items identified in the aftermath of storms Irene and Alfred and for preparation of future events. Work to date includes: Renovated & relocated Emergency Operations Center to Academy School, established secondary EOC at Police Department, modified GHS, Smith Middle, and Gideon Welles Schools to increase the functionality of their Emergency Power Systems, replaced Town Hall generator with unit sized to cover entire Town Hall campus, installed new generators for Parks Maintenance Garage and Vehicle/Highway Garage including transfer switches, received and put into service portable unit for the Boathouse and Riverfront Community Center (RCC), designed & installed transfer switches at Boathouse and the RCC, designed replacement generators for the Police Department, Fire Co. #1 and Natural Gas Fueling Station. The plan is to complete the installation of PD & Fire Co. #1 generators by fiscal year end. The request for FY 16/17 includes the purchase of up to two portable generators, the installation of an emergency power system at Natural Gas Fueling Station, portable lights and portable signage.



Estimated Capital Costs:

In Progress	2017	2018	2019	2020	Future	Total
700,000	200,000	-	-	-	-	900,000

Additional funds may be necessary in future years as disaster preparedness program evolves.

Estimated Operating Budget Requirements:

No impacts on operating budgets are expected. A supplemental appropriation in subsequent years is possible as response efforts continue to develop.

Project Title: Town-wide sidewalk construction | **Department: Physical Services**

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 and 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 Williams Street East and Naubuc Avenue are examples of project types funded through annual Capital Improvement Project appropriation. Actual locations for future construction will be determined by review of the priorities established through the sidewalk matrix, public discussion, comment, and public hearing.




Estimated Capital Costs:


In Progress	2017	2018	2019	2020	Future	Total
-	300,000	300,000	300,000	300,000	300,000	1,500,000

Estimated Operating Budget Requirements:


Additions to the sidewalk network do result in ongoing future costs for maintenance and eventual replacement. Currently the operating budget incorporates \$60,000. This is evaluated on an annual basis and adjusted accordingly to meet projected needs.


Capital Improvement Program | NEW PROJECTS/PROPOSALS

Project Title: Library Expansion/Renovation		Department: Welles-Turner Library																		
<p>Project Description & Status: The last major library renovation/expansion was completed in 1999. Since then library services have changed and people use the space differently. Today’s libraries are meeting places for social and collaborative work, cultural resources, places for learning, including digital instruction while remaining quiet places for reading. To help transform the Welles-Turner Memorial Library into a 21st Century Library, an architect was hired to perform a study of the existing space. In addition to the architects’ analysis, they also gathered input from staff and public to complete the study. Some recommendations include: a maker space area for people to work individually or collaboratively to create and make things; reconfigured Lending and Reference areas to accommodate current technologies and uses; enlarged Children’s area; enlarged Teen area as well as flexible space that can be used to accommodate future needs. The program also reviews and updates the current mechanical, electrical, and plumbing systems (MEP).</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>50,000</td> <td>50,000</td> <td>5,202,828</td> <td>-</td> <td>-</td> <td>-</td> <td>5,302,828</td> </tr> </tbody> </table> <p>The total amount assumes a cost escalation (4%) for each year after 2015. Funding sources:</p> <ul style="list-style-type: none"> • \$50,000 – Space Planning Study funded by Second Century Fund • \$1M+ - Second Century Fund • Up to \$1M – Connecticut State Library Construction Grant 							In Progress	2017	2018	2019	2020	Future	Total	50,000	50,000	5,202,828	-	-	-	5,302,828
In Progress	2017	2018	2019	2020	Future	Total														
50,000	50,000	5,202,828	-	-	-	5,302,828														
<p>Estimated Operating Budget Requirements: Anticipate that MEP review/upgrade will offer some efficiency in utility operations, the additional spaces added will increase utility bills. The reconfiguration of the Lending area to predominately self-check in/out will allow staff to work one-on-one with the public to assist locating materials. Reconfiguration of the Reference area allows staff to roam around to assist the public vs. being tied to a service desk. It also offers additional study space and some areas with comfortable seating for public to meet.</p>																				

Project Title: Heavy Duty Tractor		Department: Leisure/Culture: Parks & Recreation																		
<p>Project Description & Status: The Parks and Recreation Department is responsible for the snow and ice removal at all municipal facilities including parks, schools, the libraries, Town Hall, Police Station, Community Center, Wastewater Pump Stations, the school bus yard and all sidewalks that abut Town owned property. The scope of the work has increased to the point where a specialized piece of equipment is needed to clear snow from sidewalks and other areas more efficiently. Responsibilities include snow and ice removal from 7 miles of sidewalk that abut the frontage of Town-owned property. A heavy duty tractor with operator cab, 51” snow blower with telescoping chute, sander, 5’ hinged plow, and angle broom sweeper are recommended for this application.</p>																				
<p>Estimated Capital Costs:</p> <table border="1"> <thead> <tr> <th>In Progress</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>Future</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>175,000</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>175,000</td> </tr> </tbody> </table> <p>The amount requested in 2017 will enable the Town to purchase a new heavy duty tractor as specified above.</p>							In Progress	2017	2018	2019	2020	Future	Total	-	175,000	-	-	-	-	175,000
In Progress	2017	2018	2019	2020	Future	Total														
-	175,000	-	-	-	-	175,000														
<p>Estimated Operating Budget Requirements: Equipment acquisition will yield operational efficiencies. Additional vehicle maintenance costs for fuel/repairs estimated at \$2,000/year.</p>																				

Capital Improvement Program | NEW PROJECTS/PROPOSALS CONT'D

Project Title: Cider Mill Pump Station - Design		Department: Sanitation/Water Pollution Control					
Project Description & Status:							
<p>This work has been recommended as a priority in the recent Master Sewer Plan. Cider Mill Pump station was placed into service in 1979 and has exceeded its useful life. As a result the station is no longer reliable or efficient to operate. Increased equipment downtime and potential sewage backups are possible. This work would include engineering design and construction documents for the station and system replacement.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	-	50,000	771,250	-	-	-	821,250
<p>Funding is recommended from Sewer Funds. Funding for 2017 is for Engineering, with low structure to follow in 2018.</p>							
Estimated Operating Budget Requirements:							
Replacement will provide more efficient operation without additional expense.							

Project Title: Sanitary Sewer Forced Main Evaluation		Department: Sanitation/Water Pollution Control					
Project Description & Status:							
<p>This work has been recommended as a priority in the recent Master Sewer Plan. The majority of our Sanitary Sewer System Force Main piping exceeds 50 years in age. As a result, overall structural integrity is a concern. This work would include an engineering evaluation condition assessment to prioritize potential future needs including replacement schedules.</p>							
Estimated Capital Costs:							
	In Progress	2017	2018	2019	2020	Future	Total
	-	150,000	-	-	-	-	150,000
<p>Funding is recommended from Sewer Funds. Funding will be based on projected engineering effort of work involved.</p>							
Estimated Operating Budget Requirements:							
Prudent planning to evaluate condition and avoid catastrophic failures.							

Capital Improvement Projects | DEBT SERVICE DETAIL OVERVIEW

Date of Issue	Interest Rate	Description	Original Issue	Projected Outstanding June 30, 2016	2016 - 2017 Payments		Totals
					Principal	Interest	
GENERAL TOWN BONDS							
April 15, 2009	2% to 4.5%	Land - Series A	7,000,000	3,500,000	350,000	127,750	477,750
April 15, 2009	2% to 5%	Refunding - Series B	2,135,000	880,000	215,000	33,450	248,450
Nov 15, 2010	2% to 5%	Refunding	8,995,000	5,337,000	643,000	192,398	835,398
Nov 1, 2011	2% to 3%	Land-Saglio Purchase	3,680,000	2,900,000	195,000	104,225	299,225
June 27, 2012	2% to 5%	Refunding 2006 & 2007	2,870,000	2,425,000	250,000	97,700	347,700
Oct. 10, 2013	3.25% to 4.625%	Riverfront Park Phase II	8,950,000	8,595,000	355,000	327,705	682,705
May 15, 2014	2% to 3%	Refunding - 2004, 2007 & Partial 2009	3,095,000	2,713,000	444,500	64,814	509,314
Total General Town Bonds			\$43,488,305	\$26,350,000	\$2,452,500	\$948,041	\$3,400,541
SCHOOL BONDS							
April 15, 2009	2% to 4.5%	High School & Nayaug Elm -Series A	1,000,000	500,000	50,000	18,250	68,250
April 15, 2009	2% to 5%	Refunding - Series B	7,370,000	2,790,000	760,000	112,706	872,706
Nov 15, 2010	2% to 5%	Refunding	19,555,000	11,618,000	1,382,000	418,103	1,800,103
Nov 1, 2011	2% to 3%	High School, Nayaug and Land	2,715,000	2,095,000	155,000	55,513	210,513
June 27, 2012	2% to 5%	Refunding 2006 & 2007	11,675,000	10,275,000	835,000	418,156	1,253,156
May 15, 2014	2% to 3%	Refunding - 2004, 2007 & Partial 2009	6,385,000	4,942,000	1,200,500	101,130	1,301,630
Total School Bonds			\$73,318,695	\$32,220,000	\$4,382,500	\$1,123,858	\$5,506,358
TOTAL ALL BONDS			\$118,250,000	\$58,570,000	\$6,835,000	\$2,071,899	\$8,906,899

NOTES PAYABLE COSTS:

Sewer Note Repayment

Temporary Note Repayment

Bond Anticipation Note Interest	15,000
Principal Payment of outstanding BANs	44,500
Emerick Property - Installment 2 of 3	45,000
Total Temporary Note Repayment	104,500

Debt Administrative Costs - Estimate for issuance of authorized/unissued 23,601

TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS

\$9,210,000

Capital Improvement Projects |
TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES
EXCLUDES Authorized/Unissued Bonds

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

Capital Improvement Projects |

TOWN OF GLASTONBURY LONG TERM DEBT AMORTIZATION SCHEDULES

Includes Authorized/Unissued Bonds

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

Capital Improvement Projects | SCHEDULE OF DEBT LIMITATION- JUNE 30, 2015

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

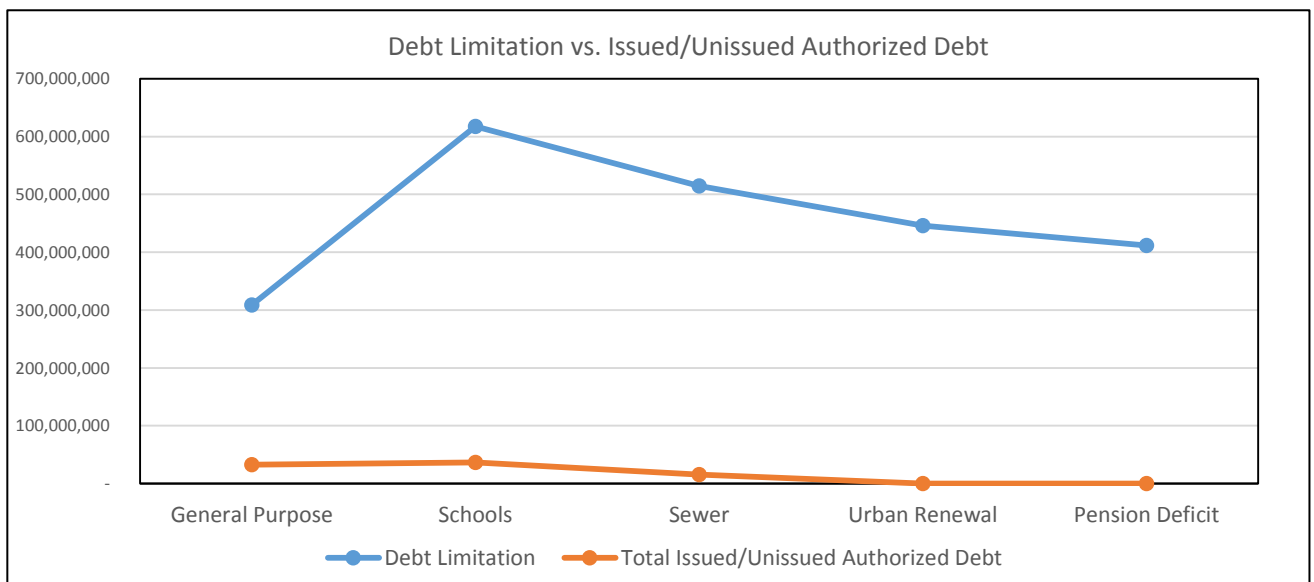
Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2-1/4 times base	\$ 308,789,028	\$ -	\$ -	\$ -	\$ -
4-1/2 times base	-	617,578,056	-	-	-
3-3/4 times base	-	-	514,648,380	-	-
3-1/4 times base	-	-	-	446,028,596	-
3 times base	-	-	-	-	411,718,704
Total Debt Limitation	308,789,028	617,578,056	514,648,380	446,028,596	411,718,704

Indebtedness:

Bonds payable	28,632,000	36,453,000	-	-	-
Bonds authorized and unissued	3,505,000	-	-	-	-
Bond anticipation notes	445,000	-	-	-	-
Clean Water Fund notes	-	-	15,298,325	-	-
Construction grants	-	(57,348)	-	-	-
Total Indebtedness	32,582,000	36,395,652	15,298,325	-	-

Debt Limitation in Excess of Outstanding & Authorized Debt	\$ 276,207,028	\$ 581,182,404	\$ 499,350,055	\$ 446,028,596	\$411,718,704
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Note 1: In no event shall total indebtedness exceed seven times the base for debt limitation: \$960,676,976



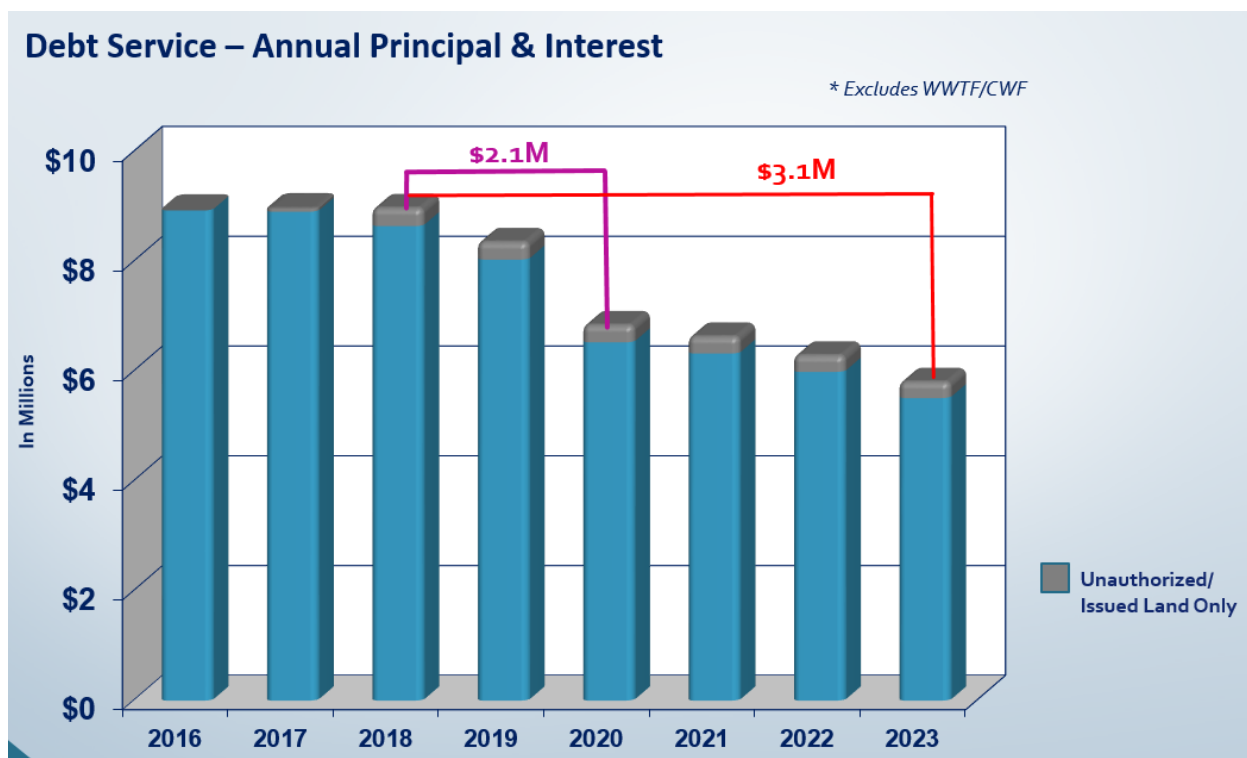
Capital Improvement Projects | DEBT SERVICE PROJECTIONS

Over the next several years there is a dramatic decline in the Town's current issued debt service. The chart below illustrates the decline in annual debt service and incorporates the:

- Adopted 2017 Debt Service Level
- Debt service for current issued debt
- Projections for current authorized/unissued debt in the amount of \$3.095 million assumed at 20 year bonds issued in November 2016.
- Options for debt for major projects in the five year Capital Improvement Program (CIP).

This analysis will be used as a guide as Town officials review and analyze funding for projects under consideration presented in the five year CIP.

These debt service projections are considered in the Comparative Budget Impact – Projected analysis in Appendix I.



Capital Improvement Projects | CAPITAL FUNDING ANALYSIS AND PROJECTION

	FISCAL YEAR						
	2016-17	2017-18	2018-19	2019-20	2020-21 +	2021-22 +	2022-23+
Capital Improvement Program Projects – NET of Grants and Potential Referendum Projects (excludes In-Process Amounts for projects)	4,935,500	10,071,370	10,098,000	5,028,075	3,920,200	TBD	TBD
CAPITAL RESERVE TRANSFER	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
TOTAL DEBT SERVICE	9,210,000	9,210,000	8,655,783	7,142,148	6,932,520	6,589,810	6,106,501
TOTAL DEBT AND TRANSFER BUDGET	14,210,000	14,210,000	13,655,783	12,142,148	11,932,520	11,589,810	11,106,501
ANNUAL DECREASE		0	(554,217)	(1,513,635)	(209,628)	(342,710)	(483,310)
CUMULATIVE DECREASE in Annual Debt Service and Transfers Budget			(554,217)	(2,067,851)	(2,277,480)	(2,620,189)	(3,103,499)

CAPITAL PROJECTS TO BE CONSIDERED and/or UNDER REVIEW FOR REFERENDUM - BONDING

Fire Station Renovations/Relocation HQ	0	0	1,947,766			1,947,766
Outdoor Swimming Pool/Park Development	75,000				2,900,000	2,975,000
Indoor Aquatics Facility				0	8,000,000	8,000,000
Riverfront Community Center Expansion					3,594,000	3,594,000
Library Expansion/Renovation					TO BE DETERMINED	
Updated Air-Conditioning Study for Buttonball, Hebron Avenue, Hopewell and Gideon Wells Schools					TO BE DETERMINED	
GHS - Addition to Field House - Locker Rooms					TO BE DETERMINED	
GHS - Addition to Athletic Complex-Weight Room					TO BE DETERMINED	
Roof Study and Replacement for Buttonball, Hopewell, Gideon Wells and Glastonbury High Schools	0		1,450,000	1,400,000	50,000	2,900,000

Below summarizes annual debt service requirements for various levels of bond issues. This was developed to provide guidance to the Town Council and Board of Finance in their decision making process for long term planning to meet the Town's capital requirements.

DEBT SERVICE SCENARIOS

YEAR	\$15 million	\$20 million	\$25 million	\$30 million
1	1,312,500	1,750,000	2,187,500	2,625,000
2	1,284,375	1,712,500	2,140,625	2,568,750
3	1,256,250	1,675,000	2,093,750	2,512,500
4	1,228,125	1,637,500	2,046,875	2,456,250
5	1,200,000	1,600,000	2,000,000	2,400,000

Assumed Interest Rate of 3.75%
20 Year Bonds

Appendix

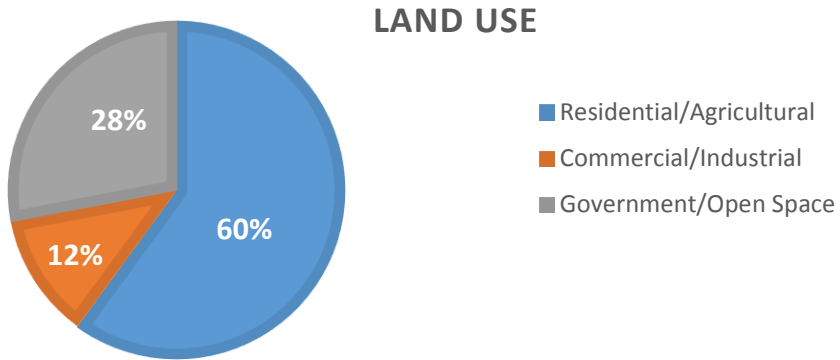
Appendix A | COMMUNITY PROFILE/KEY STATISTICS

GOVERNMENT

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

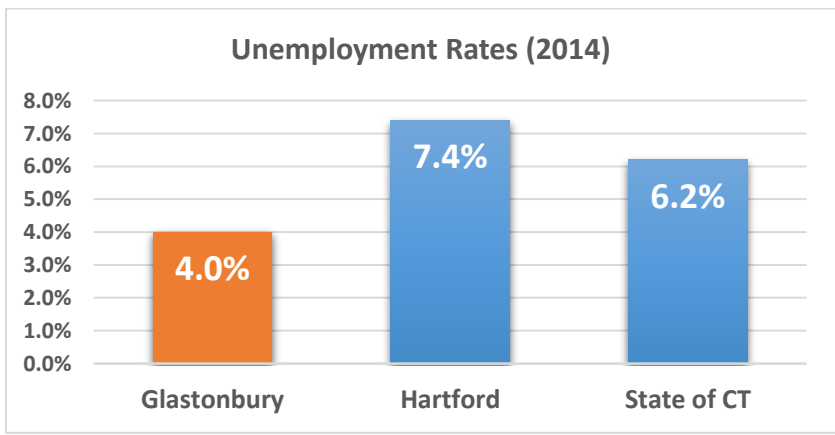
DEMOGRAPHICS

Land Area 53 Sq. Miles



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

ECONOMICS



Bond Rating

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

Human & Neighborhood Resources

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

Community Development Building Permits

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

Tax Rate

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

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

Property Tax Assessed Valuation (2014 Grand List)

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

Personal Property:
\$142,965,510

Motor Vehicle:
\$284,182,566

Exempt:
\$249,554,640

Appendix A | COMMUNITY PROFILE/KEY STATISTICS

Major Businesses - # Employees

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

Top Ten Taxpayers (2015 Grand List)

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

SERVICE STATISTICS

Fire (2015)

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

Ambulances 3

Police (2016)

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

SOURCES

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

PHYSICAL SERVICES

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

SANITATION

Tons of Solid Waste Collected:
1,595 tons/year

WASTE WATER TREATMENT

Sanitary Sewers:

102 miles

Average Daily Treatment Flow:

2.20 Mil Gal/Day

Peak Daily Treatment:

Capacity: 8.13 Mil Gal/Day

Flow: 3.64 Mil Gal/Day

SERVICES PROVIDED BY OTHER GOVERNMENTAL UNITS

Water:

Metropolitan District Commission
Town of Manchester Water

Public Transportation:

Connecticut Transit (Bus)

Appendix B | TOWNS AND CITIES FINANCIAL INDICATORS

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

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

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

Source: Connecticut Office of Policy Management annual publication of "Municipal Fiscal Indicators FYE 2009-2013" published March 2015

Appendix C | GLOSSARY

A

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

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

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

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

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

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

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

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

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

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

B

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

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

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

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

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

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

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

Bonds Payable: The face value of bonds issued and unpaid

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

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

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

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

C

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

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

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

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

Capital Outlay: Acquisition of equipment, vehicles and machinery.

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

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

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

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

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

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

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

D

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

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

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

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

E

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

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

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

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

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

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

F

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

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

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

G

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

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

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

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

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

H

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

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

I

International Fire Service Accreditation Congress (IFSAC).

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

L

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

M

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

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

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

N

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

O

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

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

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

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

P

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

ProBoard Fire Service Professional Qualifications System (ProBoard):

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

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

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

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

R

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

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

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

S

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

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

T

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

U

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

Appendix D | SALARY ADMINISTRATIVE PLAN

Fiscal Year 2016/2017

The Town of Glastonbury's Salary Administration Plan for unaffiliated employees is comprised of 24 pay grades. Pay grades 15 through 24 each reflect a minimum and maximum dollar amount representing the salary range for each grade. Employees in these grades are administrative, professionals and technical employees who are salaried and exempt from overtime. Pay grades 1 through 14 are each comprised of a series of eight steps, through which individuals progress from the minimum to the maximum. The average difference between steps is 3.26%. Employees in these grades are compensated for all overtime worked.

All positions in the Salary Administration Plan for unaffiliated employees are reviewed on an annual basis for the purpose of considering salary adjustments. Individuals move from the minimum to the maximum of their pay grade based on their performance and related step or merit increase. For those individuals who are eligible, this adjustment is based on years of service as well as performance. Budgeting for merit increases is a separate process from that of the adjustment to scale.

Annually, the Town Manager recommends to the Town Council a general wage adjustment and related adjustment in the salary scales in the Salary Administration Plan. This adjustment to scale is based on increases in the cost of living and an assessment of current pay trends in the Greater Hartford area required to keep the Town competitive.

Pay scales for the following departments are set by their respective union contracts: Police- Glastonbury Police Officers Association (GPOA); Highway/Fleet Maintenance/Refuse Disposal- International Union of Operating Engineers (IUOE); and, Wastewater Treatment/Facilities Maintenance- American Federation of State County and Municipal Employees, American Federation of Labor-Congress of Industrial Organizations (AFSCME, AFL-CIO, Local 3946 of Council 4).

GPOA pay scales reflect seven pay grades, each comprised of two to eight steps. The average difference between steps is 3.04%.

IUOE pay scales reflect five pay grades, each comprised of six steps. The average difference between steps is 4.17%.

AFSCME pay scales reflect eight pay grades, each comprised of eight steps. The average difference between steps is 3.04%

Appendix D | SALARY ADMIN PLAN - WAGE SCALES

NON-AFFILIATED EMPLOYEES FISCAL YEAR 2016/2017

SALARY GRADE	SALARY: 37.5 HRS PER WEEK	RANGE: 40 HRS PER WEEK	SALARY GRADE	SALARY RANGE			
				37.5 HRS PER WEEK		40 HRS PER WEEK	
24	99,879-134,823	N/A	12	58,032	72,598	61,900	77,438
23	95,140-128,427	N/A	11	55,302	69,147	58,988	73,756
22	90,577-122,284	N/A	10	52,689	65,851	56,201	70,241
21	86,248-116,473	N/A	9	50,174	62,712	53,518	66,892
20	82,153-110,955	N/A	8	47,775	59,689	50,960	63,668
19	78,234-105,670	N/A	7	45,474	56,920	48,505	60,715
18	74,529-100,620	N/A	6	43,348	54,171	46,238	57,782
17	70,980-95,823	N/A	5	41,320	51,597	44,075	55,036
16	65,617-91,260	N/A	4	39,292	49,101	41,912	52,374
15	64,408-86,931	N/A	3	37,440	46,819	39,936	49,940
14	64,018-80,028	68,286-85,363	2	35,626	44,596	38,001	47,569
13	60,996-76,225	65,062-81,307	1	33,949	42,471	36,212	45,302

GLASTONBURY POLICE OFFICER ASSOCIATION FISCAL YEAR 2015/2016

Police and Dispatchers and Animal Control Officer

Current contract expires June 30, 2016 (2016/2017 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
GPOA-LT	101,709	104,474
GPOA-SGT	91,899	98,662
GPOA-AGT	94,960	89,022
GPOA-PO	64,016	83,594
GPOA-COMM SUPV	66,664	71,875
GPOA-DISP	51,521	65,154
GPOA-ACO	47,773	59,088

INTERNATIONAL UNION OF OPERATING ENGINEERS FISCAL YEAR 2015/2016

Highway, Fleet Maintenance & Refuse Disposal Employees

Current contract expires June 30, 2016 (2016/2017 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
IUOE-5	62,005	76,024
IUOE-4	57,554	70,595
IUOE-3	53,560	65,707
IUOE-2	48,402	59,321
IUOE-1	44,013	54,017

AFSCME LOCAL 3946 OF COUNCIL 4 - FISCAL YEAR 2015/2016

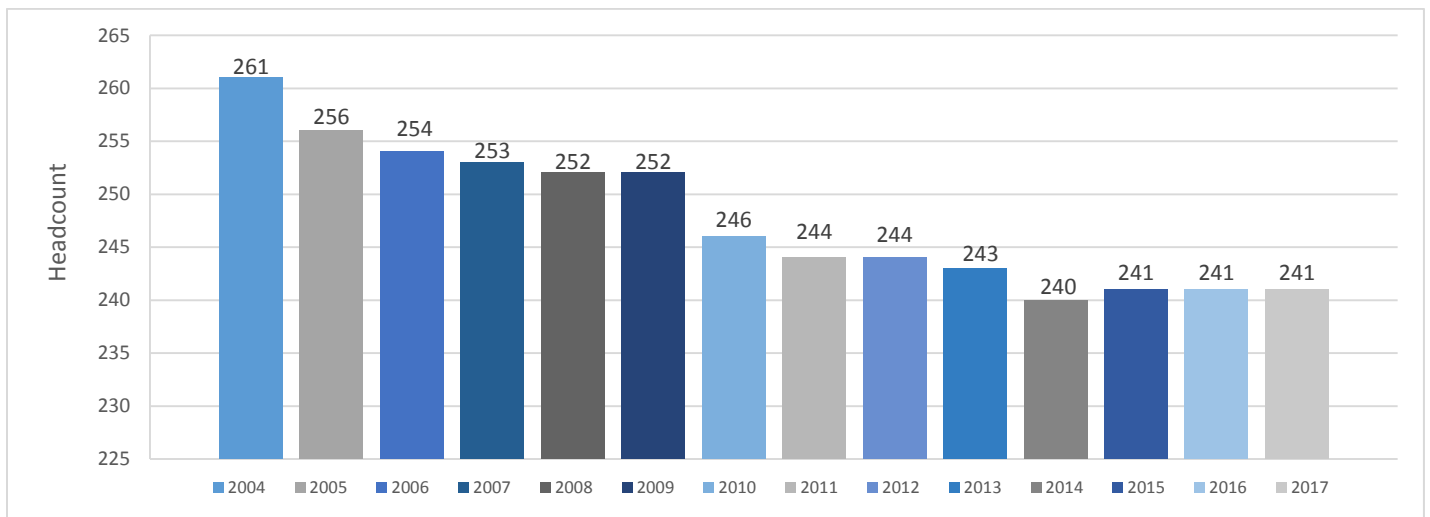
Wastewater Treatment & Facilities Maintenance Employees

Contract expires June 30, 2017 (2016/2017 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
Grade 9	67,500	80,666
Grade 8	62,105	77,631
Grade 7	59,131	73,920
Grade 6	56,320	70,400
Grade 5	53,646	67,044
Grade 4	51,081	63,851
Grade 3	48,652	60,822
Grade 2	44,123	55,147
Grade 1	42,022	52,527

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

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



Appendix F | STAFFING SUMMARY

DEPARTMENT	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
General Government	18	18	19	19
Community Development	15.5	15.5	15.5	15.5
Administrative Services	25	26	25	25
Public Safety	77	77	77	77
Physical Services	40.5	40.5	40.5	40.5
Sanitation	2	2	2	2
Sewer Operating Fund	9	9	9	9
Human Services	21	21	21	21
Leisure/Culture	32	32	32	32
Total Full-Time Employees	240	241	241	241

Full-Time Employee Positions and Salary Grades by Department

POSITION	SALARY GRADE	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
GENERAL GOVERNMENT					
Town Manager	N/A	1	1	1	1
Director of Infrastructure & Building Services	23	1	1	1	1
Director of Human Resources	21	1	1	1	1
Building Superintendent	19	1	1	1	1
Marketing-Communications Specialist	13	0	0	1	1
Human Resources Generalist	12	1	1	1	0
Human Resources Programs Manager	13	0	0	0	1
Exec. Secretary to Town Manager	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Human Resources Assistant	10	0	0	0	1
Administrative Secretary	5,7	1	1	1	0
Building Maintenance Supervisor	AFSCME-8	1	1	1	1
Senior Building Maintainer	AFSCME-5	2	2	2	2
Inventory Specialist	AFSCME-4	1	1	1	1
Custodial Services Supervisor	AFSCME-4	1	1	1	1
Building Maintainer	AFSCME-2,3,5	2	2	2	2
Custodian	AFSCME-1	3	3	3	3
Total Full-Time		18	18	19	19
COMMUNITY DEVELOPMENT					
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
Executive Secretary	10	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		15.5	15.5	15.5	15.5

Note: Wage scales by labor group are at end of Staffing Summary. *Excludes Board of Education

Appendix F | STAFFING SUMMARY CONT'D

POSITION	SALARY GRADE	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
ADMINISTRATIVE SERVICES					
Dir. of Finance & Adm. Services	24	1	1	1	1
Controller	19	1	1	1	1
Assessor	19	1	1	1	1
Information Technology Manager	19	1	1	1	1
Town Clerk	17	1	1	1	1
Revenue Collector	17	1	1	1	1
Purchasing Agent	17	1	1	1	1
Assistant Assessor	13	1	1	1	1
Marketing-Communications Specialist	13	0	1	0	0
Systems Support Specialist	12	2	2	2	2
Web Applications Support Specialist	12	1	1	1	1
Executive Secretary	10	1	1	1	1
Assistant Town Clerk	10	1	1	1	1
Assistant Revenue Collector	10	1	1	1	1
Payroll Coordinator	10	1	1	1	1
Buyer	10	0	1	1	1
Assessment Technician	8	1	1	1	1
Purchasing Administrative Assistant	7	1	0	0	0
Revenue Clerk	6	2	2	2	2
Assessment Clerk	6	2	2	2	2
Account Clerk	6,7	2	2	2	2
Records Clerk	6	2	2	2	2
Total Full-Time		25	26	25	25
PUBLIC SAFETY					
Chief of Police	24	1	1	1	1
Police Captain	21	1	1	1	1
Fire Chief	20	1	1	1	1
Victim Services Coordinator	11	1	1	0	0
Executive Secretary	10	1	1	1	1
Data Processing Tech/Supervisor	8	1	1	1	1
Forensic Technician	8	1	1	1	1
Financial Technician	8	1	1	1	1
Records Clerk	6	1	1	1	1
Police Clerk	6	0	0	1	1
Administrative Secretary	5,7	1	1	1	1
Police Lieutenant	GPOA-LT	4	4	4	4
Police Sergeant	GPOA-SGT	6	7	7	7
Police Agent	GPOA-AGT	8	9	9	9
Police Officer II	GPOA-PII	25	30	34	0
Police Officer I	GPOA-PI	14	7	3	0
Police Officer	GPOA-PO	0	0	0	37
Communications Supervisor	GPOA-COMM SUPV	1	1	1	1
Dispatcher	GPOA-DSP	8	8	8	8
Animal Control Officer	GPOA-ACO	1	1	1	1
Total Full-Time		77	77	77	77

Appendix F | STAFFING SUMMARY CONT'D

POSITION	SALARY GRADE	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
PHYSICAL SERVICES					
Town Engineer/Manager of Physical 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 Engineer Tech/CAD Coordinator	13	1	1	1	1
Senior Construction Inspector	11	2	2	2	1
Survey Party Chief	11	1	1	1	1
Civil Engineering Technician	11	1	1	1	1
Executive Secretary	10	1	1	1	1
Administrative Secretary	7	0.5	0.5	0.5	0.5
CAD Technician	9	1	1	1	1
Construction Inspector	9	1	1	1	1
Survey Technician	8	1	1	1	1
Vehicle & Equipment 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	4	5
Highway Maintainer	IUOE-1,2,3	12	12	13	13
Highway Lead Maintainer	IUOE-4	2	2	2	2
Vehicle & Equipment Mechanic	IUOE-3,4	5	5	5	5
Senior Traffic Sign Maintainer	IUOE-3	1	1	1	1
Total Full-Time		40.5	40.5	40.5	40.5
SANITATION					
Transfer Station /Refuse Disposal Supervisor	IUOE-5	1	1	1	1
Transfer Station/Refuse Disposal Operator	IUOE-3,4	1	1	1	1
Total Full-Time		2	2	2	2
SEWER OPERATING FUND					
Sanitation Superintendent	19	1	1	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

Appendix F | STAFFING SUMMARY CONT'D

POSITION	SALARY GRADE	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
HUMAN SERVICES					
Director of Human Services	20	1	1	1	1
Clinical & Outreach Services Supervisor	16	1	1	1	1
Senior Center Program Supervisor	15	1	1	1	1
Youth Program Coordinator	13	1	1	1	1
Clinical Social Worker (Youth & Family)	12	5	5	5	5
Outreach Social Work Coordinator	12	1	1	1	1
Outreach Social Worker (Youth & Family)	11	2	2	2	2
Substance Abuse Prevention Coordinator (Youth & Family)	11	1	1	1	1
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 (Youth & Family)	7	1	1	1	1
Administrative Secretary	5,7	1	1	1	1
Customer Service Representative	3	1	1	1	1
Driver (CDL)	1	1	1	1	1
Total Full-Time		21	21	21	21

POSITION	SALARY GRADE	FY 13/14 ACTUAL	FY14/15 ACTUAL	FY 15/16 ACTUAL	FY 16/17 ADOPTED
LEISURE/CULTURE					
Director of Parks and Recreation	22	1	1	1	1
Library Director	20	1	1	1	1
Parks Superintendent	18	1	1	1	1
Recreation Supervisor	15	3	3	3	3
Park Maintenance Supervisor	12	1	1	1	1
Recreation Program Coordinator	10	1	1	1	1
Executive Secretary	10	1	1	1	1
Senior Park Maintainer	10	1	1	0	1
Librarian	8,10,14	6	6	6	6
Park Maintainer	5,7,9,	12	12	13	13
Administrative Secretary	7	1	1	1	1
Library Assistant	4	3	3	3	2
Total Full-Time		32	32	32	32

Appendix G | COMPARATIVE BUDGET IMPACT – HISTORICAL

	ADOPTED 2012-2013	ADOPTED 2013-2014	ADOPTED 2014-2015	ADOPTED 2015-2016	ADOPTED 2016-2017
APPROPRIATIONS/EXPENDITURES					
TOWN	36,470,931	37,308,977	38,264,716	39,406,569	40,255,830
Debt	9,682,620	9,832,620	9,832,620	9,210,000	9,210,000
TRANSFER Capital Reserve	3,850,000	4,000,000	4,500,000	5,000,000	5,000,000
TRANSFER Dog Fund	35,000	45,000	45,000	45,000	45,000
Sub-total Debt/Transfers	13,567,620	13,877,620	14,377,620	14,255,000	14,255,000
EDUCATION	90,864,742	93,923,372	97,029,698	99,250,292	101,341,911
Total Appropriations	\$140,903,293	\$145,109,969	\$149,672,034	\$152,911,861	\$155,852,741
APPROPRIATION % INCREASE	2.20%	2.99%	3.14%	2.16%	1.92%
FINANCED BY:					
Licenses/Permits	\$620,240	\$682,825	\$749,520	\$833,150	\$956,200
Intergovernmental Revenues	7,718,504	7,493,897	7,823,305	7,871,845	8,807,118
Charges/Services	1,460,366	1,451,384	1,515,714	1,349,625	1,378,350
Other	2,148,079	2,212,635	2,281,526	2,488,276	2,310,461
Use/Fund Balance	750,000	750,000	750,000	650,000	575,000
Taxes/non-current	1,942,000	1,942,000	1,802,000	1,902,000	1,902,000
Total Non-Tax Revenues	\$14,639,189	\$14,532,741	\$14,922,065	\$15,094,896	\$15,929,129
% Increase	0.45%	-0.73%	2.68%	1.16%	5.53%
CURRENT TAXES REQUIRED	\$126,264,104	\$130,577,228	\$134,749,969	\$137,816,965	\$139,923,612
% Increase	2.41%	3.42%	3.20%	2.28%	1.53%
GRAND LIST - Stated in Thousands	\$4,204,000	\$3,776,601	\$3,827,316	\$3,873,682	\$3,881,337
MILL RATE - Real Estate/Personal Property	30.50	35.10	35.65	36.10	36.40 ⁽²⁾
MILL RATE - Motor Vehicles					34.60 ⁽²⁾
% Increase	1.50%	15.08%	1.57%	1.26%	0.83% ⁽²⁾

NOTES:

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

⁽²⁾ State Legislation in effect at the time the Town adopted the budget capped the mill rate on motor vehicles at 32 mills. Subsequently the State budget was adopted that capped the motor vehicle mill rate at 37 mills. Legislation also allowed Towns that had set the mill rate prior to adoption of the State budget to revisit and adjust the mill rate for motor vehicles to accurately reflect State adopted revenues.

Appendix H | GENERAL FUND- FIVE YEAR FORECAST

The following five year projection outlines the Town's long range projection of General Fund revenues and expenditures for FY2017 through FY2021. This forecast is designed to assist the Town Council to plan for the future needs of the community in a fiscally responsible manner. These projections are based upon conservative assumptions and do not reflect anticipated future action by the Town during these periods.

A number of key goals are inherent in the development of these projections reflecting the conservative nature of Town administration as well as the budget making authority of the Town, delegated to the Town Council per the Town Charter. These goals include:

- Maintain stable or level tax rate increases
- Integrate a comprehensive capital improvement program utilizing primarily a "pay as you go" approach through an annual general fund appropriation transfer to the Capital Reserve
- Adhere to key financial policies that include maintaining:
 - Minimum General Fund Undesignated fund balance requirements (currently 12% of budgeted revenues)
 - Minimum Capital Reserve balances (\$1 million)
 - Established debt ratios and acceptable debt levels
 - Annual funding for recurring capital outlay expenditures at a \$1+ million range within the operating budgets of the Town.

There are a number of valuable conclusions that can be made upon review of the five year forecast:

- The Town is in a very positive position with its declining levels of outstanding debt principal and annual debt service requirements. As illustrated in the forecast and throughout other areas of the budget document, the Town has the option to address major capital improvement priorities through the issuance of long term debt, if needed. This could be accomplished with minimal to no influence on the tax rate. The forecast herein assumes the Town issues current authorized unissued debt in the amount of \$3.095 million in fiscal 2016-17. With conservative assumptions, the Town is in an enviable position to address future capital needs with no change in debt service levels through FY 2019 with significant debt service decreases commencing in FY 2020. This gives the Town two viable options:
 - The flexibility to increase the general fund transfer to the capital reserve for its "pay as you go" capital financing program, or
 - Issue debt to address significant capital improvement needs
- While the Town is heavily dependent on property tax revenues (approximately 90%) any decreases in State, Licenses and Permits, Charges/Services and Other Revenues will have minimal impact on the projected increases.
- Assuming moderate grand list growth of 0.75% and using a five year expenditure average increase of 2.5% the projected tax increase is within the 2.0%+/- range over the next five years.

One noteworthy trend, currently under evaluation, that will have an effect on future operating expenditures is the current and anticipated decline in school enrollment over the next few years. As Education represents 65% of the Town's operating budget, this projected decline in enrollment will influence future budgets. This is a topic currently being reviewed by the Town and Board of Education administration.

Appendix I | COMPARATIVE BUDGET IMPACT- PROJECTED

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
APPROPRIATIONS/EXPENDITURES					
Town	40,255,830	\$41,262,226	\$42,293,781	\$43,351,126	\$44,434,904
DEBT	9,210,000	9,210,000	8,700,000	7,200,000	7,000,000
TRANSFER Capital Reserve	5,000,000	5,000,000	5,500,000	6,500,000	6,500,000
TRANSFER Dog Fund	45,000	45,000	45,000	45,000	45,000
Sub-total Debt/Transfers	14,255,000	14,255,000	14,245,000	13,745,000	13,545,000
EDUCATION	101,341,911	\$103,875,459	\$106,472,345	\$109,134,154	\$111,862,508
Total Appropriations	\$155,852,741	\$159,392,685	\$163,511,127	\$166,230,280	\$169,842,412
% Increase	1.92%	2.27%	2.27%	1.97%	2.17%
FINANCED BY:					
Licenses/Permits	\$956,200	\$956,200	\$956,200	\$956,200	\$956,200
Intergovernmental Revenues	8,807,118	8,807,118	8,807,118	8,807,118	8,807,118
Charges/Services	1,378,350	1,378,350	1,378,350	1,378,350	1,378,350
Other	2,310,461	2,310,461	2,310,461	2,310,461	2,310,461
Use/Fund Balance	575,000	575,000	575,000	575,000	575,000
Taxes/non-current	1,902,000	1,902,000	1,902,000	1,902,000	1,902,000
Total Non-Tax Revenues	\$15,929,129	\$15,929,129	\$15,929,129	\$15,929,129	\$15,929,129
TAXES FROM MOTOR VEHICLES	\$9,809,847	\$9,254,145	\$9,439,228	\$9,628,012	\$9,820,572
CURRENT TAXES REQUIRED	\$130,113,765	\$134,209,411	\$137,642,770	\$140,673,139	\$144,092,710
% Increase	1.53%	3.15%	2.56%	2.20%	2.43%
REAL ESTATE/PERSONAL PROPERTY GRAND LIST - Stated in Thousands @ 99.2% collection rate	\$3,596,725	\$3,623,700	\$3,650,878	\$3,678,260	\$3,696,651
MILL RATE - Real Estate/Personal Property	36.40	37.41	38.08	38.63	39.37
MILL RATE - Motor Vehicles	34.60	32.00	32.00	32.00	32.00
% Increase (Real Estate/Personal Property)	2.10%	2.78%	1.79%	1.44%	1.92%
% Decrease/Increase (Motor Vehicle)		-7.51%	0.00%	0.00%	0.00%

Assumptions

Town and Education projections based on overall budget five year historical trend average increase of 2.50%.

Grand List growth for Real Estate and Personal Property estimated at 0.75%; Motor Vehicle Grand List growth estimated at 2%.

Tax Collection Rate assumed at 99.2% for Real Estate/Personal Property; 98.5% for Motor Vehicle.

Projected Debt Service assumes issuance of currently authorized debt.

Increases in Transfer to Capital Reserve assumed to leverage decrease in debt service to meet increased funding requirements for capital purposes.

Appendix J | 3 Year Consolidated Budget Fund Financial Statements

	MAJOR FUND			BUDGETED - NON MAJOR			TOTAL		
	GENERAL FUND			GOVERNMENTAL FUNDS			ALL BUDGETED GOVERNMENTAL FUNDS		
	FY2015 ACTUAL	FY2016 ESTIMATED	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 ESTIMATED	FY2017 ADOPTED	FY2015 ACTUAL	FY2016 ESTIMATED	FY2017 ADOPTED
FINANCIAL SOURCES									
Taxes	137,088,886	139,880,000	141,825,612	-	-	-	137,088,886	139,880,000	141,825,612
Licenses & Permits	1,014,893	1,520,000	956,200	-	-	-	1,014,893	1,520,000	956,200
Intergovernmental	9,402,279	8,635,000	8,807,118	20,067	17,003	-	9,422,346	8,652,003	8,807,118
Charges for Services	1,524,852	1,575,000	1,378,350	411,608	4,708,100	4,659,491	5,936,460	6,283,100	6,037,841
Other	2,206,491	2,210,000	2,310,461	21,256	25,000	20,000	2,227,747	2,235,000	2,330,461
Transfers In				738,987	350,000	350,000	738,987	350,000	350,000
Use of Fund Balance			575,000	-	-	105,300	-	-	680,300
TOTAL REVENUES/TRANSFERS	151,237,401	153,820,000	155,852,741	5,191,918	5,100,103	5,134,791	156,429,319	158,920,103	160,987,532
FINANCIAL USES									
General Government	2,934,917	2,945,000	3,178,714	-	-	-	2,934,917	2,945,000	3,178,714
Community Development	1,699,054	1,737,000	1,876,666	-	-	-	1,699,054	1,737,000	1,876,666
Administrative Services	6,150,873	6,670,000	6,449,580	-	-	-	6,150,873	6,670,000	6,449,580
Public Safety	11,470,736	12,375,000	12,869,886	430,278	510,000	405,300	11,901,014	12,885,000	13,275,186
Physical Services	6,812,516	6,575,000	6,648,424	-	-	-	6,812,516	6,575,000	6,648,424
Sanitation	698,834	775,000	767,192	2,829,740	3,000,000	2,986,455	3,528,574	3,775,000	3,753,647
Human Services	2,750,972	2,925,000	2,974,002	-	-	-	2,750,972	2,925,000	2,974,002
Leisure & Culture	5,294,427	5,250,000	5,316,366	1,207,930	1,288,000	1,743,036	6,502,357	6,538,000	7,059,402
Contingency			175,000	-	-	-	-	-	175,000
Total Town	37,812,329	39,252,000	40,255,830	4,467,948	4,798,000	5,134,791	42,280,277	44,050,000	45,390,621
Debt Service & Transfers	16,276,735	14,487,980	14,255,000	-	-	-	16,276,735	14,487,980	14,255,000
Education	98,358,189	99,375,924	101,341,911				98,358,189	99,375,924	101,341,911
TOTAL EXPENDITURES	152,447,253	153,115,904	155,852,741	4,467,948	4,798,000	5,134,791	156,915,201	157,913,904	160,987,532
Net Increase/decrease in Fund Balance	(1,209,852)	704,096	-	723,970	302,103	-	(485,882)	1,006,199	-
Budgetary Fund Balance Beginning of Year	26,916,411	25,706,559	26,410,655	2,735,577	3,459,547	3,756,650	29,651,988	29,166,106	30,167,305
Budgetary Fund Balance at End of Year	25,706,559	26,410,655	26,410,655	3,459,547	3,761,650	3,756,650	29,166,106	30,172,305	30,167,305
Non Spendable	223,564	237,169	237,169	-	-	-	223,564	237,169	237,169
Committed				3,459,547	3,651,350	3,651,350	3,459,547	3,651,350	3,651,350
Assigned	1,143,003	900,000	900,000	-	105,300	105,300	1,143,003	1,005,300	1,005,300
Unassigned	24,339,992	25,273,486	25,273,486				24,339,992	25,273,486	25,273,486
	\$25,706,559	\$26,410,655	\$26,410,655	\$3,459,547	\$3,756,650	\$3,756,650	\$29,166,106	\$30,167,305	\$30,167,305

Explanations of Charges 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 on page 131 for explanations of variances in fund balances.

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