



Town of Glastonbury

Adopted General Fund Budget: FY 2020-2021

2155 Main Street Glastonbury, CT 06033

www.glastonbury-ct.gov

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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PRESENTED TO

**Town of Glastonbury
Connecticut**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

Vision Statement and Town History

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 the 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 Native Americans 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. In 1959, the Town changed its long-established Selectman-Town meeting Government to adopt a Council-Manager and Board of Finance form. Today, as from the first, many townspeople volunteer their time for the betterment of the community.

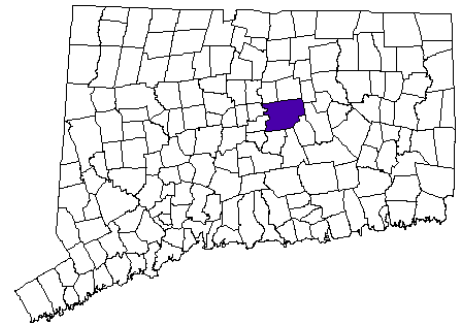


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Principal Officials

Town Council

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

Board of Finance

Constantine Constantine, Chairman
Jennifer Sanford, Vice Chairman
James McIntosh
Walter Cusson
James Zeller
Robert Lynn

Town Administration

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

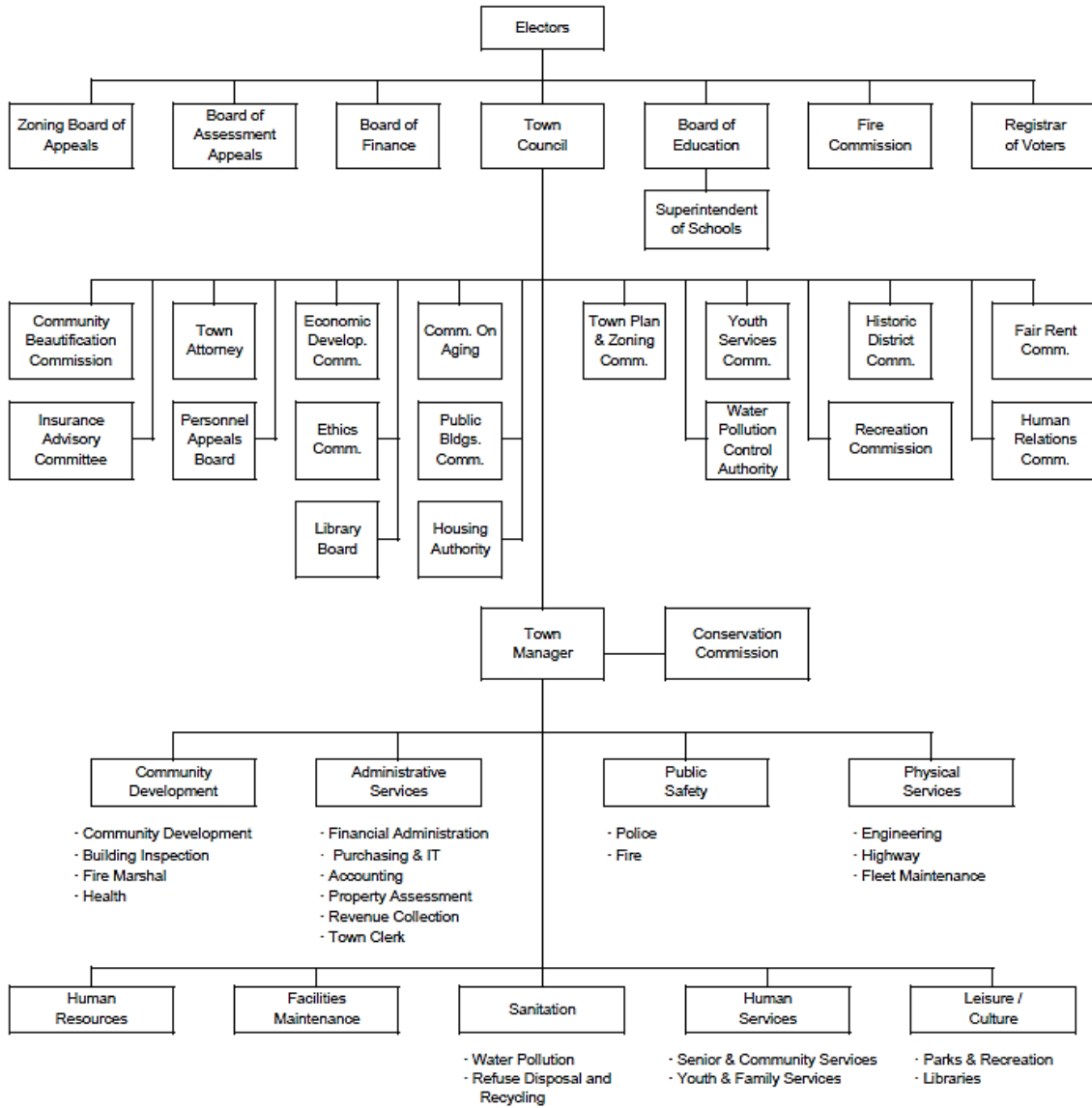
Board of Education

Douglas Foyle, Ph.D., Chairman
Julie Thompson, Vice Chairman
Rosemary Coggeshall, Secretary
Alison Couture
Ray McFall
Kristy Notarangelo
David Peniston, Jr.
Chittaranjan Sahay, Ph.D. *retired March 24, 2020
Matthew Saunig *Effective March 30, 2020

Dr. Alan Bookman, Superintendent
Cheri Burke, Assistant Superintendent, Curriculum & Instruction
Matthew Dunbar, Assistant Superintendent, Personnel & Administration
Anita Russell, Administrator for Pupil Services
Karen Bonfiglio, Finance Manager



Glastonbury Staff Organizational Chart



Organizational Goals and Objectives

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

Land Acquisition & Preservation - Continue highly successful land acquisition and preservation program to include lands with open space, environmental, agricultural, and historical features, and land with potential future use for municipal purposes.

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

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

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

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

Housing Opportunities – Review housing opportunities for the community including affordable ownership and rental projects for all ages and varied options for senior adults.

Regional/Cooperative Service Delivery - Evaluate and implement opportunities for multi-town programs and projects to achieve improved service delivery and cost efficiencies throughout all aspects of Town operations. As a member of the 41 towns within the Capitol Region Council of Governments, Glastonbury actively participates in projects to work cooperatively with other communities through shared services, equipment use, and purchasing. Opportunities are evaluated for the potential to achieve improved service delivery, cost efficiencies, and other such benefits.

Marketing & Communications - The Town remains dedicated to identifying new and improved methodologies for enhancing its communications with community residents and businesses. Marketing and Communications staff continuously seek and implement opportunities to improve the Town's communication platforms to share valuable resources, services, and programs and foster two-way communication between the organization and community members.

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

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

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

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

Accomplishments & Successes

- Reaffirmed Moody's Aaa and Standard and Poor's AAA bond ratings. Received high marks by each agency.
- Governor's Finance Officers Association (GFOA) recognized the Town with its 2019 Distinguished Budget Presentation Award as well as its 2019 Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report.
- Completed Town purchase of open space parcels including PFL (542 acres), Chamberlain Lane (44± acres) and Dickinson Road (72± acres). Additionally, preserved 47± acres at Howe Farm through purchase of development rights.
- The roundabout projects along the Hebron Avenue corridor were among 6 projects selected by the Chapter of the American Council of Engineering Companies to receive an Engineering Excellence Award. These roundabouts have significantly reduced vehicular accidents and improved traffic circulation within the town center and Hebron Avenue corridor.
- Achieved National Recognition as an AARP Age-Friendly Livable Community.
- Minnechaug Golf course achieved great success with 15,332 rounds played during their first season under the new course management with Guilmette Golf.
- Continued highly successful solar PV installations at Town and School facilities with 746 kWh added for estimated annual savings of \$54,000. Combined solar PV installations total 1,931 kWh and \$165,000 in annual savings. 2.4M annual kWh production.
- Hosted a variety of successful and well-attended community events this past year including:
 - 2nd Annual Holiday Fair at the Glastonbury Boathouse
 - 2 Passport Processing events at WTML
 - Composting workshop - 60 attendees
 - Compost Bin and Rain Barrel sale in October 2019. Through this sustainable initiative, residents were able to purchase (29) compost bins and (11) rain barrels at a discounted rate through the Town's partnership with BrandBuilders, LLC.
- Received continued recognition for energy efficient Town & School facilities through EPA Energy Star rating program.
- Established effective working relationships with the Metropolitan District and Manchester Water Company to develop comprehensive concept plans for new public water service in response to the public health concern brought by naturally occurring uranium levels in private residential wells.
- Received 2019 annual audit with no reportable conditions. Ended FY2019 with a net change of Fund Balance of \$3.46M.
- Continued positive, successful economic development activity within the general town center.
- Coordinated municipal response to COVID-19 pandemic to sustain Town operations while balancing the health and safety of staff and citizens.



*Roundabout in Town Center
Photo by Shoreline Aerial Photography*



*Santa with resident family at the 2019 Holiday Fair
held at the Glastonbury Boathouse*

Town Manager's Letter

Dear Glastonbury Resident,

I am pleased to forward the fiscal year 2020-2021 Annual Town Operating Budget as approved by vote of the Council at its Tuesday, March 5, 2020 meeting. The adopted budget continues successful efforts to cost effectively manage Town operations and facilities to high-quality standards, while safeguarding the community’s long-term financial best interest in accordance with established policies and practices.

The combined Town, Education, and Debt & Transfer budget appropriations for FY20/21 are summarized here:

	Adopted 2019 – 2020	Adopted 2020-2021	\$ Change	% Change
Town Operations	\$43,334,025	\$44,995,304	\$1,661,279	3.8%
Debt & Transfer	\$13,973,755	\$13,681,799	(\$291,956)	-2.1%
Education	\$108,699,846	\$111,754,046	\$3,054,200	2.8%
Total	\$166,007,626	\$170,431,149	\$4,423,523	2.7%

OVERVIEW 2020-2021

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

Expenditures

- Town Operations \$1,661,279 3.8%
- *Town Operations – Before Pension* \$926,279 2.1%
- *Pension – Mortality Tables* \$735,000 1.7%

- Debt & Transfer net decrease \$291,956
 - Debt Service declines \$80,358
 - Capital Transfer decreases \$250,000
 - Other Post-Employment Benefits (OPEB) increase \$38,402

Revenues

- Current levy increases \$4,345,308 or 2.9%
- Other tax revenue accounts consistent with current year
- Combined net non-tax revenues, including Intergovernmental Revenues, decrease a net \$371,785 (excludes use of Fund Balance)

Grand List

- October 1, 2019 Grand List growth of 1.2%
- \$1.87 million new tax revenue from growth in Grand List

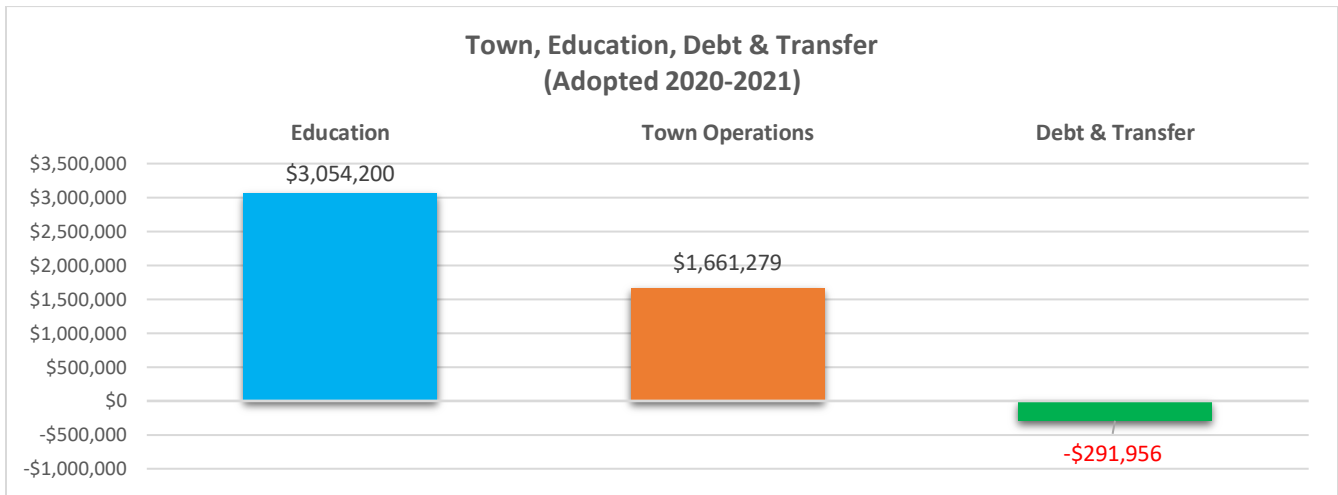
General Fund

- The General Fund Transfer totals \$975,000 as compared to \$575,000 in recent years. See pension section for details.

Mill Rate

- 1.5±% increase from 36.36 to 36.90
- Assumes 99.1% collection rate

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



Budget Goals and Influences

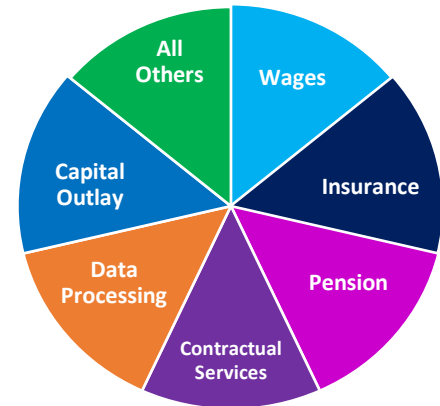
The Town operating budget enacted for the coming year is consistent with ongoing organizational objectives with specific examples including:

- Fully funds annual pension Actuarially Determined Contribution (ADC) and proactively manages pension obligations.
 - Implements PUB 2010 Mortality tables for Town pension plan.
 - Combined pension funding increases \$757,668 or 10.3% including social security and Medicare. \$735,000± results from pension costs, most specifically, updated Mortality tables.
- OPEB funded at 100% of ADC.
- Manages budget and municipal finances in accordance with Town policies, (page 28) and sustains Aaa and AAA bond ratings through Moody’s Investors Service and Standard and Poor’s respectively
- Continues to identify and implement cost savings and operational efficiencies while upholding and improving high quality customer service and service delivery levels. Select examples include:
 1. Debt refunding effective February 2020 achieved \$517,000 in prospective debt service costs to complement previous efforts.
 2. Added 746 kWh of new solar PV to achieve \$54,000 estimated annual savings. Overall PV system 1,931 kWh for \$165,000 annual savings. 2.4M annual kWh production.
 3. Competitive process to renew workers’ compensation and LAP coverages achieved \$300,000 in budget to budget savings. Upside - rate protection for future years.
 4. Effectively marketed health insurance plans to achieve cost efficiencies and consolidate to one carrier.
 5. Restructured Full-Time (FT) staffing to Part-Time (PT) positions and downsized Police PT staffing. Further consolidation of FT staffing under review. This complements efforts highlighted on the next page (see Personal Services-Wage Accounts).
- Sustains investment in Capital Reserve Transfer and system-wide Capital Outlay accounts. Proactive care and maintenance of community infrastructure.
- Effectively manages and mitigates factors influencing short and long-term operating costs.
- Invests fully in premium equivalent to health insurance reserve fund and adds supplemental funding to support reserve.
- Effectively manages ongoing Debt Service to smooth this spending account.

Town Operations

The adopted Town Operating budget is influenced by 7 primary categories, (as components of the 3.8%), as shown below and detailed over the following pages. Of the 41 line items comprising Town Operations, 22 or 54%± are at or below current year funding levels.

Primary Funding Category	\$ Change	As a component of overall budget increase (3.8%)
Wages	\$434,256	1 pt
Insurance	\$393,159	0.90 pts
Pension	\$757,668	1.73 pts
Contractual Services	\$26,839	0.06 pts
Data Processing	\$47,805	0.11 pts
Capital Outlay	(\$14,945)	(0.34) pts
All Other Accounts	\$16,497	0.04 pts
Total Budget Increase	\$1,661,279	3.8%



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

Personal Services - Wage Accounts: \$22,105,961

Combined wage accounts increase \$434,256 or 2.0%. This includes full-time, part-time, overtime, and unit pay.

Full-Time (FT) Wage Accounts

- System-wide FT wage accounts increase 1.6%
- Assumes a 2.0% - 2.25% general wage adjustment (GWA) effective July 1, 2020
- FT position with Assessor's office transitioned to Part-Time (PT status) – Attrition
- FT position with Recreation Department funded through Recreation Special Revenue Fund – Attrition
- Delays funding for Risk Manager – Loss Control position

Note: Full-time staffing has declined 22± positions over recent years to attain wage and benefit savings. This has been achieved through part-time staffing, outsourcing, job sharing, technology, and other initiatives. During the same period, Town operations absorbed responsibility for new and expanded community infrastructure and programming. Police FT staffing increased 3 positions to provide Dispatch services to East Hampton, CT with cost fully reimbursed through the state and Town of East Hampton.

Part Time (PT) & Seasonal

- PT wages increase \$86,680 or 3.9%.
- Reduces PT staffing for Police Services and allocates PT funding to Assessor's office.
- Better aligns PT funding with operating needs for Parks & Recreation and Human Services departments.
- Funds Registrar of Voters staffing for Presidential Primaries and November election.

Unit Pay and Overtime

- Reimbursement to volunteer Firefighters (Unit Pay) consistent with current year funding.
- Overtime accounts increase \$56,350 or 5.6% for proposed GWA and to better match expenditure history throughout the organization.

Insurance: \$6,622,424

Combined insurance accounts, (property & casualty, liability, workers' compensation, health), increase a net \$393,159 or 6.3%.

- **Non-Employee related coverages** increase \$66,198 or 13.4% for property and casualty and liability.
- **Employee related coverages** for workers' compensation and health increase a net \$326,961 or 5.7%.
 - Health insurance funding meets and exceeds estimated premium equivalent in the current fiscal year.
 - Additional \$100,000 allocated to health insurance fund to help build reserve.
 - Transition to single health insurance carrier, effective July 1, 2020, will achieve cost efficiencies.

Insurance Continued

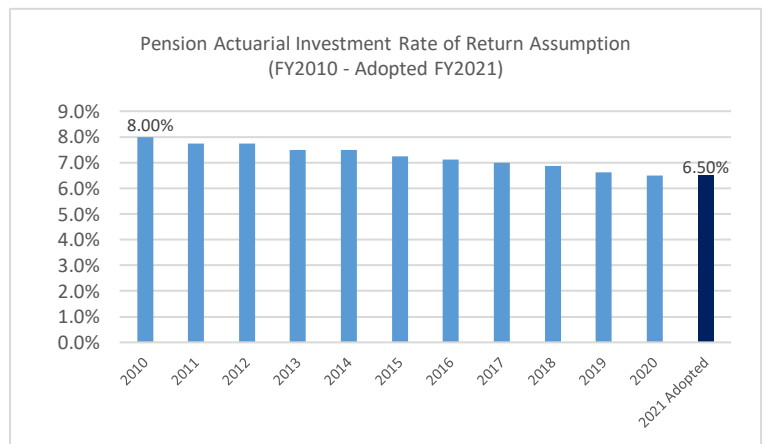
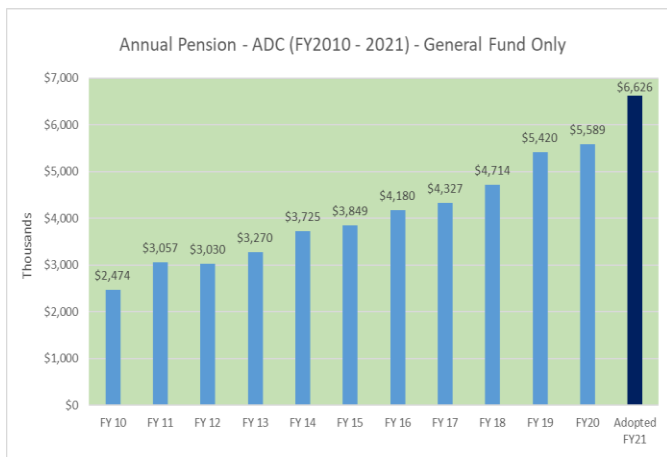
A formal request for proposal completed after budget adoption supports the change to Anthem as a sole health insurance provider. This will be implemented July 1, 2020 to achieve premium equivalent and operating efficiencies. Additionally, a competitive process for workers' compensation and LAP coverages resulted in post-budget action savings. This is estimated at \$300,000 annually as compared to the approved budget for FY2020. These savings will be reallocated to pension costs as described herein.

Pension: \$8,123,095

As noted previously, the cost for the annual ADC increases \$735,000 in the coming year. This is driven by new Mortality tables published in May 2019 entitled "PUB 2010". Currently, pension Mortality calculations use the RP2000 tables. The increase to the ADC resulting from the new tables is experienced by municipal pension plans nationwide. The Town audit firm, RSM US LLP, and consulting actuary Milliman recommended implementing the new tables effective July 1. When the budget was originally presented in January, the ADC was projected to increase \$900,000+ assuming a 13 year amortization. Given other budget obligations, and in consideration of the tax rate, the amortization was adjusted to 14 years to reduce the change in ADC. The assumed rate of return (ROR) of 6.5% on pension assets is sustained for the coming year. A further phased reduction in the ROR is likely in future years with an overall goal of a 6.0% assumed return.

Note: Hooker and Holcombe report – 2020 indicates mean and median amortization of 19 and 18 years respectively for some 200 Connecticut Pension Plans.

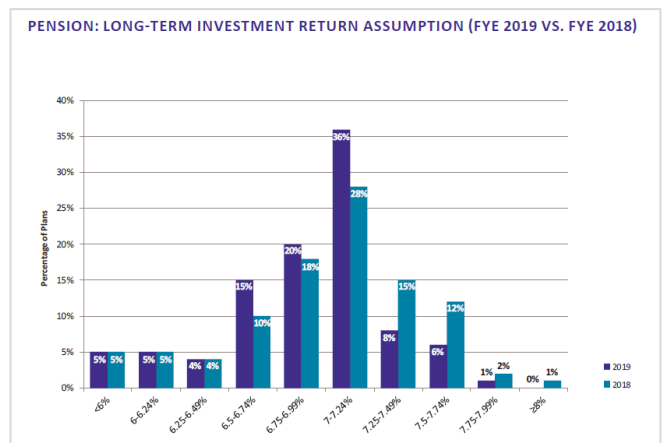
The charts below show the multi-year total change to the ADC (General Fund) and the decreasing ROR assumption. As shown, the Town Operating Budget has absorbed a \$4.15m± increase in ADC effective FY2010 to Adopted 2021. The overall ADC increased from \$3.57M to \$9.88M over the same time period. See postscript. The pension ROR totaled 8.75% in FY2008.



The 2020 Municipal Pension & OPEB report published by Hooker and Holcombe provides a good comparison of long-term investment return assumptions for FY2019 and FY2018 (see right). Glastonbury's ROR of 6.5% compares favorably to this national trend.

Contractual Services: \$1,035,890

System-wide contractual services increase \$26,839 or 2.7%. Solid waste tip fees charged by the Materials Innovation Recycling Authority (MIRA) increase from \$83 to \$91 per ton effective July 1. Ongoing efforts to reduce municipal solid waste (MSW) delivered to the Trash to Energy plant (from Transfer Station) has offset the rising costs of tip fees. Over recent years, annual tonnage has declined from 2,000+ to an estimated 1,500± tons. This results from expanded or additional recycling opportunities (e.g. food waste, textiles). MSW delivered by private haulers is not funded by the Town, nor included in these calculations. The cost of required physical examinations for volunteer fire fighters also increases.



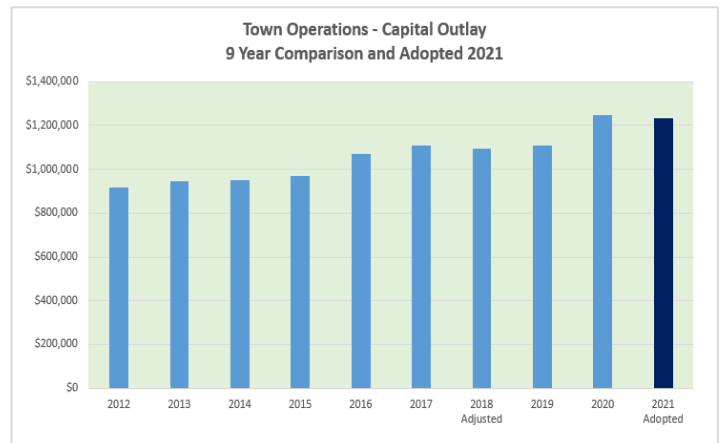
Data Processing \$557,563

Efforts continue to improve operating efficiencies and customer service through the use of technology solutions. System-wide costs increase \$47,805 for updated software, ongoing maintenance, and related costs. In particular, a new and updated Permit Processing system.

Capital Outlay: \$1,233,725

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

- Combined Capital Outlay accounts originally presented by Department/Divisions totaled \$1.74M
- Budget reviews reduced the original proposal from \$1.74M to \$1.23M± or \$510,000
- Decrease in overall spending request achieved through realized savings repurposed in current year, purchasing efficiencies, and community donations
- Cost escalation over recent years diminished purchasing capacity, which supported a 12.43% increase in FY2020
- System-wide Capital Outlay accounts remain relatively consistent with a modest decrease of \$14,945



The chart to the right shows the ongoing commitment to Capital Outlay funding.

All Other Line Items: \$5,316,646

The line items discussed above comprise 13 of the Town's 41 line items and 6 of the 7 primary categories influencing the FY2021 adopted budget. The final category includes "All Others" line items over 28 spending accounts and 29 operating Departments and Divisions. These line items are grouped under 'Supplies' and 'Services and Charges'. The "All Other" category increases a net \$16,497 or 0.04% of the FY2021 budget increase. This change results from modest fluctuations in line items under this spending category and is consistent with ongoing efforts to achieve efficiencies and cost savings to minimize upward adjustment in town spending.

Contingency: \$0 (Not funded)

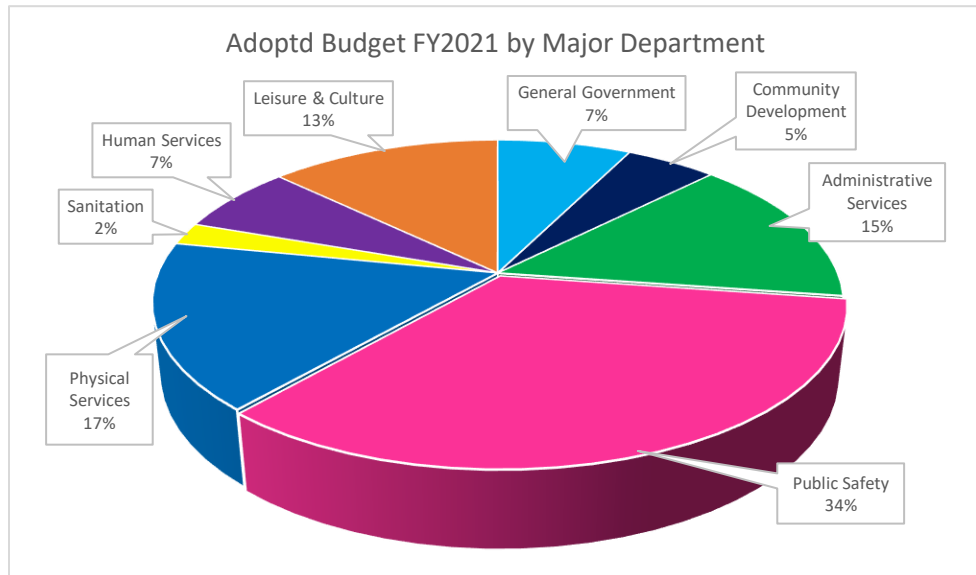
Historically funded at \$175,000 annually, the Contingency account was eliminated as part of the \$915,000 budget reduction in FY2018 and not funded in FY2019 and FY2020. This appropriation offers flexibility when responding to unknowns that arise during a particular fiscal year, however, given continuing pressures on operating costs, Contingency is again not allocated in FY2021. The goal is to focus on well-defined funding needs rather than unanticipated needs during the fiscal year. As needed, a transfer from the General Fund-Unassigned Fund Balance can be processed during the fiscal year.

The following table summarizes the Town Operating Budget by major appropriation category:

Major Appropriation Category	Adopted 2019-2020	Adopted 2020-2021	\$ Change	% Change
Personal Services	21,671,705	22,105,961	434,256	2.0%
Supplies	1,384,764	1,400,332	15,568	1.1%
Services & Charges	19,028,886	20,255,286	1,226,400	6.4
Capital Outlay	1,248,670	1,233,725	(14,945)	-1.2%
Contingency	-	-	-	0.00%
Subtotal	43,334,025	44,995,304	\$1,661,279	3.8%

The following charts depict the Town Operating Budget by Major Department:

Major Department	Adopted 2019-2020	Adopted 2020-2021	\$ INCREASE (DECREASE)	% INCREASE (DECREASE)
General Government	\$3,311,802	\$3,353,855	\$42,053	1.3%
Community Development	\$2,201,929	\$2,286,176	\$84,247	3.8%
Administrative Services	\$6,213,738	\$6,623,707	\$409,969	6.6%
Public Safety	\$14,580,054	\$15,414,214	\$834,160	5.7%
Physical Services	\$7,457,270	\$7,460,631	\$3,361	0.0%
Sanitation	\$859,961	\$996,357	\$136,396	15.9%
Human Services	\$2,964,504	\$3,050,933	\$86,429	2.9%
Leisure & Culture	\$5,744,767	\$5,809,431	\$64,664	1.1%
Total	\$43,334,025	\$44,995,304	\$1,661,279	3.8%



Debt and Transfer: \$13,681,799

The Debt and Transfer account is comprised of 3 primary components. For the coming year, the Debt & Transfer account decreases a net \$291,956 as follows:

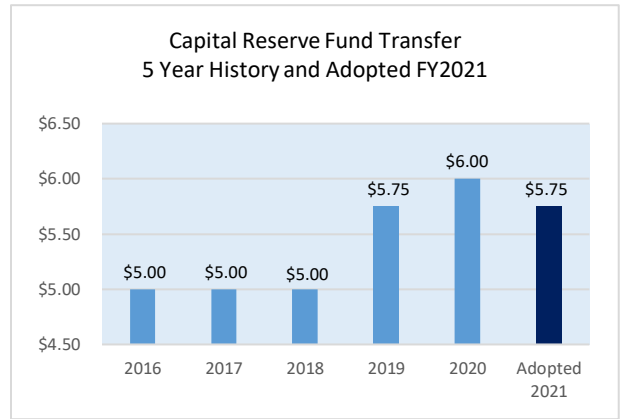
	FY2020	FY2021	\$ Change
Debt Service	7,157,157	7,076,799	(80,358)
Capital Transfer	6,000,000	5,750,000	(250,000)
OPEB	771,598	810,000	38,402
Total*	\$13,973,755	\$13,681,799	(\$291,956)

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

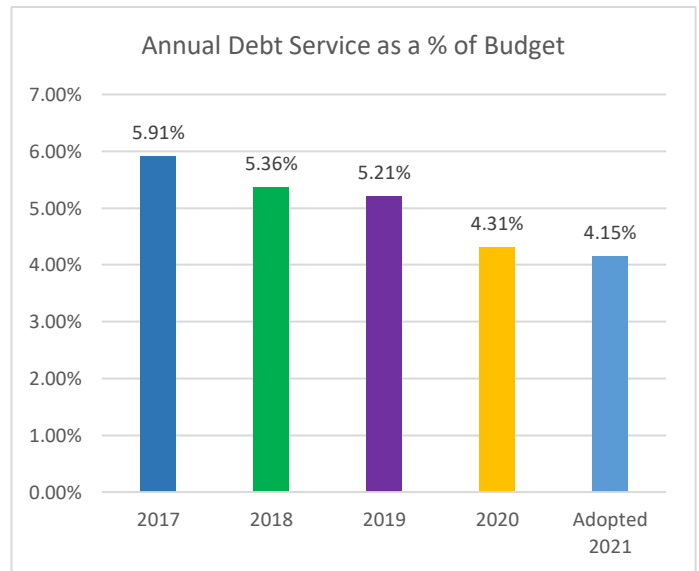
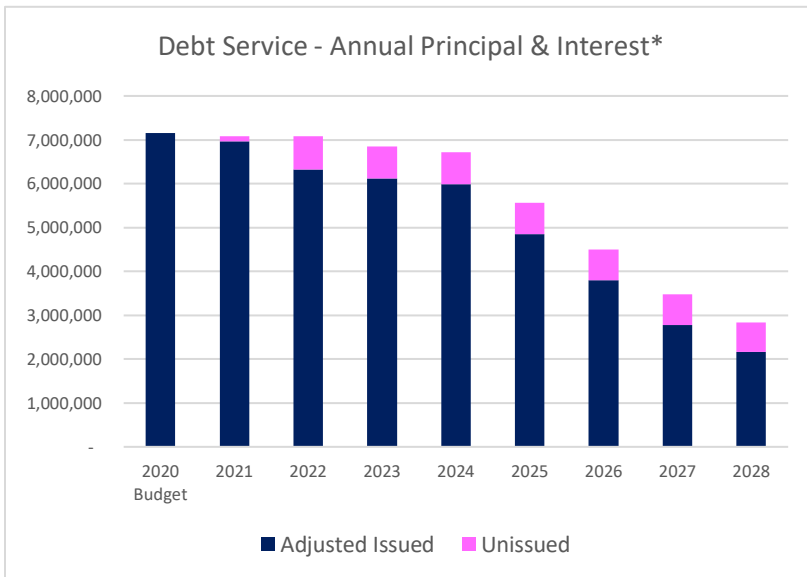
Note: Effective with FY2018, OPEB for Town and Education is funded as a component of the Debt & Transfer account. Prior to this date, the Board of Education was not always able to fully fund this obligation given other demands on education spending. The change to the Debt & Transfer account ensures that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

Debt and Transfer Continued

As shown at the right, the annual transfer to the Capital Reserve Fund was increased to \$6.0M in FY2020. This is the primary funding source for the Town's successful 'pay-as-you-go' Capital Improvement Program (CIP). Through the budget review process, the Transfer was reduced by \$250,000 to \$5.75M per the Adopted FY2021 budget, as part of a multi-faceted decrease in proposed spending to achieve a tax increase no greater than 1.5%. Debt Service costs below original estimates for March 2019 will allow for an estimated transfer of \$170,000+ from the debt service line item to the Capital Reserve fund. This transfer is a typical protocol when debt service costs fall below original estimates - e.g. temporary interest, debt issuance costs, bond counsel, financial advisor.



The chart below shows estimated Annual Debt Service for authorized/issued and authorized/unissued (library & land acquisition) over the coming years. A \$10.39M bond sale is planned for late June for the Library project approved at referendum in November 2018, and recent land acquisitions including \$4.3M for the 542 acre purchase of lands formally owned by the Metropolitan District. A debt refunding in February of this year achieved a \$517,000 prospective savings, as did previous refunding initiatives over past years. The estimates for 2021 and subsequent years are subject to change based on the timing of bond sales, applicable interest rates, land acquisition activities, and other bond authorizations. In the interim, it provides a good look ahead for annual costs.



*This incorporates authorized but unissued land \$5.99m and authorized but unissued Library \$4.4m.

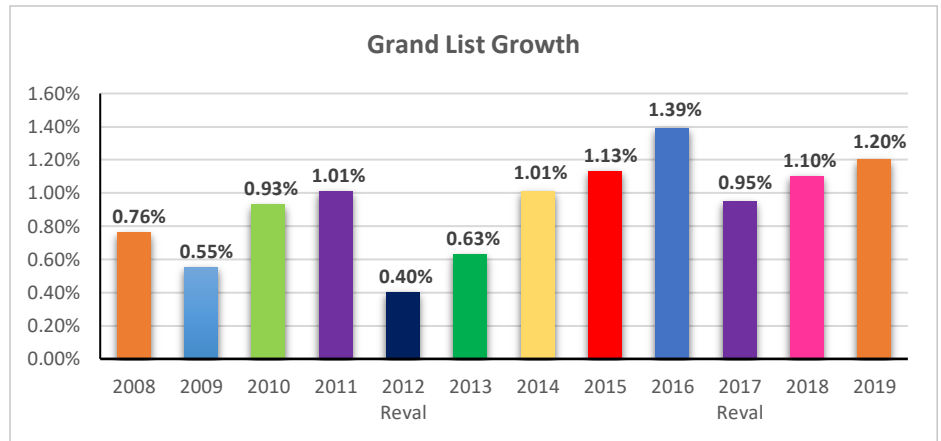
Revenues

Tax and non-tax revenues increase a combined \$4,423,523± million to balance with the adopted \$4,423,523± million increase described above. All Revenue accounts are shown below with significant changes summarized over the following pages.

SOURCE	FY2020 ADOPTED	FY2021 ADOPTED	DIFFERENCE	
			\$	%
Taxes	\$153,589,767	\$157,985,075	\$4,395,308	2.9%
Licenses & Permits	1,150,800	1,280,600	129,800	11.3%
Intergovernmental	6,781,043	6,905,560	124,517	1.8%
Charges for Services	1,436,765	1,441,663	4,898	0.3%
Other	2,474,251	1,843,251	(631,000)	-25.5%
Use of Fund Balance	575,000	975,000	400,000	69.6%
Total Revenues & Transfers	\$166,007,626	\$170,431,149	\$4,423,523	2.7%

Grand List

As noted at the start of this letter, the Grand List of October 1, 2019 increased 1.2% for the FY2021 over the previous period. All categories (RE, PP, and MV) combined for total growth of \$1.87 million in new tax revenues. A historical summary of the percentage changes in the Grand List (GL) is depicted in the graph to the right.



Property Taxes

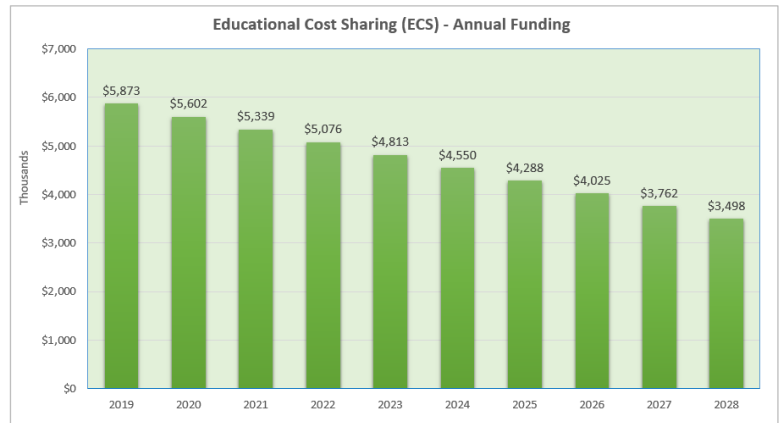
All tax revenue accounts combine to increase \$4,395,308 or 2.9%. The current levy increases \$4,345,308 while all other tax revenue accounts remain consistent with the current year. The \$4.4± million increase in the current levy includes the 1.2% GL growth noted above.

Non-Tax Revenues: \$11,471,074*

*Excludes Taxes and Transfers in

Significant changes from the current year adopted budget to adopted FY21 are highlighted below.

Intergovernmental Revenue – This is the largest non-tax revenue source totaling \$6.781±M in the current year (FY2020), and \$6.905M in adopted FY2021. The Educational Cost Sharing (ECS) grant is the largest component of this category. ECS was budgeted at \$5.089M in the prior year with the actual state grant approved at \$5.60M for FY20. A \$500,000± gain.



Note: State legislative action in 2017 adopted a phased reduction in annual ECS funding beginning in FY2020 and continuing through FY2028. When adopting the FY2020 budget, Governor Lamont proposed to accelerate the annual decrease in ECS funding. The adopted town budget for FY2020 assumed Governor Lamont's proposal at \$5.089M. However, final state legislative action sustained the schedule enacted in 2017 totaling \$5.605M in FY2020. Hence, a budget revenue gain. For FY2021, ECS is adopted at \$5.38M, a \$290,076 budget to budget increase from adopted FY2020 and consistent with 2017 legislation. The chart above depicts the reduction in ECS funding.

assumed Governor Lamont's proposal at \$5.089M. However, final state legislative action sustained the schedule enacted in 2017 totaling \$5.605M in FY2020. Hence, a budget revenue gain. For FY2021, ECS is adopted at \$5.38M, a \$290,076 budget to budget increase from adopted FY2020 and consistent with 2017 legislation. The chart above depicts the reduction in ECS funding.

- **State Stabilization Grant** – Remains flat at \$385,930, consistent with current year approved funding and approved as part of final state budget action.
- **State funding for Homeowner's Tax Relief** – Reduced \$150,000 per previous state budget action.

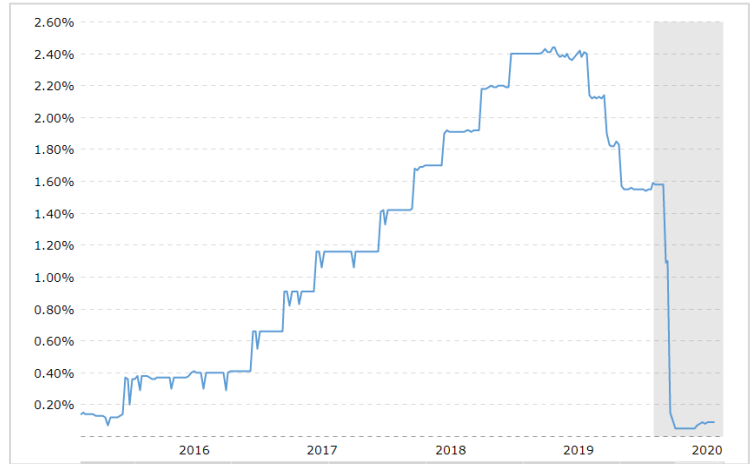
Licenses and Permits – Increases a combined \$129,800

- Estimated budget to budget building permit revenues increase \$100,000 to better match actual results.
- Combined \$25,000 increase to Town Clerk revenues and reallocation of refuse permit fees and charges.

Charges for Services – Net increase of \$4,898.

- Town Clerk recording fees increase \$54,900 on a budget to budget basis to reflect estimated transactional activity.
- Other revenues for recreation activities, passport processing, and reallocation of solid waste tip fees result in modest net increase.

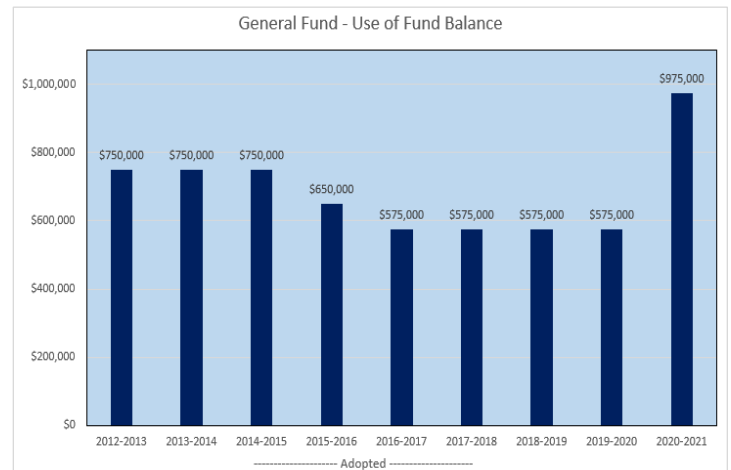
Other Revenues – Combined revenues under this category are budgeted to decrease \$631,000. The largest factor involves investment income, which is estimated to decrease \$662,000, from \$1,500,000 in the current year to \$838,000 for FY2021. This reflects current and projected market conditions for return on Town investments. A 1.25% investment return is estimated as compared to 2.25% in the year ended June 30, 2020. For FY2019, investment income totaled \$1.317M as compared to budget estimates of \$800,000. A \$500,000 gain above budget. The current year budget assumed \$1.5M in investment income based on information available in early 2019. As illustrated by the chart at right, the federal funds rate has changed dramatically over recent years. Accordingly, investment returns are not expected to achieve budget in the current year, and budget estimates reduced for FY2021. These projections are based upon information available when the budget was adopted on March 5, 2020. (See postscript.)



Source: <https://www.macrotrends.net/2015/fed-funds-rate-historical-chart>

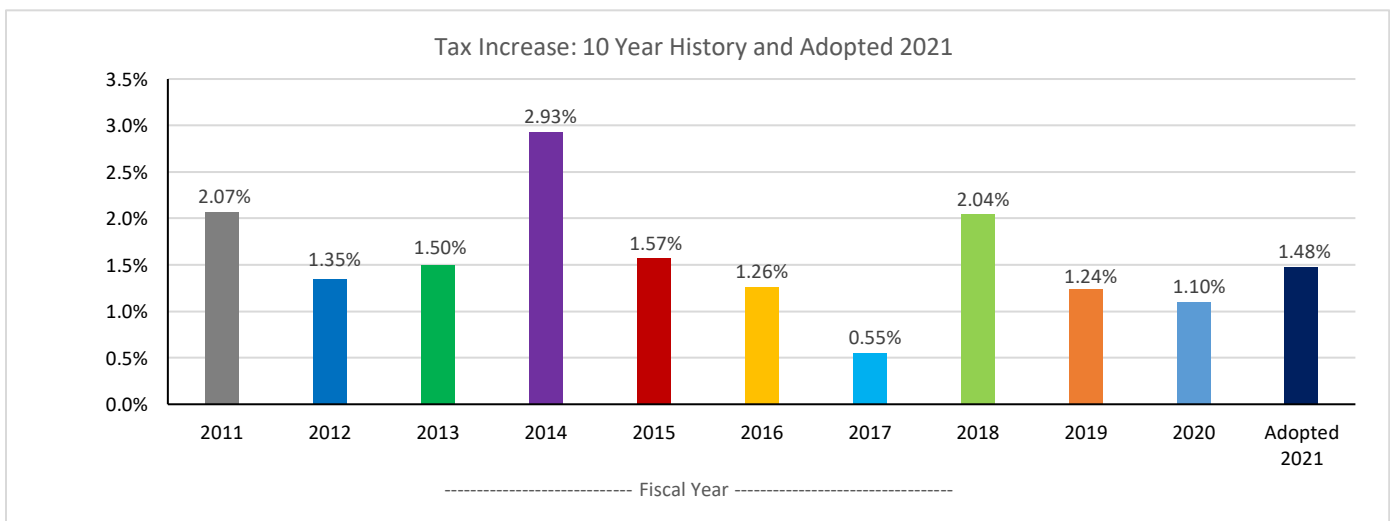
General Fund – Transfer In

The General Fund-Transfer In increases from \$575,000 to \$975,000 in FY2021. This increase helps offset the cost of fully implementing the new pension Mortality tables. The \$975,000 is proposed to decrease \$100,000 annually beginning in fiscal year 2022 to return to \$575,000 in FY2025. This approach helps fund the transition to the new mortality tables, moderates the tax increase for the coming year, sustains the 12% minimum unassigned fund balance policy, and minimizes future year disruption to overall operating revenues. A multi-year summary of the General Fund-Transfer In is shown at the right.



Mill Rate

The adopted budget for Town Operations, Education, and Debt & Transfer requires a 1.5±% increase in the mill rate from 36.36 to 36.90. This assumes the 1.2% estimated Grand List growth, 99.1% collection rate, and expenditures and revenues described herein.



Tax Collection Rate

A 99.1% collection rate is assumed when calculating the mill rate for FY2021. A comparative summary of actual collection history is shown to the right. Glastonbury consistently adopts a conservative tax collection assumption when enacting the mill rate. As shown, the actual collection rate at June 30, 2020 is estimated at 99.4% as compared to the 99.1% when calculating the mill rate.

Special Revenue Funds

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

Tax Abatements

A \$700,000± adjustment is incorporated into the mill rate calculation to recognize combined tax relief programs for Public Safety Volunteers, Farm Buildings, and Elderly Tax Relief.

State Spending Cap

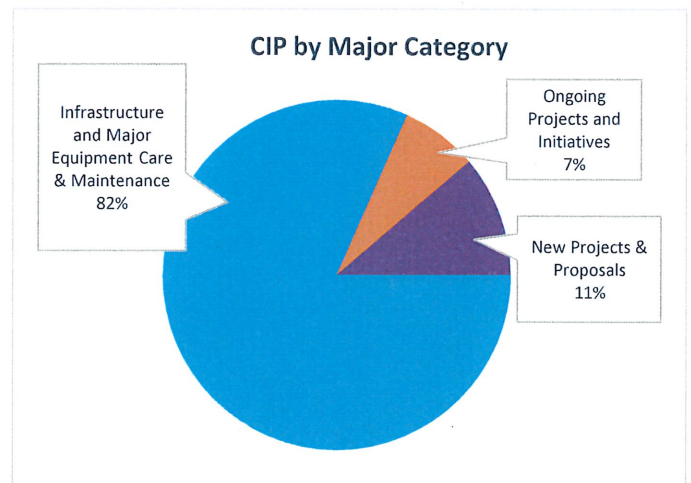
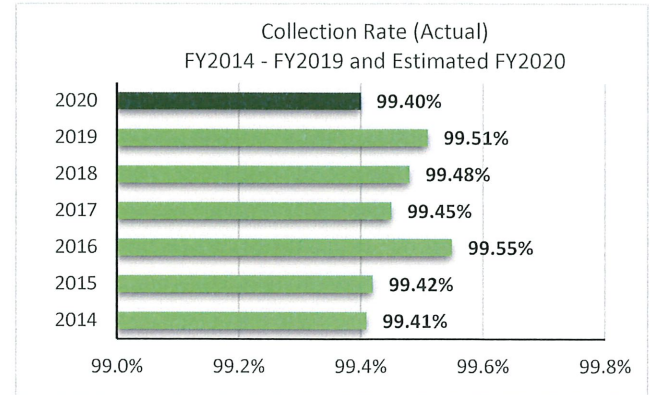
The State Legislature enacted a 2.5% cap on municipal expenditures effective FY2018. The spending cap includes a number of exemptions such as Debt Service, Capital expenditures (over \$100,000), payment for unfunded pension liabilities, Special Education, and other such exemptions. Each community is required to certify to the Office of Policy and Management (OPM) that the adopted budget satisfies this requirement. The FY2021 adopted budget satisfies the 2.5% spending cap.

Capital Improvement Program (CIP)

Glastonbury's notably successful CIP is strongly supported by the community and bond rating agencies consistently give Glastonbury high marks for its pay-as-you-go structure. Projects approved under the FY2021 Capital Program are highlighted beginning on page 142. The 32 projects approved for Fiscal Year 2021 can be categorized into the 3 groups shown to the right. As depicted, 89% of Capital Reserve funding is allocated to care and maintenance and ongoing initiatives.

Each Capital Project description shown in the CIP section of this document, (beginning on page 144), indicates the estimated ongoing Operating & Maintenance (O&M) implications. In nearly all cases, the Capital Project reduces O&M costs and helps avoid higher future capital requirements.

The spending plan for FY2021 effectively balances the operating, infrastructure, and financial goals and categories discussed previously, while considering the long-term interests of the community and its citizenry. My sincerest thanks and appreciation to all those administrative staff members who thoughtfully presented and discussed budget proposals for their respective operating units. My thanks also to the Town Council and Board of Finance for their continued support of sound financial and budget policies and ongoing Town operations.



Sincerely,

Richard J. Johnson
Town Manager

RJJ: Sal

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

POST-SCRIPT

The FY2021 budget was adopted on March 5, 2020 prior to the onset of the COVID-19 pandemic. This section outlines the influence of the pandemic on revenues and expenses in the year ending June 30, 2020 and projected for the FY2021 adopted budget.

Fiscal Year 2020

A review of revenues and expenses in the year ended June 30, 2020 for town operations can be highlighted as follows:

- **Revenues** – Combined operating revenue accounts are estimated to meet and exceed original budget. Tax revenue accounts, ECS funding, building permits, and town clerk fees will exceed original budget estimates. Investment income and revenues from recreation, library, and human service activities are significantly influenced by the pandemic. This includes market conditions influencing investment returns and the mandatory cancellation of numerous revenue-producing programs and activities. Refuse and Health department revenues also trended below budget through reduced activity levels.
- **Expenditures** – Overall expenditures for Town operations are estimated to fall below budget. This results from the cancellation of numerous programs and activities sponsored by Town departments due to COVID-19. Most particularly, savings in part-time wage and program accounts. Additionally, a number of full-time position vacancies were left unfilled to achieve wage and benefit savings.

The preceding is based on information available at this writing and subject to change as the current fiscal year draws to a close. In all, a net gain on operations is estimated for FY2020.

Fiscal Year 2021

As pandemic conditions persist, Town operations and related revenues and expenses will continue to evolve. Examples of those that are directly related and those that are part of the planning process are outlined below.

- **Investment income** – The budget was enacted with a 1.25% investment assumption based upon information available in early March of 2020 (pre-pandemic). At this writing, investment returns are in the 0.25% range. Should this continue, a shortfall of up to \$700,000 in investment income is anticipated.
- **Programs and Activities** – Recreation, Library, and Human Services departments continue to adjust to facility closures and programming restrictions. This will reduce program and service revenues and costs.
- **Staffing Levels** – In anticipation of revenue shortfalls in the coming year, (e.g. investment income), staffing vacancies continue to be largely on hold. This involves both full and part-time positions. The goal is to balance expenditure savings with estimated revenue shortfalls as the year progresses.
- **Tax Collection** – The adopted budget assumes a 99.1% collection rate with an actual historical collection rate of 99.4+%. Each one tenth of a percent in the collection rate equals \$160,000±. A significant variation in historical collections is not expected, however, every attention will be paid to ongoing collection activities. Due to the pandemic, Governor Lamont required cities and towns to enact a tax-deferral program or low-interest option. Glastonbury adopted the tax deferral program, which provides for tax payment extensions through October 1, 2020, without penalty, as compared to the August 1, 2020 deadline that would otherwise apply. While some delayed payments are expected, the loss of investment income, (given prevailing returns), is expected to be limited. Cash flow concerns are not anticipated.
- **State Aid** – Operating grants to cities and towns, and most particularly the ECS grant, are not expected to change in the adopted year. However, given significant state deficits now estimated, changes to intergovernmental revenues are quite possible in FY2022.
- **FEMA** – A 75% reimbursement is available for eligible COVID-19 related expenditures. These expenditures are also eligible for an additional 25%, funded through the Coronavirus Aid Relief and Economic Security Act (CARES). This grant is now forecast at some \$200,000 for Glastonbury.
- **Debt Service** – The bond issue described earlier assumed a 2.75% interest rate. The actual true interest cost totaled 1.77% which translates to savings over the coming year. These savings will provide the opportunity to further supplement the Capital Reserve fund. Additional refunding is under review.

Continued on next page...

Additional Factors

Beyond COVID-19, two additional factors influence the adopted FY2021 budget after final budget action.

1. **Pension** - The Town's actuary advised that initial projections for the ADC would total some \$500,000 greater than originally estimated. This results from a change to the assumptions originally made by Milliman for new entrants and mortality rates. The \$500,000+ requires an additional \$300,000 through Town operations above the approved budget. This \$300,000, combined with the \$735,000 increase to the ADC included with the original budget, results in a total increase of \$1,035,000. The balance is funded through education and the Housing Authority. This is a significant post-budget adoption change.
2. **Insurance** – As noted previously, competitive marketing of health insurance and workers' compensation/LAP resulted in significant cost savings below original estimates. For workers' compensation/LAP, some \$300,000 below budget. These funds, along with savings in health insurance costs, allowed for a transfer to fund the increased ADC mentioned above. The new relationship with Travelers Insurance for workers' compensation and LAP coverages provides upside protection to future year rate increases.

The months since March 2020 have presented challenges to cities and towns nationwide and such conditions are expected to continue for the foreseeable future. Glastonbury has responded well to the pandemic and continues to provide high quality programs and services through the creativity and dedication of all Town operating areas. My thanks and appreciation to all for their commitment and good work through these unprecedented times.

As we look ahead, I am confident that Glastonbury is well-positioned to respond to the challenges and opportunities the coming year may present. We will continue to plan and adapt to effectively respond to evolving conditions.

Overview

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

DATE	ACTION REQUIRED
OCTOBER 23, 2019	Staff Receive Capital Improvement Program (CIP) Project Requests and General Fund Budget Packets
NOVEMBER 1, 2019	Staff Return CIP Project Requests
NOVEMBER 6, 2019	Staff Return Capital Outlay Forms and Operating Budget Forms
NOVEMBER 15, 2019	Staff Return Successes & Accomplishments and Goals and Objectives
DECEMBER 5, 2019	Town Manager Begins General Fund, Special Revenue Fund, and Capital Budget Reviews
JANUARY 20, 2020	Town Council Receives CIP Planning Document
JANUARY 22, 2020	Public Notice of Annual Town Meeting
JANUARY 23, 2020	Town Council CIP Workshop Council Receives Budget Material for Annual Town Meeting
JANUARY 28, 2020	Annual Town Meeting Town Manager and Board of Education Superintendent present Operating, Capital, and Debt & Transfer Budgets
JANUARY 29, 2020	Board of Finance Meets with Town Manager to review Town Budget and CIP Requests
FEBRUARY 5, 2020	Board of Finance Meets with Board of Education (BOE) to review BOE Budget and CIP Requests
FEBRUARY 14, 2020	Board of Finance Recommends General Fund Budget, CIP, and Special Revenue Funds to Town Council
FEBRUARY 25, 2020	Town Council Reviews Budget Requests with Town Manager and Department Directors
FEBRUARY 28, 2020	Public Notice of Proposed Budget
MARCH 4, 2020	Town Council Reviews Budget Request with Board of Education
MARCH 5, 2020	Final Budget Hearing / Budget Adopted Town Council Reviews CIP Projects, Recommends Budgets (for General Fund, CIP projects, and Special Revenue Funds), and sets CIP Planning Document Priorities
MARCH 10, 2020	Set Mill Rate / Board of Finance (Charter, Section 608)

Budgeted Funds | BUDGET PROCESS

The Town establishes and maintains legally adopted operating budgets for its General Fund Budget and Capital Improvement Program (CIP) in accordance with provisions of the Town Charter and the Connecticut General Statutes. Budgets are legally adopted for four Special Revenue Funds: Sewer Operating Fund; Recreation Activities Fund; Police Private Duty Fund; and the Riverfront Park Fund. S&P’s Global Ratings Report dated February 4, 2020 recognized the Town for its “comprehensive seven-year financial forecast, which features a sensitivity analysis of key revenue and expenditure assumptions and tests budget performance under various conditions that allow the town to manage decisions and changes related to future operations, retirement benefits, capital projections, and debt service.”¹ (See Appendix I.) The budget process follows the schedule as outlined on the previous page.

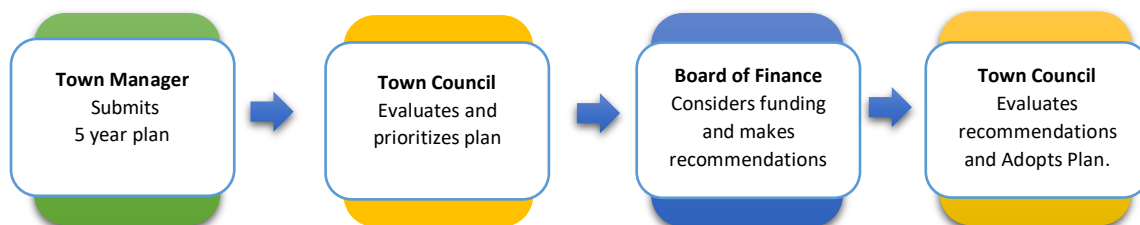


The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General 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.

¹ S&P Global Ratings Report – February 4, 2020

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 Revenues	The majority of this revenue is comprised of State grants, most significant of which is the State Education Cost Sharing Grant (ECS). Others include Payment In Lieu of Taxes reimbursements, Public Safety, and Human Service grants.
Charges for Services	Planning and Zoning fees, Town Clerk Recording and Conveyance fees, Solid Waste fees, and fees for Recreation, Health, Public Safety, Library, and Senior Service programs.
Other Revenues	All other revenues, most significant of which is Interest on Investments, Vocational Agricultural Tuition, Employee Health Insurance reimbursements, and rental income from Town-owned property.
Transfers In	Transfers from other funds. For budgetary purposes, the use of Fund Balance is also accounted for in this category.

Revenues Non-Tax

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

Expenditures and Transfers

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

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

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

Budgeted Funds | SPECIAL REVENUE FUNDS

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

<p style="text-align: center;">Sewer Operating Fund</p> <ul style="list-style-type: none"> • Operations & budgetary control of expenditures associated with the Waste Water Treatment Plant. 	<p style="text-align: center;">Recreation Activities Fund</p> <ul style="list-style-type: none"> • Town sponsored recreation activities and programs that are fully supported by registration and user fees. 	<p style="text-align: center;">Police Private Duty Fund</p> <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. 	<p style="text-align: center;">Riverfront Park Fund</p> <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.
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Budgeted Funds | CAPITAL PROJECTS FUND

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

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

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

FINANCIAL POLICIES

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

Amending the Budget

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

Debt Policy

The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 2.5% of the respective year full value Grand List. Per Capital Improvement criteria, the Town's net debt limit is 2.5% of the equalized full value Grand List. This totals approximately \$150M. By comparison, debt as of the end of fiscal year 2019/20 is estimated at \$42.2 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2021 proposed budget, the Town's debt service payments represent approximately 4.1% of expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's Investors Service and Glastonbury's policy is to protect these ratings by adhering to sound financial policies.

Capital Reserve Policy

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

Cash Management

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

FINANCIAL POLICIES CONTINUED

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: Unassigned 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

Operating Funds

General Operating Fund

- General Fund*

Special Revenue Funds

- Sewer Operating*
- Recreation Activities*
- Police Private Duty*
- Riverfront Park*
- Dog
- Grants & Contracts
- Police Forfeited Property
- Special Gifts/Grants
- Camp Sunrise
- Historic Documents/Preservation
- School Cafeteria
- Education Grants
- Library
- Connecticard
- Planetarium
- Insurance Reserve

Non-Operating Funds

Capital Improvement

- Capital Reserve Projects
- Capital & Nonrecurring Expenditures
- Town Aid
- Sewer Sinking Projects
- Gateway Project
- Riverfront Park
- Minnechaug Golf

Internal Service Fund

- Self Insurance Reserve

Trusts

- Other Post Employment Benefits
- Pension Trust

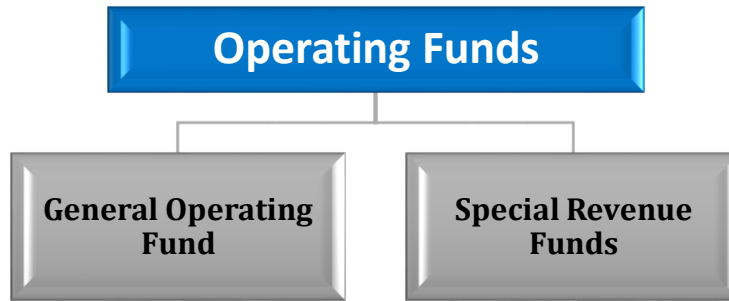
* Denotes fund with legally adopted budget.

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 | Special Revenue Funds



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 CONTINUED

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.

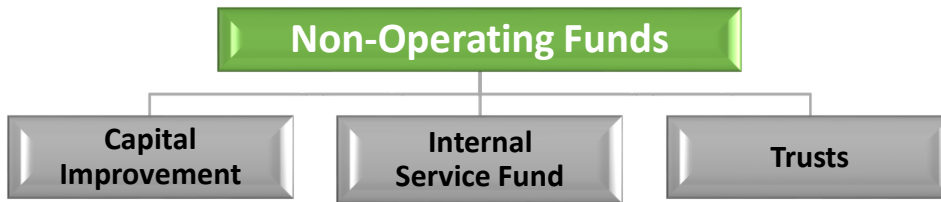
Sewer Operating Fund*

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. Upon the approval of the annual capital improvement program, resources are transferred to the Capital Reserve Projects Fund.

Gateway Project

Costs associated with the Gateway Project.

Minnechaug Golf Fund

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

Riverfront Park

Costs associated with the Riverfront Park along the Connecticut River.

Sewer Sinking Projects

Various projects funded by the Special Assessments Fund.

Town Aid

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



Internal Service Fund

Self Insurance Reserve Fund

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

Trusts

Other Post-Employment Benefits (OPEB)

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

Pension Trust Fund

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

General Fund

General Fund | Summary of Revenues and Appropriations/Expenditures

DESCRIPTION	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
REVENUES					
Taxes	151,222,713	153,589,767	157,985,075	4,395,308	2.9%
Licenses & Permits	1,429,480	1,150,800	1,280,600	129,800	11.3%
Intergovernmental	8,860,993	6,781,043	6,905,560	124,517	1.8%
Charges for Services	1,603,978	1,436,765	1,441,663	4,898	0.3%
Other	2,452,326	2,474,251	1,843,251	(631,000)	-25.5%
Use of Fund Balance	1,400,000	575,000	975,000	400,000	69.6%
TOTAL REVENUES	166,969,490	166,007,626	170,431,149	4,423,523	2.7%
APPROPRIATIONS/EXPENDITURES					
TOWN					
General Government	3,280,356	3,311,802	3,353,855	42,053	1.3%
Community Development	2,043,757	2,201,929	2,286,176	84,247	3.8%
Administrative Services	6,031,200	6,213,738	6,623,707	409,969	6.6%
Public Safety	14,073,682	14,580,054	15,414,214	834,160	5.7%
Physical Services	7,053,343	7,457,270	7,460,631	3,361	0.0%
Sanitation	804,154	859,961	996,357	136,396	15.9%
Human Services	2,760,008	2,964,504	3,050,933	86,429	2.9%
Leisure & Culture	5,698,825	5,744,767	5,809,431	64,664	1.1%
TOTAL TOWN	41,745,324	43,334,025	44,995,304	1,661,279	3.8%
DEBT & TRANSFERS OUT	15,003,874	13,973,755	13,681,799	(291,956)	-2.1%
EDUCATION	106,834,222	108,699,846	111,754,046	3,054,200	2.8%
TOTAL APPROPRIATIONS/EXP.	163,583,421	166,007,626	170,431,149	4,423,523	2.7%

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

DESCRIPTION	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
TAXES					
Tax Revenues					
Current Levy	148,582,258	151,287,767	155,633,075	4,345,308	2.9%
Auto Supplemental	1,559,440	1,450,000	1,500,000	50,000	3.4%
Delinquent Motor Vehicle Fees	14,354	-	-	-	
Prior Years	651,084	500,000	500,000	-	0.0%
Interest & Fees	411,759	350,000	350,000	-	0.0%
Miscellaneous Fees	3,818	2,000	2,000	-	0.0%
TOTAL TAXES	151,222,713	153,589,767	157,985,075	4,395,308	2.9%
LICENSES & PERMITS					
Licenses & Permits					
Building Inspection Fees	901,868	650,000	750,000	100,000	15.4%
Town Clerk Fees	84,459	70,000	80,000	10,000	14.3%
Physical Services Fees	13,975	11,000	11,000	-	0.0%
Refuse Permit Fees	304,385	302,000	317,500	15,500	5.1%
Health	118,285	112,700	117,000	4,300	3.8%
Fire Marshal	6,508	5,100	5,100	-	0.0%
TOTAL LICENSES & PERMITS	1,429,480	1,150,800	1,280,600	129,800	11.3%
INTERGOVERNMENTAL					
HousAuth In-Lieu Tax					
Housing Auth Welles Vill	90,333	87,000	87,000	-	0.0%
Other Housing Projects	105,530	106,000	106,000	-	0.0%
	195,863	193,000	193,000	-	0.0%
St Conn In-Lieu Taxes					
HomeownerTxRelief	-	150,000	-	(150,000)	-100.0%
Disability Exemption	2,011	2,400	2,400	-	0.0%
Veterans Exemption	9,756	12,000	12,000	-	0.0%
St/CT Telephone Access	70,853	85,000	72,000	(13,000)	-15.3%
Mashantucket Pequot	-	-	-	-	
State Stabilization Grant	385,930	385,930	385,930	-	0.0%
	468,550	635,330	472,330	(163,000)	-25.7%
ST Educ Entitlements					
Magnet School Transportation	24,400	-	-	-	
ECS Cost Sharing Grant	5,897,871	5,089,459	5,379,535	290,076	5.7%
Spec Educ Excess/Agency	1,236,534	-	-	-	
Vocational Agriculture	324,629	331,888	331,888	-	0.0%
	7,483,434	5,421,347	5,711,423	290,076	5.4%

General Fund | Summary of Revenues and Transfers Cont'd (page 2 of 3)

DESCRIPTION	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
Admin Services					
ST/CT Historical Document Pres	6,500	7,500	7,500	-	0.0%
	6,500	7,500	7,500	-	0.0%
Public Safety					
Regional Dispatch Reimbursement	227,541	160,000	160,000	-	0.0%
Police Grants	323,295	194,000	198,597	4,597	2.4%
Civil Preparedness	11,617	11,110	11,610	500	4.5%
Volunteer Ambul Reimbursements	11,431	20,820	20,000	(820)	-3.9%
	573,884	385,930	390,207	4,277	1.1%
Human Services					
State of CT Health Grants	7,990	-	-	-	
Dial A Ride Grant	51,278	51,278	51,278	-	0.0%
Housing Auth Resident Services	47,680	60,000	47,990	(12,010)	-20.0%
Youth & Family ST Grant	25,814	26,658	31,832	5,174	19.4%
	132,762	137,936	131,100	(6,836)	-5.0%
TOTAL INTERGOVERNMENTAL	8,860,993	6,781,043	6,905,560	124,517	1.8%

CHARGES FOR SERVICES

Charges for Services

Planning & Zoning	12,956	17,000	12,000	(5,000)	-29.4%
Town Clerk Recording Fees	174,357	169,800	171,000	1,200	0.7%
Town Clerk Conveyance Fee	849,705	561,500	616,400	54,900	9.8%
Educ/Community Serv Fees	59,629	20,000	20,000	-	0.0%
Solid Waste Tip Fees	203,142	265,000	250,000	(15,000)	-5.7%
Sewer Inspection Fees	-	2,000	2,000	-	0.0%
Parks/Rec Swimming Fees	104,646	132,200	123,700	(8,500)	-6.4%
Parks/Rec Program Fees	34,335	45,985	36,383	(9,602)	-20.9%
Subdivision OT Inspection	-	1,000	1,000	-	0.0%
Fire Watch Services	6,453	5,320	5,320	-	0.0%
Health Soil Tests	3,300	4,000	3,500	(500)	-12.5%
Senior Ser Programs	58,747	77,960	77,960	-	0.0%
Senior Nutrition Program	32,302	35,000	37,500	2,500	7.1%
Library Fines	31,966	40,000	40,000	-	0.0%
Notary Services	6,097	5,000	5,100	100	2.0%
Passport Processing	26,343	55,000	39,800	(15,200)	-27.6%
TOTAL CHARGES FOR SERVICES	1,603,978	1,436,765	1,441,663	4,898	0.3%

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

OTHER REVENUES	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
Other Revenues					
Probate Court Reimbursements	2,960	2,480	2,480	-	0.0%
Interest on Investments	1,317,030	1,500,000	838,000	(662,000)	-44.1%
Land Sales & Rentals	208,004	264,932	254,932	(10,000)	-3.8%
Miscellaneous	34,226	20,000	32,500	12,500	62.5%
Educ Student Activities	1,033	200	200	-	0.0%
Educ Vo Ag Tuition	293,243	365,989	365,989	-	0.0%
Purchasing - Auction Sales	19,322	35,000	23,950	(11,050)	-31.6%
PhyServ Refunds & Sales	3,142	3,500	3,500	-	0.0%
Refuse Recycling	71,971	30,000	35,050	5,050	16.8%
Bulky Waste Fill	8,996	30,000	35,000	5,000	16.7%
Claims Reimbursements	39,628	40,000	40,000	-	0.0%
Public Safety Police	87,297	75,000	76,000	1,000	1.3%
Youth & Family Services	28,932	33,400	33,400	-	0.0%
Library Trustee Account	52,644	40,000	40,000	-	0.0%
Clinical Fees	1,925	750	750	-	0.0%
Library Miscellaneous	11,484	16,000	16,000	-	0.0%
Purchasing Card Rebates	6,171	5,000	18,000	13,000	260.0%
Attorney Fees Reimbursed	31,121	12,000	25,000	13,000	108.3%
Utilities Reimbursed	8,444	-	2,500	2,500	
Tower Lease	18,000	-	-	-	
Unrealized Gain/(Loss) on Inventory	183,370	-	-	-	
ICMA Administrative Allowance	23,383	-	-	-	
TOTAL OTHER REVENUES	2,452,326	2,474,251	1,843,251	(631,000)	-25.5%
TRANSFERS IN					
Transfers In From					
Capital Projects	1,400,000	-	-	-	
General Fund		575,000	975,000	400,000	69.6%
TOTAL TRANSFERS IN	1,400,000	575,000	975,000	400,000	69.6%
GRAND TOTAL REVENUE AND TRANSFERS	\$166,969,490	\$166,007,626	\$170,431,149	\$4,423,523	2.7%

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

DEPARTMENT	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
TOWN					
GENERAL GOVERNMENT					
TOWN COUNCIL	119,199	143,233	141,507	(1,726)	-1.2%
TOWN MANAGER	562,941	615,550	638,161	22,611	3.7%
HUMAN RESOURCES	710,037	567,371	612,925	45,554	8.0%
FACILITIES MAINTENANCE	1,888,179	1,985,648	1,961,262	(24,386)	-1.2%
TOTAL GENERAL GOVERNMENT	3,280,356	3,311,802	3,353,855	42,053	1.3%
COMMUNITY DEVELOPMENT					
COMMUNITY DEVELOPMENT	525,364	562,910	600,358	37,448	6.7%
BUILDING INSPECTION	478,418	552,405	554,679	2,274	0.4%
FIRE MARSHAL	328,931	359,192	375,905	16,713	4.7%
HEALTH	711,044	727,422	755,234	27,812	3.8%
TOTAL COMMUNITY DEVELOPMENT	2,043,757	2,201,929	2,286,176	84,247	3.8%
ADMINISTRATIVE SERVICES					
FINANCIAL ADMINISTRATION	1,433,970	1,517,047	1,664,244	147,197	9.7%
ACCOUNTING	441,609	449,625	427,845	(21,780)	-4.8%
PROPERTY ASSESSMENT	618,595	677,385	630,733	(46,652)	-6.9%
REVENUE COLLECTION	460,662	497,684	489,616	(8,068)	-1.6%
TOWN CLERK	527,095	546,198	545,271	(927)	-0.2%
VOTER REGISTRATION	165,169	170,200	179,867	9,667	5.7%
LEGAL SERVICES	339,034	300,000	300,000	-	0.0%
PROBATE SERVICES	15,004	24,800	24,800	-	0.0%
INSURANCE/PENSIONS	2,030,062	2,030,799	2,361,331	330,532	16.3%
TOTAL ADMINISTRATIVE SERVICES	6,031,200	6,213,738	6,623,707	409,969	6.6%
PUBLIC SAFETY					
POLICE	12,790,739	13,396,071	14,156,194	760,123	5.7%
VOLUNTEER AMBULANCE	17,115	20,820	-	(20,820)	-100.0%
FIRE	1,233,426	1,131,961	1,224,288	92,327	8.2%
CIVIL PREPAREDNESS	32,401	31,202	33,732	2,530	8.1%
TOTAL PUBLIC SAFETY	14,073,682	14,580,054	15,414,214	834,160	5.7%
PHYSICAL SERVICES					
ENGINEERING	1,525,020	1,657,000	1,613,071	(43,929)	-2.7%
HIGHWAY	4,319,895	4,534,907	4,559,588	24,681	0.5%
FLEET MAINTENANCE	1,208,427	1,265,363	1,287,972	22,609	1.8%
TOTAL PHYSICAL SERVICES	7,053,343	7,457,270	7,460,631	3,361	0.0%

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

DEPARTMENT	2019 Actual	2020 Adopted	2021 Adopted	Increase (Decrease)	% Increase (Decrease)
SANITATION					
REFUSE DISPOSAL	804,154	859,961	996,357	136,396	15.9%
TOTAL SANITATION	804,154	859,961	996,357	136,396	15.9%
HUMAN SERVICES					
HEALTH GRANTS	32,577	32,577	32,577	-	0.0%
YOUTH/FAMILY SERVICES	1,235,257	1,301,056	1,553,103	252,047	19.4%
SENIOR & COMMUNITY SERVICES	1,492,174	1,630,871	1,465,253	(165,618)	-10.2%
TOTAL HUMAN SERVICES	2,760,008	2,964,504	3,050,933	86,429	2.9%
LEISURE & CULTURE					
PARKS/RECREATION	4,086,029	3,942,912	3,950,817	7,905	0.2%
WELLES TURNER LIBRARY	1,597,796	1,786,855	1,843,614	56,759	3.2%
SOUTH GLASTONBURY LIBRARY	7,500	7,500	7,500	-	0.0%
EAST GLASTONBURY LIBRARY	7,500	7,500	7,500	-	0.0%
TOTAL LEISURE & CULTURE	5,698,825	5,744,767	5,809,431	64,664	1.1%
TOTAL TOWN	41,745,324	43,334,025	44,995,304	1,661,279	3.8%
DEBT SERVICE	8,153,655	7,157,157	7,076,799	(80,358)	-1.1%
TRANSFERS OUT					
CAPITAL RESERVE FUND	5,860,000	6,000,000	5,750,000	(250,000)	-4.2%
DOG FUND	45,000	45,000	45,000	-	0.0%
OPEB FUND	713,719	771,598	810,000	38,402	5.0%
CAPITAL PROJECTS FUND	56,500	-	-	-	
SEWER OPERATING	175,000	-	-	-	
TOTAL TRANSFERS OUT	6,850,219	6,816,598	6,605,000	(211,598)	-3.1%
TOTAL DEBT SERVICE & TRANSFERS OUT	15,003,874	13,973,755	13,681,799	(291,956)	-2.1%
EDUCATION	106,834,222	108,699,846	111,754,046	3,054,200	2.8%
GRAND TOTAL EXPENDITURES AND TRANSFERS	\$ 163,583,421	\$ 166,007,626	\$170,431,149	\$ 4,423,523	2.7%

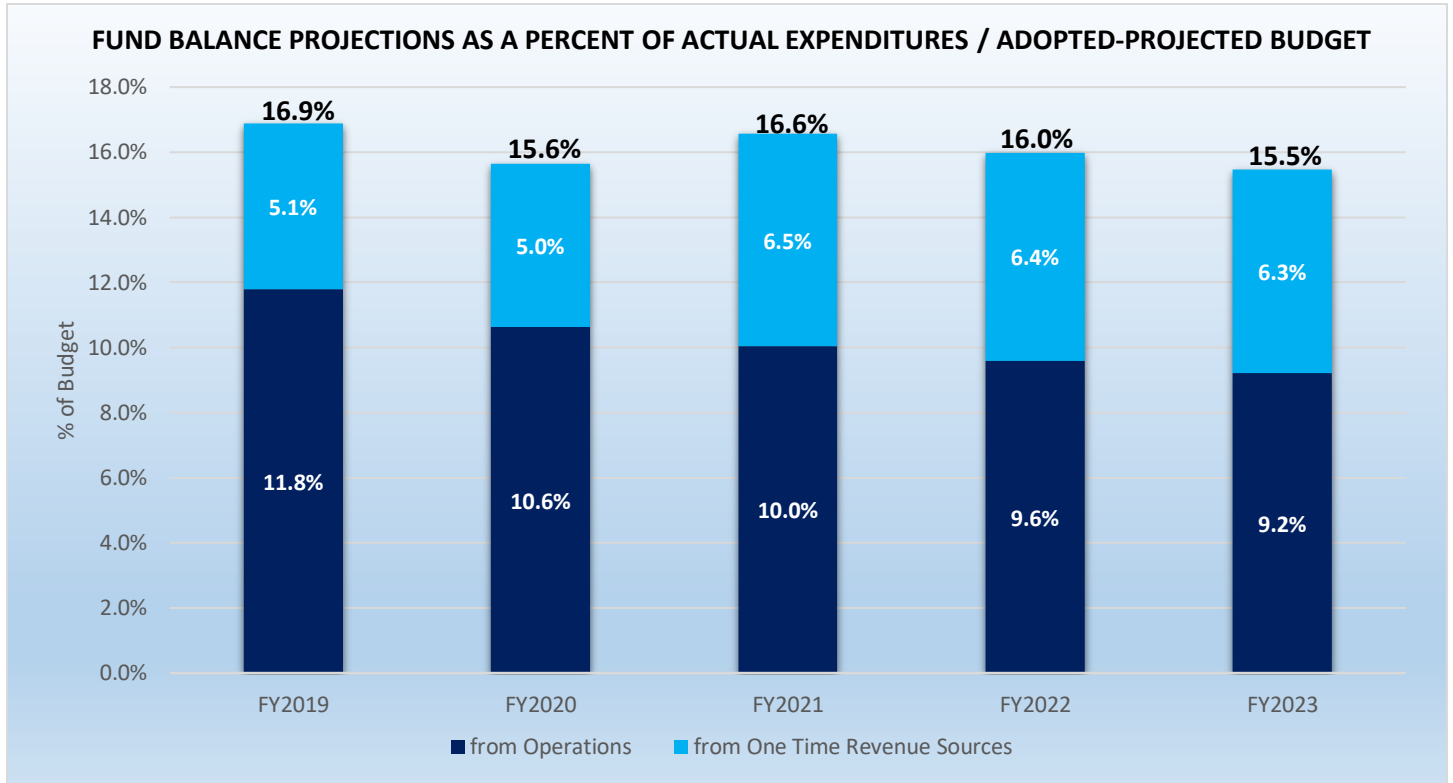
General Fund | Fund Balance and Estimated Operational Results (Page 1 of 2)

	2018/19 ACTUAL	2019/20 ADOPTED	2020/21 ADOPTED	2021/22 PROJECTED	2022/23 PROJECTED
ACTUAL/PROJECTED OPERATING RESULTS:					
July 1, Fund Balance	\$25,757,528	\$27,601,660	\$25,976,660	\$28,226,660	\$27,801,660
REVENUES & Transfers In	166,969,493				
EXPENDITURES & Transfers Out	(163,505,881)				
ACTUAL NET GAIN/(LOSS) ON OPERATIONS	3,463,612				
ASSUMED GAIN/(LOSS) ON OPERATIONS		350,000	350,000	350,000	350,000
ESTIMATED ONE TIME REVENUES / (EXPENDITURES)		(1,000,000)	2,775,000	-	-
Actual/Estimated Fund Balance Ending - June 30	\$29,221,140	\$26,951,660	\$29,101,660	\$ 28,576,660	\$ 28,151,660
Expenditure Actuals & Estimates	\$163,505,881	\$166,007,626	\$170,431,149	\$173,999,209	\$177,641,967
				<i>Estimated at 2.1% - 5 year average</i>	
FUND BALANCE					
Total Fund Balance - June 30	\$29,221,140	\$26,951,660	\$29,101,660	\$28,576,660	\$28,151,660
Reserves:					
<i>Non Spendable (estimated)</i>	(225,431)				
<i>Assigned for Education surplus carried to Subsequent year</i>	(559,413)				
<i>Assigned for Capital Outlay in Subsequent year</i>	(183,329)				
<i>Assigned for Continued Appropriations</i>	(76,307)				
<i>Assigned for Subsequent Year Budget (Transfer In from General Fund)</i>	(575,000)	(975,000)	(875,000)	(775,000)	(675,000)
Unassigned Fund Balance - June 30	\$27,601,660	\$25,976,660	\$28,226,660	\$27,801,660	\$27,476,660
% of Proposed and Subsequent Year's Adopted/Projected Budget	16.9%	15.6%	16.6%	16.0%	15.5%

Continued on next page...

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

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



General Fund | Comparative Balance Sheet – General Fund

	FY2018	FY2019
ASSETS		
Cash and cash equivalents	\$ 24,197,516	\$ 26,230,437
Receivables:		
Property taxes	1,062,882	1,064,947
Intergovernmental	21,500	379,352
Other	476,562	-
Inventory	192,828	202,547
Investments	6,200,294	6,627,877
Other assets	9,876	22,884
	<hr/>	<hr/>
TOTAL ASSETS	\$ 32,161,458	\$ 34,528,044
	<hr/> <hr/>	<hr/> <hr/>
LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE		
Liabilities:		
Accounts and other payables	\$ 4,442,431	\$ 2,743,510
Due to other funds	38,581	521,534
Due to developers for escrow deposits	771,364	681,074
Due to others for escrow deposits	123,580	108,662
Unearned revenue	34,643	33,943
Total Liabilities	5,410,599	4,088,723
	<hr/>	<hr/>
Deferred inflows of resources:		
Unavailable revenue - property taxes	740,091	821,530
Advance tax payments	253,240	396,651
Total deferred inflows of resources	993,331	1,218,181
	<hr/>	<hr/>
Fund Balance:		
Nonspendable	202,704	225,431
Assigned	1,678,597	1,394,049
Unassigned	23,876,227	27,601,660
Total Fund Balance	25,757,528	29,221,140
	<hr/>	<hr/>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE	\$ 32,161,458	\$ 34,528,044
	<hr/> <hr/>	<hr/> <hr/>

GENERAL FUND | REVENUES (Page 1 of 2)

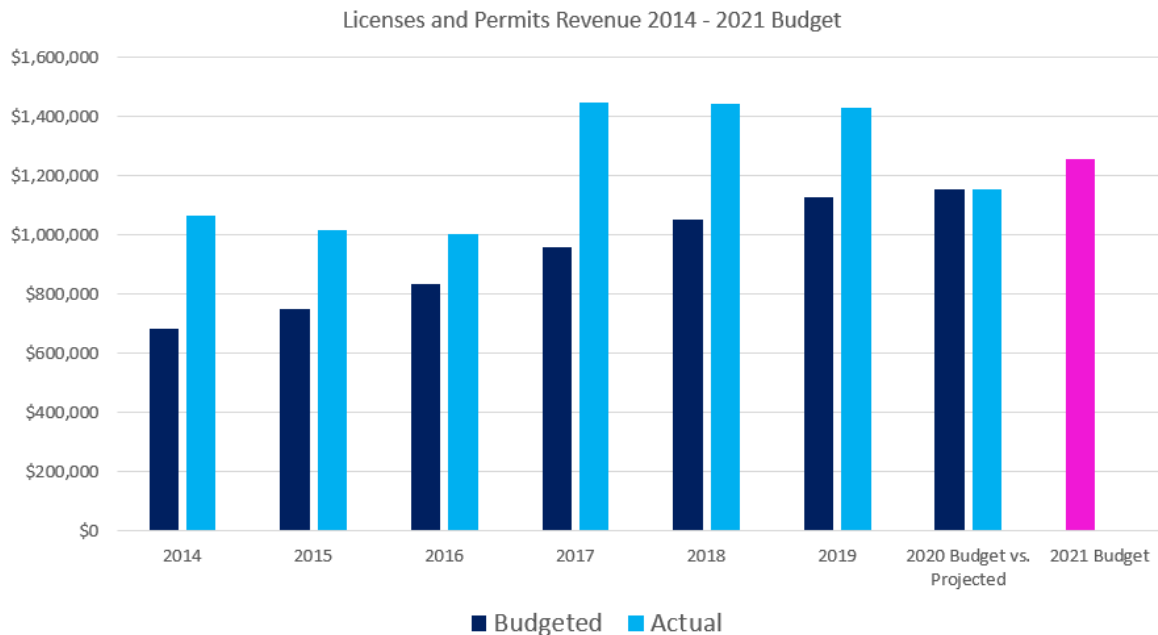
	FY2021 Adopted Budget	% of Budget
Property Taxes	\$157,985,075	92.7%
Licenses and Permits	\$1,280,600	0.8%
Intergovernmental Revenues	\$6,905,560	4.1%
Charges for Services	\$1,441,663	0.8%
Other Revenues	\$1,843,251	1.1%
Use of Fund Balance	\$975,000	0.6%
Adopted Operating Budget	\$170,431,149	100.0%

Revenues to support the proposed FY2020/21 general fund operating budget total \$170,431,149, representing an increase of \$4,423,523 or 2.7% over the FY2019/20 adopted budgeted revenues.

Property Taxes - Per Connecticut State Statues, property taxes for municipalities in Connecticut are limited to taxes levied on residential and commercial real estate (RE), motor vehicles (MV), and commercial personal property (PP). The net taxable Grand List of October 1, 2019 was \$4.28 billion, representing an increase of 1.2% from 2018. Individually, the real estate segment increased 0.77%, the personal property segment increased 4.39%, and the motor vehicle list increased 4.48% over the net 2018 totals. For 2020/2021, the mill rate and collection rate adopted for RE, PP, and MV was 36.9 and 99.1%. For the prior year 2019/2020, a 1.1% increase in the Grand List was achieved.

Through the use of reminder notices, tax warrants, and a collection agency, the Revenue Collector's office has maintained a collection rate of approximately 99.4% – 99.5% over the last several years. For 2020/2021, a collection rate of 99.1% for Real Estate, Personal Property, and Motor Vehicle would require an estimated 36.90 mills or a 1.49% tax increase, whereas a collection rate of 99.2% for Real Estate, Personal Property and Motor Vehicle would require an estimated 36.88 mills or a 1.43% tax increase.

Licenses and Permits - This category includes revenues from Building Inspection Fees, Town Clerk Fees, Engineering Fees, Refuse Disposal Permit Fees, Health Licenses, and Fire Marshal fees. License and Permit Fees are estimated at \$1,280,600, an increase of \$129,900 over the previous year.



GENERAL FUND | REVENUES CONTINUED (Page 2 of 2)

Intergovernmental Revenues - Revenue of \$6,905,560 is anticipated from various State and Federal grants. This amount represents an increase of \$124,517 from the previous year. The Town's budget process is early when compared to the timing of the State's budget schedule. This requires management to project future funding levels based on economic indicators at the time the budget is presented. When more is known in the coming weeks, these projections will be updated.

Charges for Services

Revenue of \$1,441,663 in this category represents an increase of \$4,898. This is primarily a result of an increase to Town Clerk Conveyance fees.

Solid Waste Tip Fees make up \$250,000 or 17% 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 – Revenue in this category decreased \$631,000 primarily as a result of decreased interest on investments.

Interest on Investments, accounted for in the Accounting division, is estimated at \$838,000, a reduction of \$662,000. An average assumed rate of return of 1.25% was used to estimate investment income for 2021, compared to 2.25% used for 2020. Investment Income is generated through the investment of idle funds of the General Fund. The Town uses a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool, money market funds, and also solicits bids on certificates of deposit when appropriate. One of the pools, the State administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 2.28% in FY2019. The Town uses various CD and money market programs to maximize earnings. The high and low earnings rate of these investments ranged from 1.26% to 3.4% currently. The average rate earned for FY2019 was 1.97% for pooled investments.

Revenues are reflected throughout the budget document on an activity/program basis where applicable. Below is a three year history of major revenues by activity/program as compared to the adopted FY2021 budget.

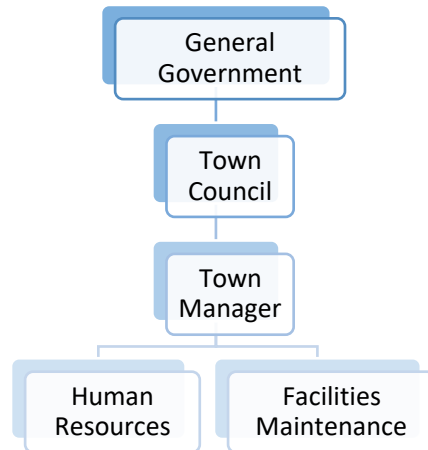
Revenues by Activity/Program

	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Taxes - Current Levy	\$144,966,421	\$148,093,708	\$151,287,767	\$155,633,075	2.9%
Building Inspection Fees	941,858	650,000	650,000	750,000	15.4%
Accounting - Investment Income	793,946	800,000	1,500,000	838,000	-44.1%
Town Clerk	814,459	851,500	808,800	875,000	8.2%
Insurance/Pension/Claims Reimbursed*	168,814	40,000	40,000	40,000	0.0%
Refuse Disposal	675,200	627,750	627,000	637,550	1.7%
Senior & Community Services	273,696	296,278	319,238	299,728	-6.1%
Parks and Recreation	203,333	142,000	178,185	160,083	-10.2%
Education	7,383,058	6,234,555	5,807,536	6,097,612	5.0%

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

**General Fund
Department Details**

General Government



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,675,067	1,690,867	1,728,363	1,748,750	1.18%
Supplies	51,680	47,849	60,900	63,200	3.78%
Services & Charges	1,257,269	1,500,817	1,460,039	1,534,405	5.09%
Capital Outlay	54,957	40,823	62,500	7,500	-88.00%
TOTAL EXPENDITURES	\$3,038,972	\$3,280,356	\$3,311,802	\$3,353,855	1.27%

Activities, Functions, and Responsibilities by Division

Town Council

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

Activities, Functions, and Responsibilities by Division Cont'd

Town Manager

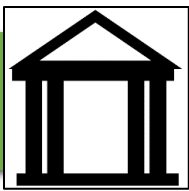
- Overall executive management responsibility for municipal departments and operations.
- Policy recommendation and implementation as applicable.
- Project management.
- Budget preparation, administration, and fiscal management.
- Grants, contract management, and legal affairs with Town Attorney.
- Land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

Human Resources

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

Facilities Maintenance

- Perform in-house maintenance, repair, custodial services, and improvements for 323K+ sq. feet of facilities.
- Manage all utilities, communications services, and accounts for all Town Departments, valued at over \$1.5 million annually.
- Provide staff support to the Public Buildings Commission.
- Oversee an average of \$2.5+ million valued construction work annually.
- Manage 26+ facilities services and consultant contracts annually.



Town Council

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

Successes & Accomplishments

- Approved the following:
 - Town purchase of 72-acre open space located off Dickinson Road to complement adjacent Town-owned lands and state forest.
 - Major amendment to Somerset PAD for construction of a new 4-story, 131-room hotel to complete development of this highly successful business area.
 - Option for sale of Town-owned land within the Gateway Corporate Park area to continue high quality economic development on Town-owned lands along Eastern and Western Boulevard.
- Authorized Town purchase of 542± acres of land owned by the Pension Fund of the Metropolitan District. This action successfully completes 40± years of discussion with the District for Town acquisition of these parcels, thereby satisfying a long-standing goal of the Glastonbury community.
- Enacted new section of the Town Code banning single-use plastic bags at retail establishments effective January 1, 2020. Glastonbury action supported by state legislation and national trends.
- Adopted Operating and Capital Budgets for 2020-2021 in support of ongoing Town and Education operations and capital infrastructure while limiting the tax increase to 1.5%.
- Authorized formal agreement between the Town of Glastonbury and Ambulance Service of Manchester (ASM) for paramedic level service and dedicated ASM unit stationed in Glastonbury on a 24/7 basis.

Future Goals & Initiatives

- Review and enact, as applicable, Building Zone Regulations amendment to establish new building heights limit within certain economic development zones.
- Develop action plan in response to uranium in private residential wells to include possible new public water service and funding options including grants and state funding participation in this public health matter.
- Enact capital and operating budgets for 2021-2022 consistent with the Town’s long-term objectives and financial policies.
- Review potential opportunities for land acquisition and preservation in accordance with the Reserve for Land Acquisition and Preservation and other community goals and objectives.
- Approve updated agreement between the Town and Glastonbury Emergency Medical Services for basic level emergency response and updated lease for GEMS use of Town facility.

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	8,009	8,170	15,000	15,000	0.00%
Supplies	6,240	4,642	7,675	7,675	0.00%
Services & Charges	93,777	102,821	120,558	118,832	-1.43%
Capital Outlay	0	3,566	0	0	0.00%
TOTAL EXPENDITURES	\$108,026	\$119,199	\$143,233	\$141,507	-1.21%



Town Manager

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

Successes & Accomplishments

- Completed Town purchase of 542 acres of open space previously owned by the Pension Fund of the Metropolitan District. Largest single land acquisition in town history, achieving a 40± year Glastonbury community goal. Also negotiated purchase of other open space acquisitions totaling 72 and 47 acres in accordance with town open space program.
- Welcomed new lessee to manage the Town-owned Minnechaug Golf Course. Initial season highly successful. New lease for restaurant operation to be in place for 2020 season.
- Initiated final design and approval process for addition and renovations to the Welles-Turner Memorial Library (WTML) with goal to complete competitive bidding process by summer 2020.
- Recommended and initiated a multi-prong approach to uranium contamination in private residential wells including information-sharing with comparable communities, partnering with a national scientist, town-wide planning for potential extension of public water, and working with state legislators on funding assistance.
- Reaffirmed AAA and Aaa Bond Rating from Standard & Poor's (S&P) and Moody's for bond refunding achieving \$500K+ in prospective savings.
- Negotiated Agreement for sale and development of Town-owned land within the Gateway Corporate Park area, (off Western Boulevard), to continue high quality economic development in this region.
- Supported Council policy action on matters involving amendments to the Town Code, Building Zone Regulations, and economic development.
- Coordinated municipal response to COVID-19 pandemic to sustain town operations while balancing the health and safety of staff and citizens.
- Authored cost effective Town operating and Debt and Transfer budgets for FY2021 to achieve all ongoing organizational initiatives and goals.

Future Goals & Initiatives

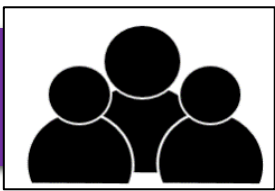
- Complete discussions for purchase and historic preservation of the Cotton Hollow Mill site.
- Approve actions required to begin construction on addition and renovations to the WTML.
- Present to Moody's and S&P to sustain Aaa and AAA bond ratings for planned new debt issue totaling \$10.4M for previously approved land acquisitions and the WTML project approved at November 2018 referendum.
- Successfully navigate ongoing challenges resulting from the COVID-19 pandemic to manage Town programs and services while anticipating and adapting to revenue and expenditure changes throughout FY2021.
- Complete and implement proposal to establish a closure fund for the Bulky Waste Landfill to fund in whole, or in part, estimated future costs through anticipated phased closing of this community resource.
- Finalize updated operating agreement and new facility lease between the Town and Glastonbury Emergency Medical Services (GEMS).
- Continue planning for multi-faceted approach to address uranium contamination in private wells.
- Develop updated affordable housing plan in accordance with applicable state statutes.

Personnel & Expenditure Summary



PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	3	3	3	3
Part Time	0	0	0	0
FTE	3	3	3	3

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	383,770	357,022	360,950	367,952	1.94%
Supplies	12,789	12,690	17,425	17,425	0.00%
Services & Charges	183,068	185,060	237,175	252,784	6.58%
Capital Outlay	0	8,168	0	0	0.00%
TOTAL EXPENDITURES	\$579,627	\$562,941	\$615,550	\$638,161	3.67%



Human Resources

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

A sub-division of the HR Department, the Customer Service Center (CSC), provides professional and friendly assistance for a variety of Town services including notarizations, passport processing, permits and applications, and general information.

Successes & Accomplishments

- Led process to evaluate technology solutions for improved reporting, financial system integration, web-based employee training and testing, and employment application and tracking software.
- Achieved 6.90% EAP participation, 3.88% above the provider's book of business benchmark (3.02%) and 6.89% above the EAP industrial benchmark (0.01%). This translates directly to healthcare savings as employees and their dependents are able to receive up to eight (8) health care visits at no cost to the Town's health insurance fund.
- Participated in an audit of health plan documents and realignment of benefits; and a legal compliance review of administrative procedures.
- Led process to evaluate and select new consultant for health insurance and benefits.
- Implemented changes to health insurance policy and plan structures to contain costs including raising the employee status threshold for participation from 25 to 30 hours per week, and increasing employee out-of-pocket cost share.
- Reestablished relationship with Finex Credit Union for the benefit of employees and their families.
- Streamlined communication, approval, and record-keeping of employee requests for vacation carryovers, pension estimates, administrative policies, and Injury Leave income replacement.
- Enhanced pension processing procedures to include primary-source data verification, cross-functional team review and approvals, and electronic record-keeping.
- Executed wage reopener with Facilities Maintenance and Sanitation group American Federal of State, County, and Municipal Employees (AFSCME) and 1 year extension to agreement with Highway, Fleet, and Refuse group International Union of Operating Engineers (IUOE).

Customer Service Center (CSC)

- Implemented tracking system for CSC activities to better understand citizen needs and improve communications efforts.
- Hosted Town's first Passport Processing Events, successfully generating \$2,885 in revenues.
- Reintroduced Breast Cancer campaign. Staff raised \$1,200+ for CT Cancer Foundation patients through various activities.
- Implemented new customer service policy and detailed town-wide reference guide for enhanced service organization-wide.

Future Goals & Initiatives

- Implement enhanced technology solutions including a web-based applicant tracking and on-boarding system and integrated systems for Payroll and Human Resources data management.
- Continue to streamline benefits administration processes and redesign performance management and communications systems.
- Settle collective bargaining agreement with IUOE, and wage reopener with AFSCME.
- Continue to collaborate with broker, workers' compensation insurance provider, and Safety Committee to improve safety and reduce loss claims. Develop and implement an accountability system to efficiently identify accident/incident root cause concerns, take corrective action, and evaluate results.
- Outsource select administrative duties to enhance staff productivity and ensure quality outcomes and legal compliance, e.g. FMLA administration, background investigation, and driver's license monitoring.



Customer Service Center (CSC)

- Increase notary service revenues to \$3,000 per year.
- Generate \$25,000 in passport processing revenue through regular appointment times and hosted events.
- Collaborate with all Town departments to promote organization-wide initiatives at the CSC through signage, print materials, and online resources (e.g. Assistance programs, elections, application issuance, etc.)
- Identify additional services to be offered at the CSC to continue to further establish the center as a one-stop-shopping experience for Town Hall visitors, including sales of Youth & Family Theater tickets.

Personnel & Expenditure Summary (HR and Customer Service)

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	3.00	3.00	3.00	3.00
Part Time	1.27	1.27	1.27	1.27
FTE	4.27	4.27	4.27	4.27

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	270,990	300,335	318,160	328,345	3.20%
Supplies	15,654	13,451	17,000	19,000	11.76%
Services & Charges	185,543	396,101	232,211	265,580	14.37%
Capital Outlay	6,264	150	0	0	0.00%
TOTAL EXPENDITURES	\$478,452	\$710,037	\$567,371	\$612,925	8.03%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of Workers Compensation Claims	<25	27	25	26	26
\$ Total Cost of Workers Compensation Claims	<\$175,000	\$118,200	\$161,120	\$140,000	\$140,000
# of Employee Programs/Training Sessions	30	34	69	30	30
% Probation success rate, full-time employees	>95	100	95	95	95



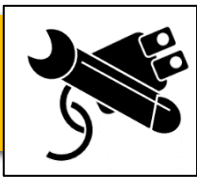
Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Total Number of Participants in Training Sessions for Fiscal Year	418	787	400	400
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	52	46	50	50
Number of Full Time Budgeted Positions	239	240	240	239
Passport Application Processing Revenue*	N/A	\$16,543	\$30,000*	\$25,000
# of Passport Applications Processed*	N/A	473	858*	715
Notary Services Revenue	N/A	\$2,515	\$3,000	\$3,000

*FY 2020 Estimates were based on Probate Court figures. These estimates have been adjusted for FY2021 based on the total appointment hours available for passport processing, data from FY2019, and the average revenue generated since launching the service in October 2018.

Additional Activity Metrics include:

- Managed 32 leaves of absences under the Family and Medical Leave Act (FMLA) of 1993.
- Managed the employment separation and pension benefit elections of 17 employees; managed the employment separation and medical benefit elections of 29 employees.
- Provided 69 training classes for a total of 787 participants on topics such as Preventing Sexual Harassment in the Workplace, Customer Service Standards, Work Zone Traffic Control Technician, Work Zone Traffic Train-the-Trainer, Certified Flagger, Preventing Slips, Trips and Fall Injuries, and Investment Basics. Department Heads participated in leadership program that included workshops on Emotional Intelligence, and Building a Culture of Accountability.
- Facilitated 2 iterative processes under the Americans with Disabilities Act (ADA) of 1990 to identify and provide reasonable workplace accommodations, allowing employees to meet performance expectations.



Facilities Maintenance

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

Successes & Accomplishments

- Achieved highest EPA Energy Star rating to date for Town Hall facility.
- Supported Grange Pool upgrades and Minnechaug Golf Course improvements.
- Participated in consultant selection for Welles-Turner Memorial Library (WTML) renovation design, Power Purchase Agreement for Renewable Energy Certificate projects, and roofing for the Board of Education.
- Achieved \$54,873.51 in rebates from utilities.
- Received Zero Renewable Energy Certificates (ZREC) approvals for 800 kW of projects at Hopewell, Buttonball, and Naubuc Schools as well as the Town Hall and Police facilities.
- Managed design and bidding of new air conditioning units for 31 classrooms in Gideon Welles School (GWS).
- Completed repairs to extend the life of the roof at Fire Company #2.
- Designed new windows to replace 60-year old units at Police Department (PD).
- Introduced emergency generators for Facilities Maintenance Barn as well as technology, solar PV, materials handling equipment, and related improvements.
- Revised inventory and year-end process to enhance reporting and accounting.
- Reviewed multiple computerized maintenance management software solutions.
- Implemented office updates for Town Manager and Revenue Collection workspaces.
- Assisted in moving Glastonbury High School (GHS) kitchen code project through State reimbursement program.

Future Goals & Initiatives

- Provide Project Management for GHS locker room/field house.
- Complete GHS kitchen project program & design. Project accepted by State for reimbursement. Partial abatement activities in summer 2019 with most of the work taking place in summer 2020.
- Complete several projects including Re-roofing 2 barns on Old Maids Lane, Fire Company code project, and air conditioning at GWS.
- Proceed with WTML renovations including chimneys, roof, and façade to be performed under referendum project.
- Support workplace safety initiatives through the PD.
- Implement improvements to Revenue Collection customer service counter, Building Official office, and PD restrooms.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	12.00	12.00	12.00	12.00
Part Time	5.30	5.52	5.02	5.01
FTE	17.30	17.52	17.02	17.01



Personnel & Expenditure Summary Continued

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,012,298	1,025,340	1,034,253	1,037,453	0.31%
Supplies	16,997	17,066	18,800	19,100	1.60%
Services & Charges	794,880	816,834	870,095	897,209	3.12%
Capital Outlay	48,693	28,939	62,500	7,500	-88.00%
TOTAL EXPENDITURES	\$1,872,868	\$1,888,179	\$1,985,648	\$1,961,262	-1.23%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Energy Intensity (KBTU/SF)*	<79.1	79	*	-2%*	4%
Custodial Costs (\$/SF)	<1.90	1.94	1.98	2.00	1.95
Custodial Quality (5 High to 1 Low)	5.0	4.33	4.33	4.5	4.5
# of Workplace Incidents	0	2	3	1	1
# of Lost Days	0	35	40	5	5
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	35%	39%	38%	40%

*Energy Star has reformulated how they calculate energy use. Will use 2019 as new baseline.

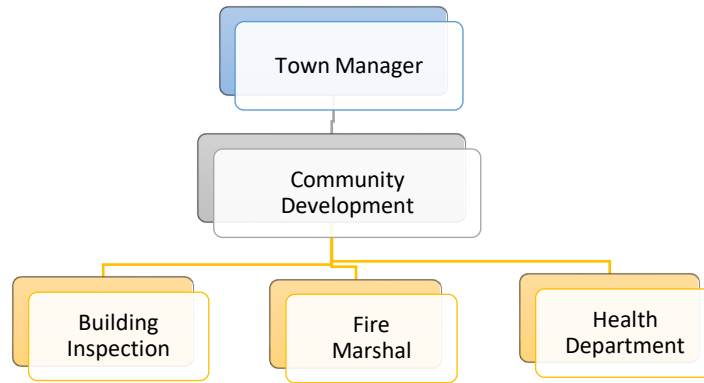
**Percentage from 2009 baseline.

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Number of Work Orders	1,672	2,021	2,370	2,400
Capital Improvement Program Execution	3,500,000	3,600,000	3,700,000	8,000,000
Square Feet of Municipal Facilities Managed	323,000	323,000	325,000	328,500

Community Development

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



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,225,076	1,291,332	1,378,158	1,424,515	3.36%
Supplies	23,238	26,919	33,795	35,115	3.91%
Services & Charges	606,630	719,001	747,476	820,586	9.78%
Capital Outlay	2,980	6,505	42,500	5,960	-85.98%
TOTAL EXPENDITURES	\$1,857,924	\$2,043,757	\$2,201,929	\$2,286,176	3.83%

Activities, Functions, and Responsibilities by Division

Community Development

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

Activities, Functions, and Responsibilities by Division Cont'd

Building Inspection

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

Fire Marshal

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

Health

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



Community Development

Successes & Accomplishments

- Amended Building-Zone Regulations regarding requirements for accessory apartments and excavation operations.
- Worked with the Building-Height Subcommittee and drafted text amendments to the Building-Zone Regulations to allow for increases in building heights in various zones throughout Town.
- Hired a part-time Environmental Technician to assist with plot plan reviews, inspections, and enforcement matters.
- Issued 91 land use approvals in FY2019 including special permits, subdivisions, and zoning map amendments.
- Continue efforts and activities to earn recertification as a Silver (or higher) community in the 2021 Sustainable CT program.

Future Goals & Initiatives

- Continue to work with Town Leadership to adopt text amendments regarding building height regulations.
- Revise Town Building-Zone Regulations for home occupations, flood zone, senior housing, and fitness/athletic clubs.
- Coordinate Town efforts to renew Sustainable CT certification in 2021.
- Complete a Development Review Manual to help guide applicants through the land use permitting process.
- Collaborate with other Town departments to review Glastonbury's current and future housing needs and help advance the housing goals of the Plan of Conservation and Development.
- Update the Town Plan and Zoning Commission bylaws.
- Work with Information Technology staff to develop an electronic application submittal process to reduce paper records.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.50	0.50	0.50
FTE	4.50	4.50	4.50	4.50

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

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	338,448	352,148	387,181	403,260	4.15%
Supplies	8,137	10,385	9,200	9,650	4.89%
Services & Charges	136,833	158,942	166,529	187,448	12.56%
Capital Outlay	2,392	3,889	0	0	0.00%
TOTAL EXPENDITURES	\$485,810	\$525,364	\$562,910	\$600,358	6.65%
REVENUES-Non Tax	\$15,842	\$12,956	\$17,000	\$12,000	-29.41%
Required From Taxes	\$469,968	\$512,408	\$545,910	\$588,358	7.78%

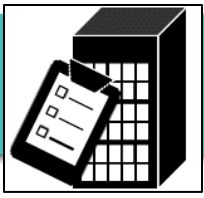


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%	100%
Update and adopt Plan of Conservation & Development (POCD)	100%	85%	100%	Complete	Complete
Draft and Adopt a Text Amendment for/to:					
Increase in Maximum Building Heights	100%	N/A	50%	90%	100%
Support Main Street Revitalization	100%	N/A	N/A	50%	100%

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Applications Approved				
Subdivision	3	3	3	2
Special Permit	49	51	50	45
Wetland Permit	9	9	10	8
Commission Subcommittee Meetings/Public Workshops Held	20	19	20	17
Building Permit Plans Reviewed	51	54	50	45
Town Plan & Zoning Commission Meetings	15	15	21	21
Inland Wetlands/Conservation Commission Meetings	12	16	18	20



Building Inspection

Successes & Accomplishments

- Began using OnBase Document Management system to store and retrieve historic plans and permits to help fulfill inquiries.
- Collected \$1 million± in permit fees.
- Partnered with all Community Development (CD) divisions (e.g. Health, Fire) to achieve a 65% success rate of compliance with blighted properties as reported to the departments.
- Coordinated the issuance of 70+ commercial and residential Certificates of Occupancy.
- Revised department webpages for a more user-friendly experience including updated forms, applications, and guidelines.
- Hired a new Building Inspector with expertise in electrical and mechanical systems.

Future Goals & Initiatives

- Continue working with all CD divisions' staff to increase blight compliance to ≥75%.
- Collaborate cross-departmentally to further streamline the permit screening process and expedite plan review time for simplified home improvement projects.
- Continue to support community beautification efforts by enforcing Town signage regulations and eliminating illegal signage.
- Foster ongoing staff development by supporting continuing education opportunities in building and zoning code compliance. Support the Deputy Building Official's efforts to achieve certification through the Connecticut Association of Zoning Enforcement Officials (CAZEO) course.
- Work with I.T. staff to implement new permitting software to enhance the electronic building permitting services.
- Initiate interior renovations for Building/Health/Fire Marshal Divisions to address office needs and better serve the public.

Personnel & Expenditures

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.50	0.00	0.00	0.00
FTE	4.50	4.00	4.00	4.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	258,798	297,736	313,685	324,394	3.41%
Supplies	4,929	7,059	9,550	10,420	9.11%
Services & Charges	131,341	173,624	186,670	217,505	16.52%
Capital Outlay	588	0	42,500	2,360	-94.45%
TOTAL EXPENDITURES	\$395,656	\$478,418	\$552,405	\$554,679	0.41%
REVENUES-Non Tax*	\$941,858	\$901,868	\$650,000	\$750,000	15.38%
Required From Taxes	(\$546,202)	(\$423,450)	(\$97,595)	(\$195,321)	100.13%

*Non Tax revenue is generated by building permit fees for commercial, industrial, and residential construction. Effective July 1, 2008, the fee is \$17.26/\$1,000.



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Complete 80% of Inspections within 2 days of inspection date requested	80%	100%	100%	100%	100%
Annual Relicensing Training for Inspectors (Hours/Person/Year)	≥30	30	30	30	30
Implement Use of Online Permitting	50%	40%	50%	60%	60%

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Building Permits Issued*	740	744	700	725
Other Permits Issued (Non-Building)	1,217	1,426	1,300	1,400
Certificate of Occupancy Permits Issued	54	70	50	60
Zoning Board of Appeals Applications Received	42	41	30	40

*New and renovated structures.



Fire Marshal

Successes & Accomplishments

- Conducted 400+ annual inspection activities in multi-family dwellings and apartments.
- Completed 420 grease exhaust hoods inspections in eating establishments to help decrease fire incidents.
- Conducted 62 fire code compliant inspections and 55 Certificate of Occupancy inspections for new construction activities.
- Provided specialized training for relocation and evacuation in response to, and in recognition of, modern-day vulnerabilities in multiple occupancy types.

Future Goals & Initiatives

- Continue multi-family inspection campaign to help prevent fire-related loss of property and life in residential buildings.
- Sustain diligent code enforcement activities with emphasis on addressing the secondary exits in aging building stock.
- Formulate a cross-departmental working group to formulate air quality standards as it relates to open burning in town.
- Continue fire prevention efforts throughout the community with a special focus on fire protection systems and routine maintenance requirements within existing structures.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	0.50	0.50	0.50	0.50
FTE	2.50	2.50	2.50	2.50

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	187,343	205,302	219,296	224,546	2.39%
Supplies	4,652	4,658	7,250	7,250	0.00%
Services & Charges	104,182	118,972	132,646	144,109	8.64%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$296,178	\$328,931	\$359,192	\$375,905	4.65%
REVENUES-Non Tax	\$4,238	\$6,508	\$5,100	\$5,100	0.00%
Required From Taxes	\$291,940	\$322,423	\$354,092	\$370,805	4.72%



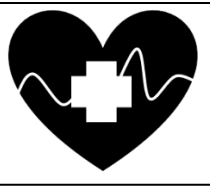
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Certificate of Occupancy (COO) Inspections Completed within 6 Work Days	100%	100%	100%	100%	100%
Annual Fire Prevention Training Programs with Emphasis on Day Care and Senior Adults	26	0	12	10	11
Assembly Occupancy Inspections Completed at Facilities Occupied by 50 or more Persons	90	126	115	115	116

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	2	1	0	1
Residential	14	9	10	11
Other	20	14	10	11
Certificate of Occupancy Inspections	120	125	100	105





Health Department

Mission - 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

- Distributed 50 free, in air radon test kits to residents through a partnership with the CT Department of Public Health (DPH), and provided technical assistance with results and mitigation techniques.
- Mobilized quickly and developed program regarding naturally occurring uranium in well water, partnering with the State of CT to provide free water testing to 600+ homes in town. Staff also provided a full range of technical support to residents, fielding questions about test results, discussing treatment options, and providing inspections to ensure Health Code-compliant installation of treatment back wash systems. Numerous data-related updates were provided through website postings and local media releases, as well as Department-developed training for real estate agents.
- Continued to lead the development of public health science regarding naturally occurring uranium in private wells in CT.
- Through the use of grant finding, coordinated the revision and update of the Glastonbury Emergency Operations Plan (Annex F) addressing Shelter and Mass Care. Led multiple Town emergency response departments and the Board of Education in a successful tabletop exercise to test the new plan.
- Coordinated Town application to League of American Bicyclists, leading to Glastonbury's national recertification as a Bronze level Bicycle Friendly Community.
- Successfully submitted documentation to the CT DPH, renewing Glastonbury's status as a HEARTSafe community.
- Completed 1,700± visits with the Community Health Nurse (RN) through weekly wellness clinics, including no-cost blood pressure testing and one-on-one private conversations.
- Issued Food Service Licenses and conducted related inspections as follows:

Class	Food Service Licenses Issued	Related Inspections
Class I – Cold Food	28	32
Class II – Pre-packaged food	15	22
Class III – Prepared & serve < 4 hours	22	79
Class IV – Prepared & serve > 4 hours	110	320

Future Goals & Initiatives

- Develop Community Health Improvement Plan with community partners to define a multi-year effort to improve overall health in Glastonbury.
- Work collaboratively with food service establishments during the state-wide transition to the FDA Food Code.
- Continue work on naturally occurring uranium in well water concerns, including partnerships with state & federal partners.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	5.00	5.00	5.00	5.00
Part Time	0.50	0.50	0.50	0.50
FTE	5.50	5.50	5.50	5.50



Personnel & Expenditure Summary Continued

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	440,486	436,147	457,996	472,315	3.13%
Supplies	5,520	4,818	7,795	7,795	0.00%
Services & Charges	234,273	267,463	261,631	271,524	3.78%
Capital Outlay	0	2,616	0	3,600	0.00%
TOTAL EXPENDITURES	\$680,280	\$711,044	\$727,422	\$755,234	3.82%
REVENUES-Non Tax	\$122,374	\$129,575	\$116,700	\$120,500	3.26%
Required From Taxes	\$557,906	\$581,469	\$610,722	\$634,734	3.93%

Performance Measures

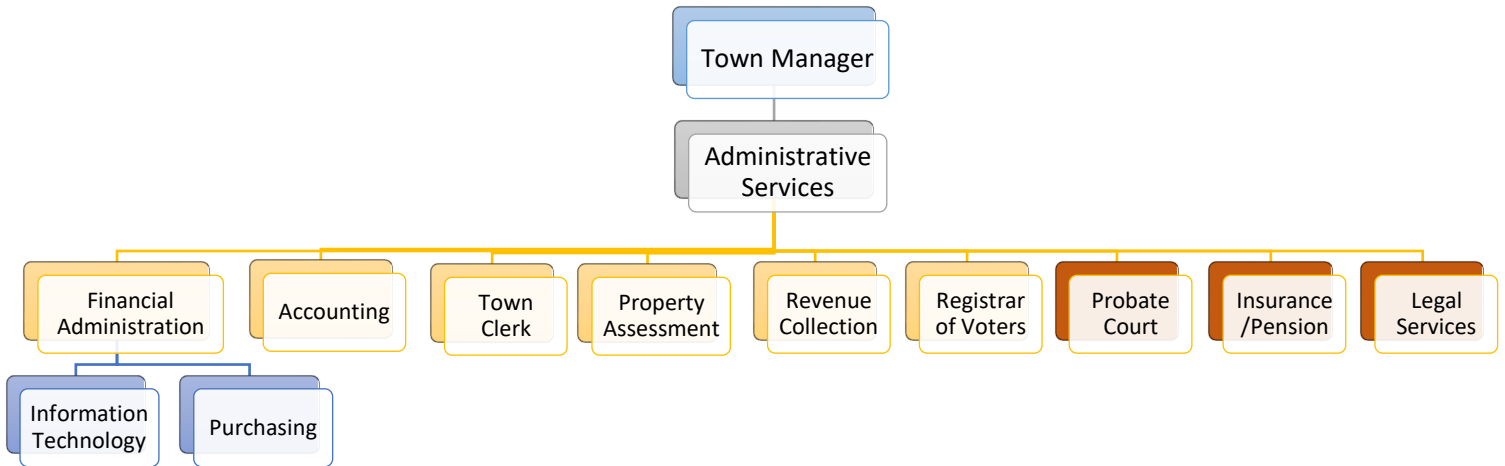
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	80%	85%	68%	82%	82%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments*	<20%	18%	13%	< 20%	< 18%

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

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Well and Septic Permits Issued (including repairs)	84	112	90	87
Routine Inspections (Septic installation, restaurants, etc.)	837	870	880	930
Complaint Inspections (Housing Code Matters, Environmental Sanitation)	220	143	160	225

Administrative Services



■ The chart above is intended to show the budgets that are grouped under Administrative Services. Please note, the Probate Court is an independent entity with an elected Judge. The Town Attorney (Legal Services) reports to the Town Manager, and Insurance/Pension is partially funded through the Administrative Services budget and through individual departments and divisions.

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,958,785	2,054,484	1,808,416	2,129,609	17.76%
Supplies	99,864	105,259	133,320	147,511	10.64%
Services & Charges	3,476,682	3,743,760	3,400,799	4,170,787	22.64%
Capital Outlay	172,274	127,696	30,800	175,800	470.78%
TOTAL EXPENDITURES	\$5,707,605	\$6,031,200	\$5,373,335	\$6,623,707	23.27%

Activities, Functions, and Responsibilities by Division

Financial Administration

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

Activities, Functions, and Responsibilities by Division Cont'd

Information Technology

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

Purchasing

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

Accounting

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

Property Assessment

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

Revenue Collection

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

Activities, Functions, and Responsibilities by Division Cont'd

Town Clerk

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

Registrars of Voters

- Manage voter registry including processing of all new voter applications, communicating acceptance letters, authorizing removal of voter privileges, and maintaining voter changes to address/name/party.
- Post required registry lists with Town Clerk prior to elections, per Statute for voter review and/or change.
- Implement State-mandated elections activities per the Secretary of the State's (SOS) Election Calendar.
- Coordinate with Town departments and SOS for conduct of all elections.
- In accordance with State Statutes:
 - Train & supervise all election officials in accordance with voters' rights
 - Coordinate publication of all notices regarding voter registration/elections
 - Maintain an inventory of voting machines and voting booths
- Provide services to persons with disabilities in conjunction with the Police Department.
- Supervise Official Election Technicians in maintaining battery back-ups, certification of tabulators and their memory cards for pre-election certification, and set-up/dismantling of polling locations.
- Manage all aspects of supervised absentee ballot voting at designated institutions.
- Meet with polling place moderators, examine and proof their returns at the end of an election.
- 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

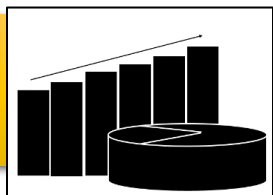
- Decedents' estates
- Conservatorships: voluntary and involuntary
- Guardianships and Guardianships of the estate of a minor
- Temporary custody, Termination of parental rights, Adoptions, Emancipations
- Compromise of claims
- Commitment of mentally ill and commitment of persons who are drug and/or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

Insurance/Pension

- The Town maintains an Insurance/Pension Division to account for Workers' Compensation, Casualty/Property/Liability insurance, life and disability insurance, employee and retiree related costs for health insurance, pensions, and OPEB. All employer costs for health insurance, social security, Medicare and pension, are accounted for in each department's budget.
- The Insurance Advisory Committee reviews insurance requirements and monitors the procurement process for Casualty/Property/Liability and Workers' Compensation and recommends the annual renewal to the Town Manager as specified in the Charter and Town Code. The Director of Finance and Administrative Services 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.
- Coordinates with health care consultant, medical insurance for Town employees and retirees by advising and assisting the Town with administering Self Insurance-program and coordinating the annual renewals with Anthem, ConnectiCare, and Delta Dental.
- Accounts for health benefit costs for retirees.
- Oversee the administration of Wells Fargo Retirement Services (Principal Financial Group) who currently serve as directed trustee/custodian for the Town's pension funds and benefit payment administrator for the Town's retirees.
- Work with Fiduciary Investment Advisors (FIA) who assists the Town in the management of the pension fund investments and Milliman who provides actuarial services for the annual pension valuation and benefit calculations.
- The OPEB Trust is administered by Wells Fargo with actuarial services provided by Milliman.

Self Insurance

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



Financial Administration

Financial Administration | Purchasing | Information Technology

Successes & Accomplishments

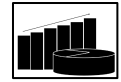
- Attained Moody’s Aaa and Standard and Poor’s AAA credit ratings for general obligation bond offerings.
- Issued \$1.71M general obligation Bond Anticipation Notes, with proceeds funding various general purpose projects.
- Enhanced financial model to assist Council and Board of Finance in evaluating factors and trends influencing capital and operating expenses, Grand List growth, non-tax revenues, and the tax rate over a five-year planning horizon.
- Received Distinguished Budget Award for FY2020 Budget from the Government Finance Officers Association (GFOA).
- Generated \$63,000+ in Town revenues through lease renewals, sale of surplus property, and related efforts.
- Revised P-Card policy to incorporate new enhanced procedures and electronic expense reporting capabilities.
- Coordinated favorable electricity and motor-fuel contracts for the Town and Board of Education.
- Further expanded JPMC bank procurement card program, resulting in an annual rebate to the Town of \$6,171.40.
- Purchasing Agent served as the Legislation Co-Chair of the Public Purchasing Association of Connecticut.
- Implemented new Federal Procurement Standards Policy in advance of Fiscal Year end requirement.
- Supported expansion of shared administrative responsibilities between divisional offices for ongoing operational support.

Future Goals & Initiatives

- Review plan design with pension actuary and healthcare consultant for active cost management and savings opportunities.
- Prepare for future bond issues and long-term capital improvement as it relates to the Capital Improvement Program (CIP).
- Continue to develop system integration and improve timely access and retrieval of documents for accurate transfer of information, time savings of data entry, and reduced storage space requirements on a Town-wide basis.
- Increase overall server up-time and reduce un-budgeted hardware replacement needs by developing predictive analytics.
- Coordinate User Training for *MUNIS* purchasing module of the Town’s financial system for improved staff efficiency.
- Research and coordinate training related to insurance requirements for vendors and programs used by the Town.
- Coordinate revisions to construction contract language for bids.
- Research expansion of current JPMC credit card program to include Single Use Accounts (SUA).

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	8.00	8.00	8.00	9.00
Part Time	0.50	0.50	0.50	0.00
FTE	8.50	8.50	8.50	9.00



Personnel & Expenditure Summary Continued

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	701,146	755,743	797,165	795,348	-0.23%
Supplies	\$16,171	\$14,616	\$31,865	\$31,930	0.20%
Services & Charges	496,496	561,841	640,417	661,166	3.24%
Capital Outlay	\$140,107	\$101,770	\$47,600	\$175,800	269.33%
TOTAL EXPENDITURES	\$1,353,920	\$1,433,970	\$1,517,047	\$1,664,244	9.70%
REVENUES-Non Tax	\$442,222	\$508,619	\$1,088,410	\$1,477,360	35.74%
Required From Taxes	\$911,698	\$925,351	\$428,637	\$186,884	-56.40%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
GFOA Distinguished Budget Award: # of Years Received	Annual	22	23	24	25
Unassigned Fund Balance as a % of Revenues	>12%	14.9%	16.5%	16.0%	16.2%
Debt Service as a % of Actual Expenditures	<10%	5.6%	5.0%	4.3%	4.1%
Bond Ratings:					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Average Time to Close Computer Requests for Assistance (CRAs) in days	10	28	34	33	32
Tech Staff per Total Staff*	<3.6%	1.5%	1.5%	1.5%	1.5%
Tech Spending per Employee*	<\$8,304	\$5,447	\$5,107	\$5,968	\$6,701
Tech Spending % of Revenue*	<3.6%	3.6%	3.2%	3.6%	3.8%

*Industry Standard per Gartner IT Key Metrics Data 2015 IT Enterprise Summary Report

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of Bids Issued	16	21	18	20
# of Requests for Proposal Issued	9	12	11	10
# of Quotes Issued	10	19	15	14
# of Networked Devices	1,039	1,075	1,110	1,150
CRAs Resolved	525	620	640	650
Average Monthly CRA Volume Processed	45	52	55	56
Information Technology Projects Completed	33	74	80	80



Accounting

Successes & Accomplishments

- Awarded Certificate of Achievement for Excellence in Financial Reporting (CAFR) by GFOA. This is a key factor to maintaining the Town's high bond rating.
- Managed cash balances and investment opportunities to ensure that Town funds were secure and prudently invested.
- Collaborated with Human Resources personnel to streamline and clarify procedures for recording costs of retiree health insurance and other employee benefits.
- Developed enhanced security process for verification of changes to vendor records in the Town's financial system.
- Restructured a position and duties of personnel to provide more cross-training and support to ensure adequate backup for critical functions.
- Executed letter of engagement with new external auditor for the FY2019 - 2023 period.

Future Goals & Initiatives

- Maintain the Town's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to monitor investment opportunities and rates to improve investment yield as much as practicable without compromising safety of principal.
- Work with I.T. and Revenue Collection personnel to streamline issuance and reporting of tax refunds.
- Collaborate with I.T. staff to implement the financial element of the document management system.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	285,807	295,190	306,602	299,549	-2.30%
Supplies	11,682	7,273	13,100	13,100	0.00%
Services & Charges	120,554	122,007	123,623	115,196	-6.82%
Capital Outlay	14,215	17,138	6,300	0	-100.00%
TOTAL EXPENDITURES	\$432,258	\$441,609	\$449,625	\$427,845	-4.84%
REVENUES-Non Tax*	\$793,946	\$1,317,030	\$1,500,000	\$1,105,432	-26.30%
Required From Taxes	(\$361,688)	(\$875,421)	(\$1,050,375)	(\$677,587)	-35.49%

*Non-tax revenue is generated by investing the Town's idle cash. Through the use of a consolidated pooled cash concept, the Town is able to maximize investment earnings. Glastonbury participates in the State-administered Short-Term Investment Fund (STIF), invests in bank money market accounts, and invests in certificates of deposit when appropriate. The STIF produced an average yield for the Town of 2.28% in fiscal year 2019. Interest rates increased during the year with a federal funds rate of 2.00% - 2.40% at June 30, 2019. Rates are expected to decrease gradually; therefore, the Town is estimating an average yield of 1.25% for fiscal year 2020/2021.



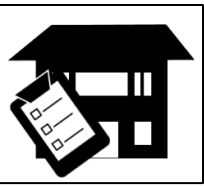
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Financial Reporting:					
GFOA CAFR	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
Financial Operations:					
% of Payroll Remitted by Direct Deposit	85%	86%	85%	88%	88%
% of Direct Deposit Electronic Statements	70%	67%	65%	68%	70%
Investment Results*:					
General Fund/Pooled Cash	1.50%	1.20%	2.10%	1.51%	1.25%
Sewer Funds - Pooled and Separately Invested	2.20%	1.79%	2.40%	2.03%	2.00%

*Investment returns are based on market conditions and particularly, the applicable federal funds rate.

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Payroll Checks Issued	1,837	1,841	1,850	1,850
Direct Deposit Advices	10,831	10,565	10,500	10,500
Vendor Payments	6,253	5,464	6,000	6,000
1099 Misc. Issued	182	180	180	180
W-2s Issued	947	973	975	975
Revenue Batches Posted	2,826	1,866	2,000	2,000
Accounts Receivable Bills Issued	451	447	450	450



Property Assessment

Successes & Accomplishments

- Finalized and signed 2018 Grand List on January 29, 2019.
- Provided a greater number of local businesses with access to online personal property filing application.
- Sustained efforts to promote web-based and electronic resources – e.g. downloading website forms and emailing staff members - to expedite processing of payments and refunds, associated adjustments, and other resident requests.
- Continued to educate senior residents about the residents' property tax credit program through churches & gathering places.
- Reduced staff composition from 5 full-time (FT) staff to 4 FT and 1 part-time staff member through employee attrition.

Future Goals & Initiatives

- Assist Board of Assessment Appeals in adjudicating the appeals of the 2018 Grand List.
- Continue to promote the Town's online personal property filing application to more business accounts, which would result in considerable cost reductions for office printing and postage.
- Encourage new Homeowners' Program applicants to access application materials online to further reduce office printing costs.
- Convert current Computer Assisted Mass Appraisal (CAMA) database and real estate data to new operating platform for the 2021 Grand List.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	5.00	5.00	5.00	4.00
Part Time	0.00	0.00	0.00	0.67
FTE	5.00	5.00	5.00	4.67

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	345,273	356,206	368,439	350,824	-4.78%
Supplies	9,031	9,665	13,100	13,100	0.00%
Services & Charges	224,632	252,725	295,846	266,809	-9.81%
Capital Outlay	6,233	0	0	0	0.00%
TOTAL EXPENDITURES	\$585,169	\$618,595	\$677,385	\$630,733	-6.89%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	20	20	20	20
Grand List Adjustment/Corrections	<2,600	3,198	3,287	3,300	3,300
Coefficient of Dispersion (COD)*	<12.5%	4.96%	9.57%	9.20%	9.55%
Assessment Level (Median)	63% - 77%	64.34%	70%	68%	66%
Price Related Differential (PRD)**	0.97-1.03	1.00	1.01	1.04	1.04

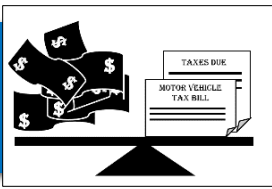
*The coefficient of dispersion is the most commonly used assessment measure for determining the uniformity of assessments.

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	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Taxable Grand List Accounts	54,102	54,118	54,264	54,300
Elderly Applications Processed	571	529	502	510
Useable Real Estate Sales	550	560	597	580
Deeds Processed	1,098	1039	1078	1050
Applications to Board of Assessment Appeals	87	138	54	50
Appeals to Superior Court	2	28	4	3
New Construction Assessments Completed	26	35	30	30



Revenue Collection

Successes & Accomplishments

- Achieved a Collection Rate of 99.51% in FY2018/2019.
- Implemented security measures in Revenue Collection Office.
- Expanded use of electronic billing and payments with motor vehicle leasing companies.
- Enhanced online Tax Lookup system to reflect real estate accounts that have sewer use.

Future Goals & Initiatives

- Continue to achieve a Collection Rate of greater than 99%.
- Electronically issue refunds between the Revenue Collection and Accounting offices.
- Train a new staff member to receive the Certified Connecticut Municipal Collector designation.
- Implement Quality Data software upgrade to improve processes and reports.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	261,631	263,580	279,309	272,683	-2.37%
Supplies	27,272	30,657	33,665	35,381	5.10%
Services & Charges	156,407	164,415	182,410	181,552	-0.47%
Capital Outlay	0	2,010	2,300	0	-100.00%
TOTAL EXPENDITURES	\$445,309	\$460,662	\$497,684	\$489,616	-1.62%

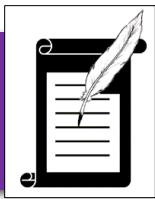


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Tax Revenue Collection Rate					
Personal Property	99.2%	98.9%	99.2%	99.0%	99.1%
Real Estate	99.2%	99.6%	99.6%	99.3%	99.3%
Motor Vehicle	98.5%	98.7%	98.8%	98.5%	98.5%
Sewer Collection Rate	≥97.0%	97.9%	98.4%	97.3%	97.6%

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of Credit Card/E-Check Transactions processed	6,765	7,748	7,000	7,800
Total Dollars for Credit Card/E-Check Transactions	\$9,974,011	\$7,376,879	\$6,800,000	\$7,400,000
Real Estate - Non Escrow (billed)	7,527	7,532	7,600	7,600
Real Estate - Escrow (billed)	6,409	6,425	6,400	6,400
# of Motor Vehicle Accounts	32,058	32,098	32,400	32,300
# of Personal Property Accounts	2,228	2,198	2,230	2,230
# of Supplemental Motor Vehicle Accounts	5,352	5,382	5,400	5,400
# of Sewer Bills Issued	5,758	5,774	5,770	5,800
# of Tax Liens	230	192	240	230
Lockbox Collections (excluding Escrow)	44.1%	38.9%	45.5%	45.5%



Town Clerk

Successes & Accomplishments

- Completed Phase 3 of minor vault renovations for additional long-term storage of permanent records.
- Transitioned to Department of Energy and Environmental Protection (DEEP) Agency's new, web-based sporting license program for more efficient license and permit issuing.
- Implemented electronic conveyance tax processing for property transfers recorded on the land records for over-the-counter land records recordings as well as for eRecording with two delivery agents.
- Launched absentee ballot application issuance at the Customer Service Center (CSC) for resident convenience.
- Continued participation on the Secretary of the State (SOTS) committees, collaborated with the Registrar of Voters to improve election results reporting, and implemented new cyber security measures to safeguard election procedures and results.
- Submitted State Historic Preservation Grant applications to continue the conservation and preservation project for the Town's oldest permanent record property maps.

Future Goals & Initiatives

- Complete Phase 4 of vault renovations project to create more secure storage space.
- Enter historic data in the board and commission membership tracking system for expanded report generating abilities.
- Integrate the Town's Trade Name Certificate (DBAs) procedure and filings with the SOTS' new processing portal.
- Submit 2 State Historic Preservation Grant applications to continue Town map preservation project.
- Monitor and document the biennial ethics DVD training with boards and commissions staff liaisons (January 2020).

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	286,198	264,022	279,183	281,432	0.81%
Supplies	10,239	13,632	14,700	15,300	4.08%
Services & Charges	219,752	245,462	242,265	248,539	2.59%
Capital Outlay	2,894	3,979	10,050	0	-100.00%
TOTAL EXPENDITURES	\$519,083	\$527,095	\$546,198	\$545,271	-0.17%
REVENUES-Non Tax*	\$814,459	\$1,116,048	\$808,800	\$875,000	8.18%
Required From Taxes	(\$295,376)	(\$588,953)	(\$262,602)	(\$329,729)	25.56%

*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.

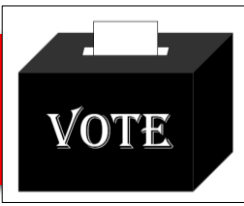


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Land Recordings Returned Within 21 Days (Standard 30)	100%	100%	100%	100%	95%
Land Record Audit Done By Statutory 12/31 Deadline	100%	100%	100%	100%	99%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%	100%
Historic Document, Farmland Preservation, and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	100%	85%	90%	95%
Conveyance Tax Filing Within Statutory Deadline	100%	100%	96%	100%	95%

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Land Record Recording (LRR) - Documents	6,443	6,143	6,300	6,300
Land Record Recording (LRR) - Pages	23,725	24,039	24,000	24,000
Land Record Certifications	120	200	150	150
Property Map Filings & Foreclosed Property Registrations	249 / 90	193 / 44	200 / 50	200 / 50
Dog Licenses Issued - Individual / Kennel	2,584 / 6	2,577 / 5	2,600 / 5	2,600 / 5
Sporting Licenses & Permits / Liquor Permits Issued	703 / 48	656 / 53	650 / 50	650 / 50
Vital Records Received & Processed / Certified Copies Issued	812 / 1,958	1,123 / 2,098	1,000 / 2,000	1,000 / 2,000
Marriage Licenses Issued	149	183	150	150
Burial / Cremation / Disinterment Permits Issued	164 / 85 / 2	165 / 84 / 0	165 / 85 / 1	165 / 85 / 1
Notary Registrations / Notarizations / Copy Certified	96 / 460 / 10	80 / 200 / 5	80 / 100 / 5	80 / 100 / 5
Absentee Ballots Issued for Election Events	292	1,486	400	3,000
Online Credit Card Transactions - #/\$ - Dog Licenses	610 / \$11,451	530 / \$5,275	550 / \$5,500	550 / \$5,500



Registrar of Voters

Successes & Accomplishments

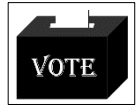
- Achieved Voter turnout for the November 5, 2019 of 36+% as compared to 31% in the 2017 Municipal Election.
- Encouraged General Election voter registration/participation through news releases and seminars at the High School (GHS).
- Enrolled 100 students during a GHS registration session in May 2019 and registered 24 new voters at Election Day Registration event.
- Conducted an annual canvass of voters from January 8, 2019 through May 31, 2019.
- Trained 19 new poll workers, recertified 11 moderators, and provided additional training for 105 current poll workers.
- Implemented additional changes to the DMV online voter registration and address change system.
- Participated in Registrar of Voters Annual Conference and Secretary of State (SOTS) conference on election laws and procedures as well as ROVAC Subcommittees. Served as Chair of the Technology Committee, an active participant on the Legislative Committee, and participant in the Educational Committee.
- Worked with SOTS as the Beta Site for the new Virtual Workstation project and provided support to other participating towns.
- Lisbeth Becker, Registrar of Voters, was selected by SOTS Denise Merrill to serve on the U.S. Election Assistance Commission Standards Board commencing April 2019. She is 1 of 2 members representing Connecticut.

Future Goals & Initiatives

- Conduct annual canvass of voters from January 6, 2020 through May 31, 2020.
- Plan and train poll workers for Democratic & Republican Presidential Primaries, State Primary, and Presidential Election.
- Advance planning for Municipal Election in November 2, 2021 and Voter Redistricting required after the 2020 Federal Census.
- Conduct GHS registration sessions in early January 2020, (before April Primaries), and in May 2020 to increase online voter registration and participation in the November 3, 2020 Election.
- Coordinate Poll Books meetings and evaluations with I.T. vendors in anticipation of SOTS finalization of specifications.
- Participate in ROVAC including providing guidance on best practices and system improvements.
- Implement new election laws adopted by CT State Legislature/Congress and revise training materials/practices accordingly.
- Continue to refine and improve the Election Day Registration process.
- Complete training certification for Registrar of Voters (ROV), Deputy ROVs and Moderators.
- Automate voter check in process at election polling locations through the use of laptops and unique software.

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	78,730	119,743	117,000	129,773	10.92%
Supplies	13,547	17,734	16,100	18,100	12.42%
Services & Charges	16,886	24,893	30,350	31,994	5.42%
Capital Outlay	8,825	2,799	6,750	0	-100.00%
TOTAL EXPENDITURES	\$117,988	\$165,169	\$170,200	\$179,867	5.68%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Hire, Train, and Certify Election Officials*	70	45	60	75	90

*Goal to hire & train is lower due to retention in 2018. The increase in 2020 reflects increased staffing needs for Presidential election.

Activity Indicators

D= Democratic, R = Republican

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Number of Registrars	2	2	2	2
Deputy Registrars	3	3	3	3
Tabulator Technicians	5	5	5	6
Number of Elections (including Primaries)	2	1	2	2
Referendum	0	0	The Registrars do not estimate future figures for this item.	
Audit or Recanvas	1	1	1	1
Number of Eligible Voters	23,700	23,707	24,000	24,000
Percent Voting:				
Municipal	31%	*	36%	*
State/Federal	*	77%	*	*
August Primary State	*	D: 34% R: 31%	*	D: 20% R: 22%
November Federal	*	*	*	90%
April Primary Federal	*	*	D: 35% R: 32%	*
Party Primary	*	*	*	*
Referendum	*	*	25%**	*

* Not Applicable

** Potential for Glastonbury high school field house



Legal Services

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

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Services & Charges	427,612	339,034	300,000	300,000	0.00%
TOTAL EXPENDITURES	\$427,612	\$339,034	\$300,000	\$300,000	0.00%

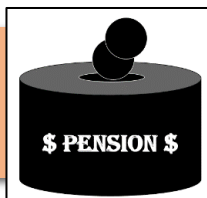


Probate Court – Glastonbury-Hebron

The Probate Court is established by State Statute. In January 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	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Supplies	11,923	11,683	20,600	20,600	0.00%
Services & Charges	3,465	3,321	4,200	4,200	0.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$15,388	\$15,004	\$24,800	\$24,800	0.00%



Insurance/Pension

Successes & Accomplishments

- Proposed pension budget includes full implementation of Pub2010 Public Retirement Plans Mortality Tables in FY21.
- Engaged the services of a new Health and Benefits Broker through a competitive Request for Qualifications.

Future Goals & Initiatives

- Continue plan to systematically reduce anticipated pension investment rate of return to more closely approximate current economic environment and to support long term viability of plan.
- Work with Town actuaries to review options and enact cost management strategies in pension plan design to reduce long-term pension plan costs.
- Perform formal broker-led request for proposal for Health and Benefit coverages to help identify potential plan consolidation and opportunities for cost efficiencies.
- Continue to monitor health insurance claims in Town Self Insurance fund to identify significant variances in actual versus expected claims ratios. Monitor reserve balances in accordance with policy and revise if necessary to coordinate with budget and open enrollment process.
- Monitor cost effectiveness of ongoing participation in CT Prime.
- Continue safety & risk management programs to reduce workers' compensation exposure and liability of property incidents.

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	514,756	475,795	495,304	561,502	13.37%
Employee Related Insurance	1,143,900	1,435,543	1,385,395	1,648,589	19.00%
Pension	26,405	32,156	17,930	17,930	0.00%
OPEB Reserve	0	0	0	0	0.00%
Claims/Services/Retro Charges	72,069	39,165	60,000	60,000	0.00%
Programs/Professional Services	53,748	47,403	69,470	70,610	1.64%
TOTAL EXPENDITURES	\$1,810,878	\$2,030,062	\$2,030,799	\$2,361,331	16.28%
Revenues-Non Tax*	\$168,814	\$39,628	\$40,000	\$40,000	0.00%
Required From Taxes	\$1,642,064	\$1,990,434	\$1,990,799	\$2,321,331	16.60%

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

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Workers' Compensation Experience Modification Factor	<0.90	0.91	0.91	0.88	0.88
Pension Contribution (% of Budgeted Payroll)*	<10%	22.5%	25.4%	25.8%	29.3%
Pension Funded Ratio**	100.0%	70.9%	70.5%	71.6%	69.5%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

*General Fund, Town only.

**FY20, 19 and 18 include actual ratio from Actuarial Valuation dated July 1, 2018, 2017 and 2016, respectively. FY21 is based on estimated July 1, 2019 Actuarial Valuation. The reduction in the FY21 ratio is largely driven by the implementation of Pub-2010 Public Retirement Plans Mortality Tables.

Activity Indicators



ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Casualty Insurance (annual cost)	\$514,756	\$475,795	\$515,988	\$561,502
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	17.3%	2.2%*	5.4%**	6.0%
ConnectiCare	10.1%	19.3%*	14.6%**	N/A
Delta Dental	0.0%	0.0%	0.0%	6.0%

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

**Actual rates used in 2019 open enrollment averaging 13.9% for the total Town.



Self Insurance

Effective July 1, 2010, the Town and Board of Education implemented a self-insured program for its employee health insurance benefits. In accordance with the Self Insurance Reserve Fund policy, both the Town and Education fund this program using fully insured equivalent premium rates provided annually by the insurance carriers.

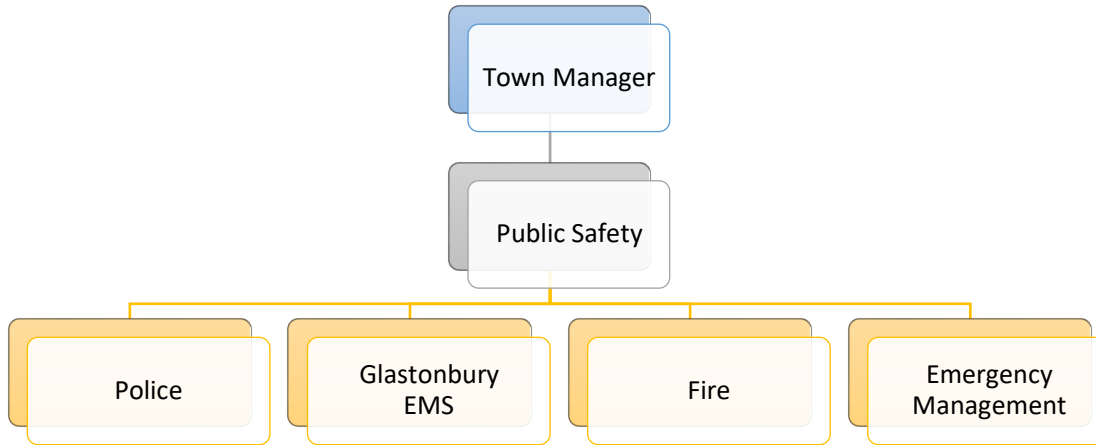
Per the Self Insurance Reserve Fund Policy, the goal is to maintain a minimum fund balance level equivalent to the total of the following components:

- The difference between the Town's maximum exposure for health related claims and expenses as calculated annually at the time of renewal and the total budgeted amount for health related insurances
- Ten percent (10%) of the total budgeted amount for health related insurances for the year of renewal
- 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 FY2017 through FY2019. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$5 million.

SELF INSURANCE	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL
REVENUES			
Employer Contributions	14,108,570	16,292,746	18,619,854
Employee Contributions	4,328,062	3,710,977	3,871,925
Interest on Investments	11,987	8,024	68,841
TOTAL REVENUES	18,448,619	20,011,747	22,560,620
EXPENDITURES			
Claims Incurred	17,850,694	18,310,655	18,567,791
Administration	2,152,863	2,030,306	2,075,093
TOTAL EXPENDITURES	20,003,557	20,340,961	20,642,884
Beginning Self Insurance Fund Balance	6,864,117	5,309,179	4,979,965
Annual Change	-1,554,938	-329,214	1,917,736
ENDING SELF INSURANCE BALANCE	\$5,309,179	\$4,979,965	\$6,897,701

Public Safety



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	7,785,603	7,806,321	8,021,055	8,275,521	3.17%
Supplies	174,905	200,322	221,999	232,416	4.69%
Services & Charges	5,044,319	5,532,430	5,981,430	6,456,782	7.95%
Capital Outlay	629,397	534,609	355,570	449,495	26.42%
TOTAL EXPENDITURES	\$13,634,224	\$14,073,682	\$14,580,054	\$15,414,214	5.72%

Activities, Functions, and Responsibilities by Division

Police Department

- Enforce all laws and ordinances within the scope of the Department.
- Protect life and property.
- Prevent crime and preserve peace.
- Investigate motor vehicle crashes, criminal violations, and Town ordinance violations.
- Provide community policing services to the Town including crime prevention activities, traffic enforcement, and youth/school programs.
- Provide dispatch and emergency communication services for police, fire, and EMS in Glastonbury and East Hampton.
- Maintain state and national law enforcement accreditation standards.
- Retain a fully staffed and well-trained work force.
- Ensure emergency management efforts meet the needs of the community.

Glastonbury EMS

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

Fire Department

- Protect life and property within the community through the provisions of professional fire service, including but not limited to: fire prevention, suppression, rescue services, management of hazardous material situations, and any other related public safety services.
- Provide support to other towns under mutual aid agreements or on an as needed basis.
- Accomplish the above through Commitment, Respect, and Integrity.

Emergency Management

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



Police Department

Successes & Accomplishments

- Hired 2 Police Officers and 3 Dispatchers and promoted 3 Detectives.
- Implemented K9 program.
- Upgraded/modernized surveillance system.
- Implemented new scheduling system software.
- Participated in numerous community policing and school programs including presentations on Opioid Crisis & Teen Vaping.
- Hosted a Women’s Personal Safety program.
- Submitted weekly public safety columns to the Glastonbury Citizen.
- Achieved 10th Commission on Accreditation for Law Enforcement Agencies’ national reaccreditation.
- Conducted tobacco compliance checks and sex offender registry compliance checks.
- Participated in several DOT highway safety grant programs (e.g. DUI, Click It or Ticket, Distracted Driving).

Future Goals & Initiatives

- Continue with technology projects including public safety radio component replacement and installation of solar-paneled car ports.
- Introduce hybrid cruisers to achieve fuel efficiency and reduce carbon footprint.
- Migrate to latest version of Commission on Accreditation for Law Enforcement Agencies’ standards.
- Replace recording equipment in Interview Room and modernize Automated Fingerprint Identification System equipment.
- Begin planning security improvements to annex exterior.
- Provide leadership and advanced training opportunities for personnel.
- Conduct liquor, tobacco, and sex offender registry compliance checks.
- Participate in grant-funded traffic safety initiatives (e.g. DUI patrol, Click It or Ticket, Distracted Driving).
- Collaborate with Board of Education on school safety initiatives and training programs.
- Expand community outreach initiatives (e.g. Citizen’s Police Academy).
- Participate in Justice Assistance Grant program.
- Continue facility renovations including restrooms and window replacements.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	75.00	79.00	79.00	79.00
Part Time	2.00	2.00	1.59	1.50
FTE	77.00	81.00	80.59	80.50



Personnel & Expenditure Summary Cont'd

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	7,282,425	7,320,987	7,503,243	7,726,422	2.97%
Supplies	95,392	119,994	132,270	141,435	6.93%
Services & Charges	4,575,261	5,004,123	5,488,558	5,968,337	8.74%
Capital Outlay	434,203	345,634	272,000	320,000	17.65%
TOTAL EXPENDITURES	\$12,387,280	\$12,790,739	\$13,396,071	\$14,156,194	5.67%
REVENUES-Non Tax	\$440,596	\$656,133	\$429,000	\$434,597	1.30%
Required From Taxes	\$11,946,684	\$12,134,606	\$12,967,071	\$13,721,597	5.82%

Performance Measures

Performance Measures	Goal	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Estimated
Violent Crime Rate (Per 100,000) ¹	<268.8 ^a	49.3	55.2	53	This division does not project measures for future years.
Property Crime Rate (Per 100,000) ²	<2,097.7 ^b	1,161	1,140.7	1,061	
% Violent Crimes Cleared by Arrest ³	>45.6	82.4	89.5	90	
% Property Crimes Cleared by Arrest ⁴	>17.6	19.3	19.6	20	
% E911 Calls Answered >10 seconds	>90%	94	96	95	
Emergency/Priority 1 Response Time (Min)	<4:30	3:59	4:42	4:00	
# of Workplace Incidents	0	9	11	0	
# of Lost Days ⁵	0	19.5/201 ^a	4	0	

¹ FBI National Average = 368.9 per 100,000

^a FBI National Average: 25-50K population

² FBI National Average = 2,199.5 per 100,000

^b FBI National Average: 25-50K population

³ FBI National Average = 45.5%

⁴ FBI National Average = 17.6%

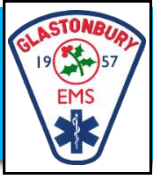
⁵ Lost days due to employee injuries

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

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Alarm Dispatches (Burglary, Fire, & Medical)	1,549	1,617	1,356	This division does not project measures for future years.
Total Part 1 Crimes* (Murder, Homicide, Rape, Robbery, Aggravated Assault, Burglary, M/V Theft, Larceny-Theft, Arson)	417	412	393	
Total Calls for Service/Complaints	16,979	17,845	17,511	
Total Medical Calls	2,229	2,367	2,205	
Total Animal Calls	566	577	576	
Total Motor Vehicle Accidents	868	703	834	
Accidents Involving Injury	93	95	132	

*FBI's Uniform Crime Index for Major Crimes



Glastonbury EMS

Successes & Accomplishments

- Implemented name change from Glastonbury Volunteer Ambulance Association to Glastonbury EMS.
- Conducted American Heart Association (AHA) CPR and first aid classes for individuals and businesses.
- Hosted Emergency Medical Technician (EMT) recertification class.
- Conducted Emergency Medical Responder (EMR) recertification classes for Glastonbury Police Department.
- Initiated EMS bike team, providing coverage at 8 community activities.
- Provided standby first aid coverage for 15 Glastonbury Community events.
- Replaced 1 ambulance with a new GMC ambulance.
- Received additional training and medical control to allow EMTs to administer NARCAN (naloxone) in cases of respiratory distress from opiate overdoses, use heart monitor for complaints of chest pain – for early recognition of a heart attack, and use CPAP (continuous positive airway pressure) for complaints of breathing difficulty.

Future Goals & Initiatives

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

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	0	0	0	0	0.00%
Services & Charges	17,663	17,115	20,820	0	-100.00%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$17,663	\$17,115	\$20,820	\$0	-100.00%
REVENUES-Non Tax	\$18,365	\$11,431	\$20,820	\$20,000	-3.94%
Required From Taxes	(\$702)	\$5,684	\$0	(\$20,000)	0.00%



Fire Department

Successes & Accomplishments

- 5 probationary members received the Firefighter I certification from the Connecticut Fire Academy.
- Recruited 7 new probationary Firefighters.
- Replaced last 1991 Service truck at Station 2 with a new 2018 Service truck.
- 8 Firefighters obtained certification as Fire Service Instructor I.
- 8 Firefighters received certification as Fire Officer II.
- Replaced 4 of the Department's original thermal imaging cameras with new, state-of-the-art cameras.
- Began a multi-year renovation project to Stations 1 and 2.
- Installed a new energy efficient heating system at Station 4.
- Accepted delivery of a new fire rescue boat.

Future Goals & Initiatives

- Increase the number of Firefighters trained to the Emergency Medical Response level.
- Continue to improve upon Firefighter safety through advancements in technology, equipment, and training.
- Improve methods of retaining existing members and recruiting new talent.
- Accept delivery of a new Class A 4x4 fire engine (winter 2020).
- Continue with renovations and building improvements to Stations 3 and 4, as well as the Fire Training Facility.
- Replace 2 emergency apparatuses that are 30+ years old.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	2.00	2.00	2.00	2.00
Part Time	0.00	0.00	0.00	0.00
FTE	2.00	2.00	2.00	2.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	482,177	464,334	495,812	527,099	6.31%
Supplies	79,500	80,306	89,464	90,716	1.40%
Services & Charges	443,570	503,860	463,115	479,578	3.55%
Capital Outlay	195,194	184,927	83,570	126,895	51.84%
TOTAL EXPENDITURES	\$1,200,441	\$1,233,426	\$1,131,961	\$1,224,288	8.16%
REVENUES-Non Tax	\$320	\$6,453	\$5,320	\$5,320	0.00%
Required From Taxes	\$1,200,121	\$1,226,973	\$1,126,641	\$1,218,968	8.19%

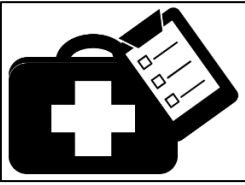


Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Average Response Time in Minutes	6-8	8	8	8	8
Insurance Service Rating	4/4B	04/4B	04/4B	04/4B	04/4B
Fire Training Hours	7,000	8,258	8,986	9,000	9,000
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Emergency Incidents	900	842	824	850	850
Structure Fires	N/A	34	12	10	10
Volunteer Firefighters	135	119	106	110	110



Emergency Management

Successes & Accomplishments

- Maintained viable Emergency Management & Homeland Security Program.
- Retained federal certification as a "Storm Ready Town" by the National Weather Service.
- Maintained US Weather Alert Radios in all Glastonbury schools, bus yard, Town Manager's Office, Superintendent's Office, and Dispatch center.
- Provided on-site telecommunications interoperability and weather monitoring at numerous community events for citizen protection and staff training – e.g. Memorial Day and St. Patrick's Parades and Veteran's Day ceremonies.
- Instituted a program with Salve Regina University to provide students in their Emergency Management and Homeland Security programs with industry-related experience through exposure to our operations.
- Continued storm planning activity and training with Eversource and various public utilities.
- Maintained planning and training efforts with Spectra Energy regarding the maintenance and emergency response procedures for the natural gas transmission line in Glastonbury.
- Attended Eversource electrical power safety seminars.

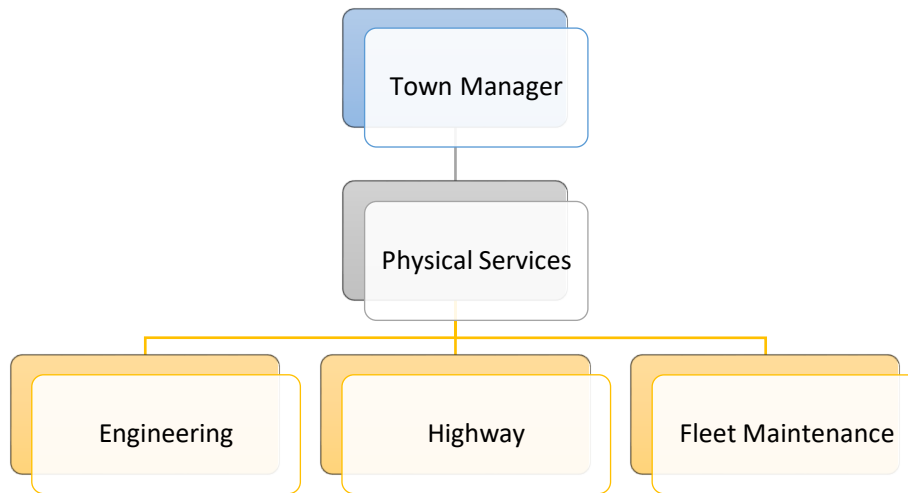
Future Goals & Initiatives

- Collaborate with CT Division Emergency Management Homeland Security (DEMHS) Committees (e.g. State Interoperable, CT Police Chiefs and Police Association of CT, CCROG Emergency Planning, etc.).
- Continue National Incident Management System training for ongoing improvement and to ensure receipt of Federal funds.
- Pursue continued monthly testing of the Town Public Safety Warning Siren System.
- Maintain professional development efforts regarding Homeland Security through local, regional, & federal resources.
- Continue to work with the Boy Scouts as well as high school and college students in Public Safety education.
- Sustain involvement with CRCOG for mutual aid purposes.
- Continue to offer job shadowing and internship opportunities to Connecticut and Rhode Island college students.

Personnel & Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	21,000	21,000	22,000	22,000	0.00%
Supplies	14	22	265	265	0.00%
Services & Charges	7,826	7,331	8,937	8,867	-0.78%
Capital Outlay	0	4,048	0	2,600	0.00%
TOTAL EXPENDITURES	\$28,840	\$32,401	\$31,202	\$33,732	8.11%
REVENUES-Non Tax	\$23,189	\$0	\$11,110	\$11,610	4.50%
Required From Taxes	\$5,651	\$32,401	\$20,092	\$22,122	10.10%

Physical Services



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	3,424,237	3,345,389	3,331,997	3,397,222	1.96%
Supplies	711,402	555,899	683,570	672,070	-1.68%
Services & Charges	2,593,099	2,798,737	3,019,953	3,089,469	2.30%
Capital Outlay	214,375	353,317	421,750	301,870	-28.42%
TOTAL EXPENDITURES	\$6,943,112	\$7,053,343	\$7,457,270	\$7,460,631	0.05%

Activities, Functions, and Responsibilities by Division

Engineering

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

Activities, Functions, and Responsibilities by Division Cont'd

Highway

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

Fleet Maintenance

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



Engineering

Successes & Accomplishments

- Generated a multi-phased town-wide plan for sidewalk maintenance and replacement. Implemented Phase 1 of said plan in high pedestrian traffic zones in and around the Town Center area.
- Completed technical design of the 100% grant-funded project that will provide for rehabilitation of the pavement structure over the entire length and width of Glastonbury Boulevard. Improvements will also include measures to enhance pedestrian safety through installation of new signalized mid-block crossings and exclusive pedestrian phases at existing signals.
- Coordinated all efforts to remove the deteriorated, historic dock and attached petroleum product piping associated with the former bulk oil storage facility at 300 Welles Street. Removal was accomplished without any adverse environmental impact at this public facility, despite logistically difficult conditions.

Future Goals & Initiatives

- Administer the construction phase of the grant-funded Fisher Hill bridge replacement project, such that full completion is accomplished within a single construction season.
- Complete design, permitting, and construction phases associated with removal of the deteriorated concrete spillway portion of the Matson Hill Open Space dam. The resulting condition will re-establish the Roaring Brook stream channel through the former impoundment area and allow for greater public access to the Brook.
- Manage all aspects of the Glastonbury Boulevard Pavement Rehabilitation project and significantly improve bicyclist and pedestrian safety while minimizing impact to businesses and motorists.
- Perform construction inspection and contract administration tasks associated with the Town's second off-road Multi-Use Trail section between Western Boulevard and House Street. Project completion will provide a comfortable and safe alternative to the busy Hebron Avenue corridor for non-motorized transport and recreational activities.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	11.00	11.00	11.00	11.00
Part Time*	1.00	1.00	1.00	1.00
FTE	12.00	12.00	12.00	12.00

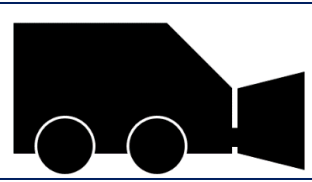
* Administrative Assistant splits time between Engineering and Community Development; counted as part-time (0.5) in each department.

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	926,379	964,759	972,005	967,423	-0.47%
Supplies	14,074	15,161	18,500	18,500	0.00%
Services & Charges	489,475	538,294	623,095	598,528	-3.94%
Capital Outlay	20,102	6,806	43,400	28,620	-34.06%
TOTAL EXPENDITURES	\$1,450,030	\$1,525,020	\$1,657,000	\$1,613,071	-2.65%
REVENUES-Non Tax	\$16,623	\$17,120	\$17,500	\$17,500	0.00%
Required From Taxes	\$1,433,407	\$1,507,900	\$1,639,500	\$1,595,571	-2.68%

Activity Indicators



ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Sales Revenue	\$2,248	\$3,145	\$2,500	\$2,500
Permits Issued:				
Right-of-Way Permits	339	337	350	350
Sanitary Sewer Permits	58	63	60	60
Certificate of Occupancy Inspections	53	57	55	55
Call Before You Dig Requests Processed	2,570	2,675	2,700	2,700
New Town Road Accepted (Miles)	0.1	0	0.5	0.2
Value of Capital Improvement Projects Managed	\$4.6M	\$2.3M	\$3.0M	\$3.0M



Highway

Successes & Accomplishments

- Reconstructed the Clark Hill Road/Matson Hill Road/Woodland Street intersection, improving traffic safety and overall geometry. A new 3-way stop condition was created in conjunction with a significantly larger project to reclaim, regrade, and replace the pavement structure over the entire length of Clark Hill Road.
- Reviewed best management practices with respect to chloride usage during winter storm events. Use of such practices ensures deicing material minimization resulting in lesser environmental impacts and decreased overall cost.
- Performed and/or coordinated all construction components necessary to rehabilitate paved surfaces at Smith Middle School and the Town Transfer Station.

Future Goals & Initiatives

- Rehabilitate the pavement structure over the entire 3-mile length of Birch Mountain Road. Ancillary tasks to include structure adjustment, curbing, snow shelf restoration, etc.
- Reconstruct all parking, access drive, and asphalt play areas on the Hopewell School site. Storm drainage structures to be replaced as necessary. Work to be coordinated during summer months, so as not to disrupt regular school activities.
- Effectively manage costs and administer the Town's increasingly aggressive annual road paving program using a variety of surface treatment methodologies and contractual entities. This program, along with winter snow and ice control, constitutes the largest programmatic efforts within the Highway Division.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	0.50	0.50	0.50	0.50
FTE	22.50	22.50	22.50	22.50

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,934,593	1,824,821	1,791,533	1,862,231	3.95%
Supplies	690,667	534,570	651,410	641,410	-1.54%
Services & Charges	1,542,073	1,637,825	1,717,564	1,800,197	4.81%
Capital Outlay	194,273	322,680	374,400	255,750	-31.69%
TOTAL EXPENDITURES	\$4,361,607	\$4,319,895	\$4,534,907	\$4,559,588	0.54%



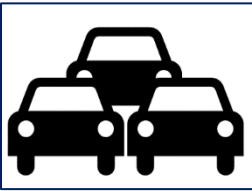
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Lane Miles Resurfaced	20	16	13	18	18
Treated Road Salt: Ton/Lane Mile	0.08	0.07	0.07	0.07	0.07
Snow Removal within 8 hours of Storm Cessation	100%	100%	100%	100%	100%
# of Workplace Incidents	0	5	2	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	369*	144*		

*This figure includes 137 days associated with a single incident.

Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Road Miles Plowed	N/A	37,470	24,721	40,000	40,000
Catch Basins Cleaned	500	425	270	400	450



Fleet Maintenance

Successes & Accomplishments

- Managed conversion of a large percentage of Police cruiser vehicles to the Sport Utility Vehicle model, which has reduced operating costs by approximately 11%. Division staff participated in outfitting the new vehicles with the desired electronics packages and other amenities.
- Assisted in generating the complex vehicular and component system specifications associated with Fire Department (FD) new Engine purchase.
- Developed and publicly advertised bid documents to cost effectively procure outside maintenance on FD vehicles. Maintenance of specialty systems on modern-day apparatus is best accomplished by vendors with niche knowledge.

Future Goals & Initiatives

- Increase average fuel economy for non-Police sedan vehicles to 30 mpg or better. Fuel economy of said vehicles has seen continued increases as various operational measures are observed, along with making manufacturer-stated fuel economy a consideration in purchase decisions.
- Manage completion of Police cruiser fleet conversion to the Sport Utility Vehicle model, thereby further reducing overall operational costs.
- Investigate regulatory requirements, site design aspects, and technical specification alternatives associated with replacing the underground gasoline tank at the Police Station. Aboveground tank options must also consider site security.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	6.00	6.00	6.00	6.00
Part Time	2.20	2.20	2.20	2.20
FTE	8.20	8.20	8.20	8.20

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	563,264	555,810	568,459	567,568	-0.16%
Supplies	6,661	6,169	13,660	12,160	-10.98%
Services & Charges	561,551	622,617	679,294	690,744	1.69%
Capital Outlay	0	23,831	3,950	17,500	343.04%
TOTAL EXPENDITURES	\$1,131,475	\$1,208,427	\$1,265,363	\$1,287,972	1.79%



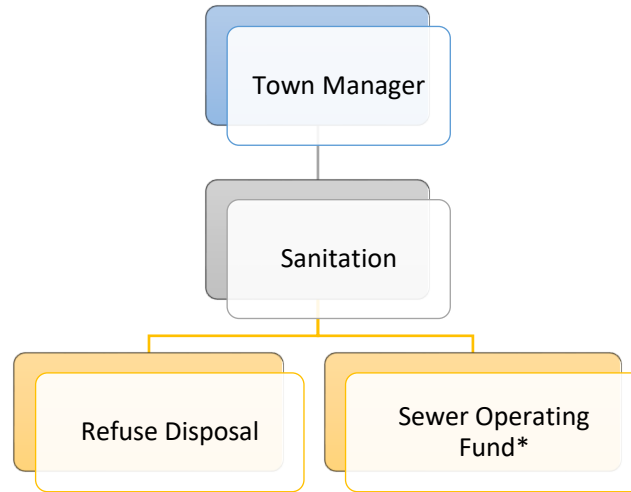
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	94%	95%	95%	95%
Cruisers	95%	92%	91%	92%	95%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.17	0.16	0.17	0.17
Cruisers	≤0.50	0.43	0.38	0.38	0.39
Non-Police Sedan Fuel Efficiency (mpg)	≥30.0	30.17	29.69	30.0	30.5
# of Workplace Injury Incidents	0	1	1	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	5	2		

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	275	273	274	274
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	87	87	87	87
# Natural Gas-Fueled Vehicles / # Electric Vehicles	27 / 2	27 / 2	27 / 2	27 / 2
Road Miles Traveled by Town Fleet	987,363	1,004,053	1,000,000	1,000,000
Road Miles Traveled by Board of Education	748,571	842,835	850,000	850,000
Average Fleet Age (Industry Average 6.5 years)	10.68 years	10.34 years	10.4 years	10.5 years

Sanitation



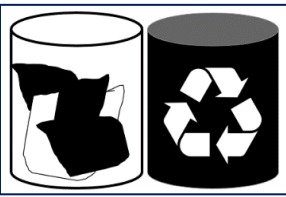
*See Special Revenue Fund section for Sewer Operating Fund information.

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	315,823	318,308	331,285	332,112	0.25%
Supplies	3,095	3,611	6,980	4,580	-34.38%
Services & Charges	405,209	472,780	521,696	573,065	9.85%
Capital Outlay	1,481	9,454	0	86,600	0.00%
TOTAL EXPENDITURES	\$725,609	\$804,154	\$859,961	\$996,357	15.86%

Activities, Functions, and Responsibilities by Division

Refuse Disposal

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



Refuse Disposal

Successes & Accomplishments

- Maintained active membership in the Central Connecticut Solid Waste Authority to fully evaluate effective opportunities for regional refuse and recycling disposal options.
- Hosted 2 town-wide paper shredding events for residents.
- Replaced Transfer Station Wheel Loader.
- Hosted successful and well-attended public composting workshop.
- Offered backyard compost bins and rain barrels to residents at a reduced cost through a vendor partnership.
- Developed amendments to Town Code banning single use plastic bags.

Future Goals & Initiatives

- Continue ongoing evaluation of Refuse/Recycling operations to maintain the sustainability of offsetting revenues by a minimum of 75% of operating expenses.
- Host another composting workshop and facilitate another compost bin/rain barrel distribution program.
- Continue to maximize recycling efforts through active engagement in community and regional initiatives.
- Develop financial program for future closure funding of the Bulky Waste Facility.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	2	2	2	2
Part Time	4.56	4.56	4.16	4.16
FTE	6.56	6.56	6.16	6.16

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	315,823	318,308	331,285	332,112	0.25%
Supplies	3,095	3,611	6,980	4,580	-34.38%
Services & Charges	405,209	472,780	521,696	573,065	9.85%
Capital Outlay	1,481	9,454	0	86,600	0.00%
TOTAL EXPENDITURES	\$725,609	\$804,154	\$859,961	\$996,357	15.86%
REVENUES-Non Tax*	\$675,200	\$588,493	\$627,000	\$637,550	1.68%
Required From Taxes	\$50,409	\$215,661	\$232,961	\$358,807	54.02%

* 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.



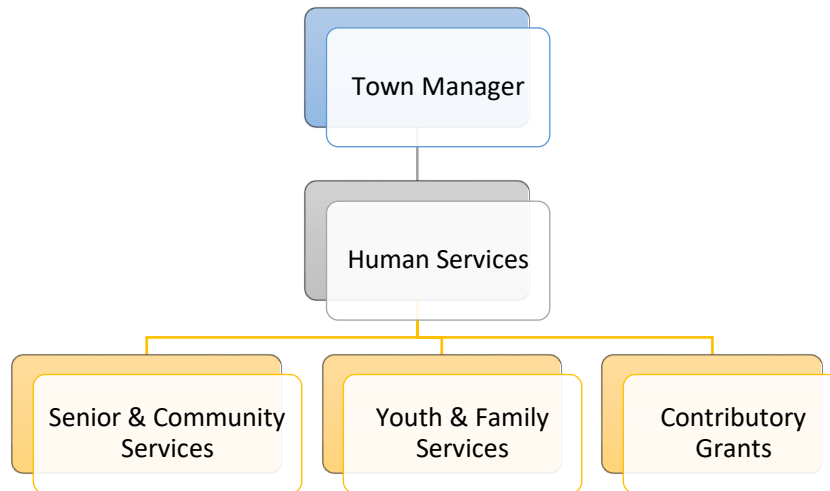
Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Tons of Solid Waste Disposed at Transfer Station	< 1,650	1,525	1,515	1,510	1,510
Revenue Offset versus Refuse Operating Budget	≥ 75%	81%	72%	70%	75%
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Cost Per Ton for Refuse Disposed at Materials Innovation and Recycling Authority (MIRA)	\$68.00	\$72.00	\$83.00	\$91.00
# of Vehicles Attending Household Hazardous Waste Collection Events	765	732	730	730
# of Refuse Disposal Permits Issued	6,860	6,750	6,800	6,800

Human Services



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,644,783	1,586,462	1,684,311	1,747,186	3.73%
Supplies	35,650	34,875	47,150	43,000	-8.80%
Services & Charges	1,038,693	1,137,172	1,167,943	1,226,897	5.05%
Capital Outlay	68,667	1,499	65,100	33,850	-48.00%
TOTAL EXPENDITURES	\$2,787,794	\$2,760,008	\$2,964,504	\$3,050,933	2.92%

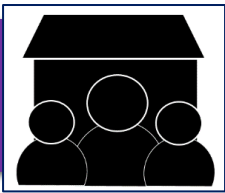
Activities, Functions, and Responsibilities by Division

Senior & Community Services

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

Youth & Family Services

- Counseling
- School Social Work Services including Outreach Services at Glastonbury High School and Smith Middle School
- Creative Experiences Programs
- Youth Services Action Group
- Welles Village Activity Council for Youth
- Substance Abuse Prevention Services
- Youth Advisory Council
- Social Club



Senior & Community Services

Successes & Accomplishments

- Received federal grant funds through the North Central Area Agency on Aging for support of Tai Ji Quan Moving for Better Balance program.
- Launched AARP Age-Friendly Livable Communities initiative, designed to improve the overall quality of life for residents at any age along the continuum of life, with a public forum and town-wide community survey.
- Provided services to ~1,500 unduplicated seniors/disabled citizens for improved mobility, socialization, & overall well-being.
- Partnered with Connecticut Community Care, Inc. and Anthem Foundation to provide Aging Mastery Program & Live Well Workshops, designed to help improve quality of life and aging process for seniors with chronic pain or illness.
- Awarded grant funding to support various programs including:
 - \$20,000 from the Glastonbury Education Foundation to support Livable Communities efforts
 - \$51,278 from the CT Dept. of Transportation (DOT) for enhanced Dial-A-Ride service
- Introduced new intergenerational programs and expanded Life-Long Learning and Cultural offerings.
- Improved service delivery through technology including automated call system for program participant notices, web-based platform for Food Bank requests & notifications, and enhanced image/audio programming for lectures and events.
- Increased collaboration with community businesses and organizations to further facilitate donations to the Food Bank.
- Re-introduced Dial-A-Ride services on Tuesday & Thursday evenings to increase evening program access for isolated seniors. Program overall provided ~18,600 rides to 500+ unduplicated seniors/disabled individuals.
- Provided support to eligible residents through annual assistance programs including:
 - Utility/Winter Heat Assistance – 448 households, Thanksgiving Food Program - 444 residents, Holiday program – 240 children, Back to School Program - 224 students, Food Bank - 507 residents, Renter’s Rebate Program - 306 Applications

Future Goals & Initiatives

- Offer a free caregiver series in collaboration with Hartford Healthcare Center for Healthy Aging in April 2020.
- Collaborate with the Housing Authority and Town Departments to provide Welles Village community member programming.
- Partner with town departments and Commission on Aging to develop an Age-Friendly Livable Community Action plan.
- Create a new Senior Services program brochure to increase visibility and readership.
- Develop and implement plans for an on-site fitness center at the Riverfront Community Center.
- Continue to increase culturally diverse programming to better meet the needs of all community members.
- Institute a volunteer matching program for seniors in need of assistance with household cleaning/yard-work.
- Restructure program registration process to include in person and on-line options and improved tracking methods.
- Continue to increase health and wellness evidence-based programming (e.g. Health Fair), and inter-generational programming through grants and/or in-service programming with community partners.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	7.00	7.00	7.00	7.00
Part Time	9.80	9.80	9.80	9.80
FTE	16.80	16.80	16.80	16.80

Personnel & Expenditure Summary Continued



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	831,127	867,036	871,397	788,536	-9.51%
Supplies	23,558	20,240	27,400	23,250	-15.15%
Services & Charges	580,649	603,398	674,974	629,267	-6.77%
Capital Outlay	44,994	1,499	57,100	24,200	-57.62%
TOTAL EXPENDITURES	\$1,480,328	\$1,492,174	\$1,630,871	\$1,465,253	-10.16%
REVENUES-Non Tax	\$273,696	\$268,542	\$319,238	\$299,728	-6.11%
Required From Taxes	\$1,206,632	\$1,223,632	\$1,311,633	\$1,165,525	-11.14%

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Improvement Rating - Wellness Programs*	>90%	96%	97%	97%	97%
Food Service Cost vs. Contractual Cost**	<85%	85%	85%	85%	85%

*Based on annual evaluations of wellness programs by participants.

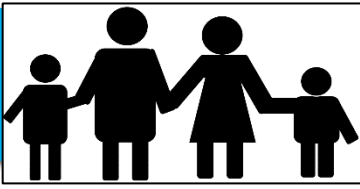
**Actual costs compared to contractual service costs.

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Senior Center Participation*	35,084	36,171	37,000	37,500
Senior Lunch Participation*	10,639	11,129	11,500	11,500
Dial-A-Ride Rides*	18,287	18,599	18,500	18,500
Social Work Services*	11,640	11,922	12,000	12,200
Number of External Building Reservations**	165	137	150	155

* Measured in units of service.

**Revenue-producing building use.



Youth & Family Services

Youth & Family Services (Y&FS) is comprised of Clinical & Outreach Services, Substance Abuse Prevention, and Creative Experiences.

Successes & Accomplishments

- Developed and launched a Vaping Intervention Protocol at Smith Middle School (SMS) and Glastonbury High School (GHS), as well as educational programming in response to increased vaping misuse.
- Staff participated in a focus group discussion on vaping trends at GHS. The discussion was comprised of students and faculty and was initiated and attended by Senator Richard Blumenthal.
- Facilitated a “Social Club” targeted to special needs youth and provided opportunities to engage with the community in a diverse variety of social settings.
- Increased the visibility and expansion of Peer Mediation within Glastonbury Public Schools. Kindness events were sponsored by Peer Mediation Club at GHS.
- Presented at GHS’s Professional Development Day on the topic of Self Care, and also presented to Glastonbury School Faculty on the topic of Anxiety, Stress, and Depression/Blues.
- Facilitated a successful (sold out!) Cabaret Broadway musical at the Riverfront Community Center, produced by 7-12 graders.

Future Goals & Initiatives

- Host an interactive event for students and parents/guardians to discuss current substance abuse trends, featuring a guest speaker and the ‘Hidden in Plain Sight van’.
- Y&FS Commission members, staff, and members of the faith community will collaborate to design and implement a community service program to provide meaningful volunteer opportunities for Glastonbury youth.
- Expand and implement Peer Mediation in elementary schools, currently offered in GHS, SMS, and Gideon Welles School.
- Host a psychoeducational support group for GHS students who self-identify as seeking to reduce/cease vaping.
- Substance Abuse Prevention Coordinator will co-facilitate a Mother-Daughter Circle (grades 5-8) to strengthen their relationship through creative expression, stress reduction, skill building, setting limits and honoring boundaries.
- Facilitate a middle school girls group on the impact of social media, in response to trending student impacts.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	12.00	12.00	11.00	11.00
Part Time	1.00	1.10	1.60	1.60
FTE	13.00	13.10	12.60	12.60

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	813,656	719,426	812,914	958,650	17.93%
Supplies	12,092	14,635	19,750	19,750	0.00%
Services & Charges	436,635	501,196	460,392	565,053	22.73%
Capital Outlay	23,674	0	8,000	9,650	20.63%
TOTAL EXPENDITURES	\$1,286,057	\$1,235,257	\$1,301,056	\$1,553,103	19.37%
REVENUES-Non Tax	\$31,929	\$56,671	\$60,808	\$65,982	8.51%
Required From Taxes	\$1,254,128	\$1,178,586	\$1,240,248	\$1,487,121	19.91%



Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Client Satisfaction Rating	>90%	95%	94%	95%	95%
Clinical Service Waiting List (Business days between referral and first session)	<45	10	14	9	9

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Outreach Clients	1,050	953	940	1050
Clinical Clients - Individual	821	842	850	850
Youth Program Participation	1,135	1,147	1,150	1,150
Substance Abuse Prevention Programs	6	2	6	8

Human Services: Contributory Grants

Contributory Grants

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 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.	0	11,168	11,168	11,168	0.00%
Amplify Inc.	2,409	2,409	2,409	2,409	0.00%
TOTAL EXPENDITURES	\$21,409	\$32,577	\$32,577	\$32,577	0.00%

The Town provides contributory health grants to 5 different agencies (summarized below) that are budgeted under Services & Charges of the Human Services Department.

Activities, Functions, and Responsibilities by Agency

InterCommunity Inc.

InterCommunity Health Care’s mission is to help people improve their quality of life by providing physical health, mental health and addiction services for optimum health and recovery. The agency is committed to serving individuals in the Greater Hartford region regardless of their ability to pay and insurance status. The grant money will be used to provide services at Clayton House, an Inpatient Detoxification Center and their East Hartford Primary Care. Integrated services are comprised of:

- Primary Care Services
- Medication Assisted Treatment
- Residential Programs
- Community Support Programs
- Emergency Housing Assistance
- Evidence-Based Employment Services
- Outpatient Behavioral Health Services

Interval House

Interval House is dedicated to ending domestic violence and providing services that will prevent and break the cycle of family and intimate partner abuse. Interval House strives to reach all persons at risk and bring about social change.

Services consist of:

- 24-hour hotline
- Emergency Safe house
- Crisis counseling and support groups
- Court advocacy
- Law enforcement partnership
- Lethality Assessment Program
- Community education
- Volunteer training

Activities, Functions, and Responsibilities by Agency Cont'd

KIDSAFE/Exchange Club Ctr.

KIDSAFE CT is dedicated to early intervention, prevention and treatment of child abuse and neglect for residents of Hartford and Tolland Counties. Monies provided by the Town of Glastonbury would be expended to provide home-based support for infants and parents during the first year of the infants' lives through the Parent PALS program. This program follows a family-centered approach which helps build a safe, nurturing environment for children to grow up within, provides parents with respite support and information, and reduces risks of child abuse and neglect.

MARC, Inc.

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

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

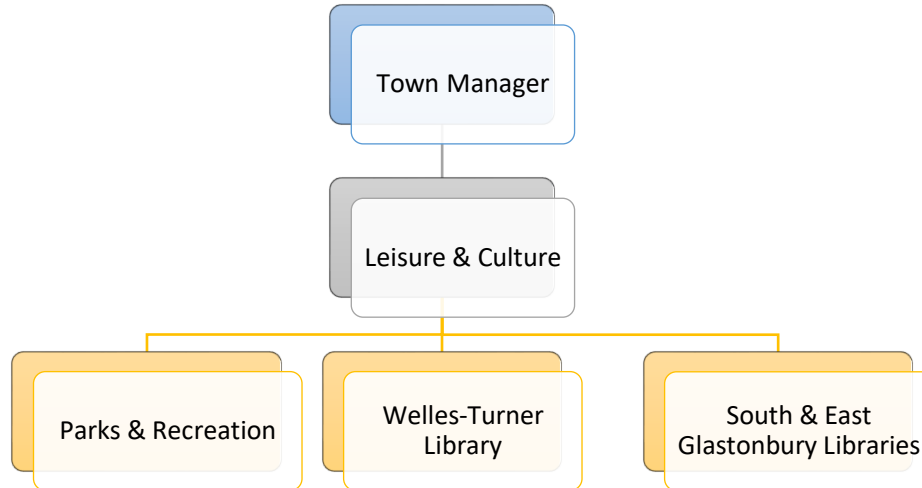
Amplify, Inc. (Formally North Central Regional Mental Health Board, Inc.)

Effective July 1, 2019, Amplify has completed a merger of the North Central Regional Mental Health Board (NCRMHB) and East of the River Action for Substance Abuse Elimination, Inc. (ERASE). The newly formed agency is designed, under its contract with DMHAS, to carry out the mission and statutory mandates of both NCRMHB and ERASE. Amplify Inc., is charged with assessing the behavioral health needs of children, adolescents and adults across the region.

Amplify's scope of services:

- Community Education
- Update the FY19 Regional Needs Assessment as requested by DMHAS and produce a Regional Priority Report that further explores the region's funding priorities for substance abuse, mental health and problem gambling based on identified needs and gaps.
- Conduct training with Local prevention and Catchment Area council members using a strategic Prevention Framework to explore issues for individuals with mental health, addiction and/or co-occurring issues.
- Stimulate the development of new and needed services in the State of CT.
- Provide information about mental health and addiction issues and initiatives to members to the provider community and members of the general public.
- Monitor DMHAS response to local issues.

Leisure & Culture



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	2,931,270	2,832,188	3,048,838	3,051,046	0.07%
Supplies	165,205	171,112	184,540	199,740	8.24%
Services & Charges	2,009,499	2,445,358	2,283,139	2,385,995	4.51%
Capital Outlay	133,899	250,168	228,250	172,650	-24.36%
TOTAL EXPENDITURES	\$5,239,873	\$5,698,825	\$5,744,767	\$5,809,431	1.13%

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 30,000 visitors annually for public swimming
- Inspect and maintain 16 children’s playgrounds.
- Provide 2,000+ summer day camp opportunities for youth ages 4-17.
- Mow 250+ acres of lawn area weekly from mid-April to late October.
- Teach approximately 2,000 children’s swim lessons each year.
- Provide an instructional basketball program for approximately 1,200 boys and girls ages 8-18.
- Operate a teen center and skate park.
- Provide a wide array of special events to enhance the quality of community life including the Santa’s Run Road Race, Fishing Derby, Annual Senior Citizens Picnic, Expanded Summer Music Series, and Children’s Performances.
- Operate a public boat launch on the CT River and a banquet facility at the Glastonbury Boathouse in Riverfront Park

Activities, Functions, and Responsibilities by Division Cont'd

Welles-Turner Library

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

South Glastonbury Library

The South Glastonbury Public Library provides local resources for the education and recreation of the Community.

- Primary resources including books, periodicals, and recordings.
- Services and programs such as concerts, lectures, art exhibits, nature programs, children's story hours, craft programs, and summer programs.
- Meeting room space for community organizations.

East Glastonbury Library

The East Glastonbury Public Library operates entirely by volunteers for 21 hours/week.

- Collection of materials for all ages.
- Services including book discussion group for adults, community information, and exhibit space.





Parks & Recreation

Successes & Accomplishments

- Taught ~2,000 children’s swim lessons, 70+% of which were for children ages ≤8 and aligning with goal of having all Glastonbury children learn to “Swim by Eight”.
- Continue to partner with L.L. Bean to provide Kayaking, Paddle Boarding, and Fly-Fishing Programs, serving 1,481 participants.
- Expanded Camp Discovery and Expanded Pre-school Parent/Child classes.
- Continued to partner with Riverfront Recapture to provide a work site for a youth rowing camp. 68 participants in FY19.
- Provided 100+ individuals with sports equipment through the Locker Room Program.
- Implemented a remote-control system for in-ground irrigation systems for improved efficiency and productivity.
- Achieved Bicycle Friendly Bronze Designation through the League of American Cyclists.
- Hosted New England YMCA Regional Invitational Gymnastics meets with 1,000 gymnasts competing.
- Finalized interior and accessibility compliance improvements at Parks Maintenance Facility.
- Completed numerous renovations, repairs, and equipment improvements at Grange Pool and Addison Pool.
- Assisted in controlling non-native invasive plant species in the Blackledge Falls Dam deconstruction and transformation.
- Partnered with Glastonbury Partners in Planting (GPIP) on several projects including the Hubbard Green monument re-landscaping and irrigation capital project, landscaping improvements in several school courtyards, and planting replacement trees along Putnam Boulevard.
- Worked with Glastonbury Little League, Eagle Scouts, and Girl Scouts on several landscaping and irrigation projects – e.g. designing & installing a lighted flag pole at Butler Field and trail improvements at Gideon Welles/J.B. Williams Park.
- Begin first phase of Emerald Ash Borer management by removing large portions of Ash tree populations in town. Also, addressed Oak and other tree damage/death caused by Gypsy moths, drought (2015-2017), and over-maturation of the urban forest. Program efforts are anticipated to continue for several years.
- Supported town-wide sustainable efforts by installing a solar trash compacter at the Center Green and planting Oak Trees to commemorate the Town’s Silver Sustainable CT designation and the 100th anniversary of the Connecticut Arborists’ Law. (The latter was provided by the CT Tree Protective Association.)

Future Goals & Initiatives

- Continue to manage urban forest and address dead/dying trees and safety issues resulting from Gypsy moths and drought.
- Evaluate opportunities to improve the Recreation management system for Parks and Recreation & Senior Services.
- Pursue Splash Pad and Disc Golf Course projects.
- Partner with GPIP to re-landscape Fire Company 1 headquarters at intersection of Main Street and Pratt Street.
- Further improve grounds and facility maintenance by replacing 2 fleet trucks and 1 line painting trailer.
- Improve snow removal operations through replacement and purchase of snow blower equipment and tractor attachments.
- Reduce algae at Eastbury Pond through use of underwater aeration systems.

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	22.00	22.00	22.00	22.00
Part Time	1.50	1.50	1.50	1.50
FTE	23.50	23.50	23.50	23.50



Personnel & Expenditure Summary Continued

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	2,103,370	2,032,930	2,135,789	2,113,400	-1.05%
Supplies	143,586	150,085	158,800	174,000	9.57%
Services & Charges	1,258,149	1,674,978	1,434,273	1,513,267	5.51%
Capital Outlay	121,880	228,036	214,050	150,150	-29.85%
TOTAL EXPENDITURES	\$3,626,985	\$4,086,029	\$3,942,912	\$3,950,817	0.20%
REVENUES-Non Tax	\$203,333	\$138,981	\$178,185	\$160,083	-10.16%
Required From Taxes	\$3,423,652	\$3,947,048	\$3,764,727	\$3,790,734	0.69%

*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.

Performance Measures

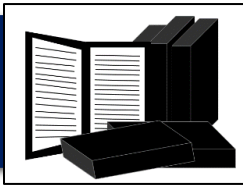
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Revenue Reimbursement of Program Expenses	95.0%	100%	100%	100%	100%
Program participants indicating that program "met expectations"*	≥95%	96%	96%	96%	96%
Public playgrounds that comply with accepted safety standards	100%	100%	100%	100%	100%
Percent of snow removal completed within 12 hours of the end of storms	100%	95%	95%	95%	95%
# of Workplace Incidents	0	4	11	12	5
# of Lost Days	0	0	1	0	0

*Data based on customer response to survey question.

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of 9 hole rounds played at Minnechaug Golf Course*	12,387	12,196	15,402	15,500
# of athletic fields maintained for baseball, softball, football, soccer, field hockey, and lacrosse	54	54	54	54
Total hours of scheduled athletic field use per fiscal year	41,449	46,538	46,600	46,600
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations	76,661	71,495	74,500	75,000

*Number of annual rounds subject to weather conditions



Welles-Turner Library

Successes & Accomplishments

- Installed new audio-visual equipment in the Friends Room (laser projector, wide-angle screen and sound system).
- Launched 2 new online services: Great Courses and NYTimes.com, the digital edition of the New York Times.
- Started Cookbook Club featuring a different cookbook each month. Participants make a recipe from the book and then meet to discuss and taste-test.
- Generated \$9,800 in revenues through passport processing.
- Hired TSKP Studio to provide architectural services and to oversee the facility expansion/renovation project.

Future Goals & Initiatives

- Complete library expansion/renovation project, to include additional space for children and teen services, collaborative workspace for all ages, and a dedicated makerspace.
- Investigate and implement, where feasible, online products that will enhance the library user experience. Can include, but is not limited to: site mapping software, online reservations for study rooms, and library applications.
- Continue to offer online resources (digital download services and other databases) to help patrons meet their educational, recreational, and business needs.
- Expand program offerings including collaborative programs hosted at other community venues.
- Continue to maintain public computers per retention schedule established by Information Technology and provide peripheral equipment (scanners, presentation equipment, VHS to DVD converters) that enables users to complete tasks.

Personnel & Expenditure Summary

Welles-Turner Library

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
Full Time	10.00	10.00	10.00	10.00
Part Time	15.94	15.94	15.94	15.94
FTE*	25.94	25.94	25.94	25.94

* As calculated by State Library.

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	827,900	799,258	913,049	937,646	2.69%
Supplies	21,618	21,027	25,740	25,740	0.00%
Services & Charges	736,349	755,379	833,866	857,728	2.86%
Capital Outlay	12,019	22,132	14,200	22,500	58.45%
TOTAL EXPENDITURES	\$1,597,888	\$1,597,796	\$1,786,855	\$1,843,614	3.18%
REVENUES-Non Tax	\$94,026	\$107,660	\$123,000	\$113,000	-8.13%
Required From Taxes	\$1,503,862	\$1,490,136	\$1,663,855	\$1,730,614	4.01%



Performance Measures - WTML

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Library visits per capita*	>5.3	6.6	6.9	7.0	7.0
Circulation per capita*	>6.7	10.5	10.1	10.1	10.1
Residents with library cards*	>40%	41%	41%	45%	45%
% of circulation using self-check out	90%	83%	88%	90%	90%
Program attendance per capita*	0.60	0.30	0.33	0.40	0.60
Public Internet sessions per capita*	0.99	0.53	0.62	0.60	0.60

*Based on statewide averages as listed in Connecticut Public Libraries: A Statistical Profile, July 1, 2017 - June 30, 2018.

Library visits per capita: the number of visits during the year per person in the community served.

Circulation per capita: the average annual circulation of library materials per person in the community served.

% of residents with library cards: percentage of the people in the community who have registered as library users.

% of circulation using self-checkout: the percentage of physical items checked out using self-check stations in library.

Program attendance per capita: annual program attendance per person in the community served.

Internet Computer Sessions per capita: total number of network connection sessions per person during the year in the community served.

Activity Indicators - WTML

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
# of In-Person Library Visits	229,776	239,304	239,500	239,500
# of Online Library Visits	148,262	214,596	215,000	215,000
Total circulation (books, media, digital downloads)	361,639	350,155	350,000	350,000
Total programs	416	425	450	475
Total program attendance	10,465*	11,699	12,000	12,500
Total public internet sessions**	18,492	21,492	21,000	21,000
Room Use (Friends Room, Glastonbury Room, Other)	352	422	430	430
Study Room Use	2,676	3,264	3,280	3,280

*Short staffed in Children & Adult.

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

South Glastonbury Future Goals & Initiatives

- Operate and maintain the library open to the public.
- Continue to offer programs for all ages (e.g. lectures, book discussions, story times).

Personnel & Expenditure Summary - South Glastonbury Library

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%

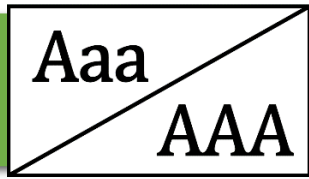
East Glastonbury Future Goals & Initiatives



- Operate and maintain the library open to the public.
- Offer an adult book-study group.

Personnel & Expenditure Summary - East Glastonbury Library

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
TOTAL EXPENDITURES	\$7,500	\$7,500	\$7,500	\$7,500	0.00%



Debt Service

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

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

Debt Policy

The Town Council and Board of Finance have enacted a policy whereby debt shall not exceed 2.5% of the respective year full value Grand List. Per Capital Improvement criteria, the Town's net debt limit is 2.5% of the equalized full value Grand List. This totals approximately \$150M. By comparison, debt as of the end of fiscal year 2019/20 is estimated at \$42.2 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2021 proposed budget, the Town's debt service payments represent approximately 4.1% of expenditures. The Town is rated AAA by Standard & Poor's and Aaa by Moody's Investors Service and Glastonbury's policy is to protect these ratings by adhering to sound financial policies.

Activities, Functions, and Responsibilities

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

Successes & Accomplishments

- Retained rating of AAA by Standard & Poor's and Aaa by Moody's Investors Service. Last rated in January 2020.
- Issued Bond Anticipation Notes (BANs) for:
 - Land Acquisitions and Library design work in the amount of \$1,710,000 due to mature July 24, 2020
 - Land Acquisitions in the amount of \$4,685,000 due to mature July 24, 2020

Future Goals & Initiatives

- Hold a refunding bond sale to achieve debt service savings on outstanding bonds.
- Rating review by Standard & Poor's and Moody's Investors Service scheduled for early 2020
- Continue to review and analyze CIP projects in accordance with the established criteria and the long-term financing plan
- Bond Issues: Pursue financing as necessary in accordance with CIP five-year plan

Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Town	3,330,979	2,896,325	3,038,057	3,064,063	0.86%
Education	5,314,683	5,096,543	3,629,100	3,513,493	-3.19%
Sewers	0	0	175,000	175,000	0.00%
Other	16,874	160,788	315,000	324,243	2.93%
TOTAL EXPENDITURES	\$8,662,535	\$8,153,656	\$7,157,157	\$7,076,799	-1.12%
Grant Reimbursement	\$0	\$0	\$0	\$0	0.00%
TOTAL REVENUES	\$0	\$0	\$0	\$0	0.00%
Required from Taxes	\$8,662,535	\$8,153,656	\$7,157,157	\$7,076,799	-1.12%

Performance Measures

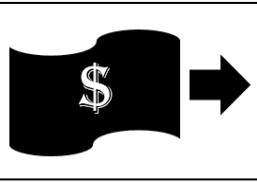
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Bond Ratings					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Debt Service as % of Expenditures	< 10.00%	5.4%	5.2%	4.3%	4.1%
% of Debt Retired within Ten Years	> 60%	89%	90%	89%	90%
Ratio of Net Debt to Full Value Grand List	< 2.50%	1.3%	1.1%	1.0%	0.8%

Activity Indicators

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

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	2021 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,500	\$1,300	\$1,190	\$1,030
Outstanding Long Term Debt at June 30 (in thousands)	\$44,925	\$38,505	\$35,865	\$30,725
Bond Anticipation Notes at June 30 (in thousands)	\$1,650	\$1,350	\$6,395	\$0*

*Expect to issue bond for \$10.39 million (\$5.99M land and \$4.4M library) in July 2020. Future BANs possible, but not certain.



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

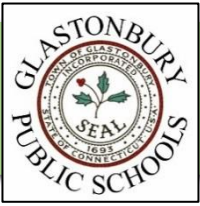
EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
EXPENDED	0	0	0	0	0.00%
TOTAL	\$0	\$0	\$0	\$0	0.00%

Transfers to Other Funds

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

Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
To Capital Reserve	5,213,600	5,860,000	6,000,000	5,750,000	-4.17%
To Capital Projects	2,000,000	56,500	0	0	0.00%
To Dog Fund	45,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds (Sewer Operating)	175,000	175,000	0	0	0.00%
To Other Funds	687,804	0	0	0	0.00%
To OPEB Fund	0	713,719	771,598	810,000	4.98%
TOTAL	\$8,121,404	\$6,850,219	\$6,816,598	\$6,605,000	-3.10%



Education

Glastonbury Public Schools: Vision and Mission

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

Chairman and Superintendent's Message for 2020/2021: January 2020

To the citizens of Glastonbury

This letter of transmittal highlights our budgetary focus for the 2020-2021 school year. As with all budgets, we have two major goals. First, we recognize our educational commitment to support over 5,700 students. Second, we aim to meet that commitment with fiscal responsibility.

Innovative practice is the cornerstone of initiatives noted in this budget. Innovation in organizations is the key to success in changing times. As we predict the future and important trends, educational needs emerge that must be addressed through our programs and through financial support.

One major initiative involves engineering and robotics program development to prepare our students for post-secondary education and trending careers. Consequently, we request initial funding to develop a high school program that focuses on Science, Technology, Engineering, Arts, and Mathematics (STEAM) integration. This effort to transform our Technology Education shop areas into innovative STEAM Labs is long overdue. A \$300,000 budget to start this process is included.

The classroom environment and equipment needs of schools contribute to both safety and innovation. After careful analysis of all fixed costs, we identified a need to replace deteriorating student desks and chairs. This budget line increases from \$50,000 to \$132,064.

Our commitment to support a fiscally responsible budget is evident in many aspects of our budget. We managed the health care reserve in such a way that our fund can properly pay claims without account depletion. Thus, there is a minimal increase in the budgeted funds for this major expenditure in fringe benefits.

In addition, our LINKS program remains a source of pride. Most importantly, we provide a high quality program for students who would not have benefited from access to our curriculum if educated in out-of-district placements. A secondary factor is the cost benefit of supporting our students in our local setting. We have decreased our operating budget funding through use of Eastbury School for our LINKS program.

Our budget includes our Capital Improvement Program (CIP) requests for the next five years. We have been able to eliminate or reduce requests by providing better ongoing maintenance in many areas of our buildings.

The Board of Education has reduced the Superintendent's Proposed Budget by \$300,000. Difficult choices were made to keep increases as low as possible.

The Board of Education recommends a budget increase of 3.32% for the 2020-2021 school year. We believe this relatively small increase will allow us to keep Glastonbury among the best at providing the highest quality education to our students.

Douglas C. Foyle, Ph.D.
Chair, Board of Education

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



Activities, Functions, and Responsibilities

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

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED
FTE	801.27	801.27	795.4	796.9

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Instruction	52,424,074	53,421,561	54,215,988	55,769,403	2.87%
Support Services Instruction	19,574,035	19,056,224	19,484,198	20,345,803	4.42%
Operations	13,294,231	13,213,201	12,900,586	13,174,723	2.12%
Community Services	361,938	361,347	373,559	367,422	-1.64%
Fringe Benefits	19,257,392	20,781,889	21,725,515	22,096,695	1.71%
TOTAL EXPENDITURES	\$104,911,670	\$106,834,222	\$108,699,846	\$111,754,046	2.81%
REVENUES-Non Tax	\$7,383,058	\$7,837,338	\$5,807,536	\$6,097,612	4.99%
Required From Taxes	\$97,528,612	\$98,996,884	\$102,892,310	\$105,656,434	2.69%

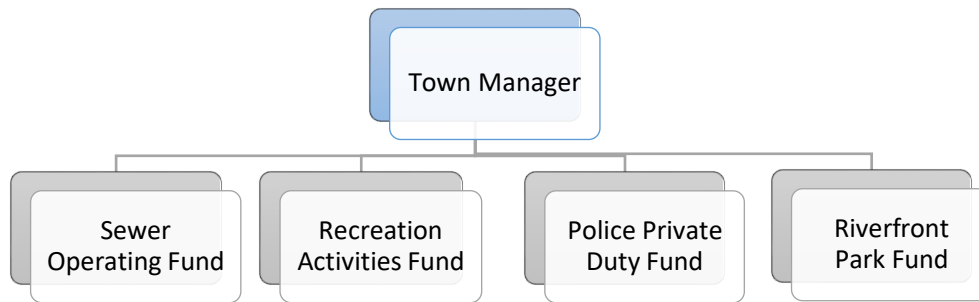


Education Expenditures Report by Program

PROGRAM NAME	FY 18/19	FY 19/20	FY 20/21
Art	1,131,179	1,188,508	1,238,241
Basic Education	14,732,609	15,077,806	15,703,806
English/Reading & Language Arts	4,246,429	4,320,148	4,370,635
Mathematics	2,650,523	2,703,601	2,765,611
Science	3,428,179	3,533,399	3,644,036
History/Social Sciences	2,261,459	2,280,935	2,355,012
Career and Vocational Education	1,558,178	1,602,645	1,668,487
P.A.C.E./Math Science Resource	594,756	607,555	604,257
Foreign Languages and ELL	4,265,427	4,436,982	4,516,924
Health/Physical Education	2,010,823	2,107,226	2,096,400
Music	1,666,515	1,740,497	1,800,281
Special Education	13,358,026	14,291,854	14,686,863
Agriscience and Technology	291,509	324,832	318,850
TOTAL INSTRUCTION	52,195,612	54,215,988	55,769,403
School Counseling	3,209,702	3,363,189	3,620,715
Health Services	761,572	775,478	806,762
Libraries/Media Centers	1,298,316	1,347,198	1,233,698
Program/Staff Development	693,900	662,500	602,500
Athletics/Clubs	1,760,895	1,829,954	1,920,558
Elementary Education	2,234,379	2,265,018	2,335,652
Secondary Education	2,776,602	2,778,425	2,722,592
System-wide Support Services	2,846,213	2,812,303	3,290,567
Technology Support Services	3,393,689	3,650,133	3,812,759
TOTAL SUPPORT SERVICES/INSTRUCTION	18,975,268	19,484,198	20,345,803
Operations/Maintenance	6,664,634	6,698,947	6,848,273
Utilities	2,070,285	2,374,490	2,497,354
Pupil Transportation	3,755,269	3,827,149	3,829,096
TOTAL SUPPORT SERVICES/OPERATION	12,490,188	12,900,586	13,174,723
Community Services	369,875	373,559	367,422
TOTAL COMMUNITY SERVICES	369,875	373,559	367,422
Fringe Benefits and Substitutes	21,336,039	21,725,515	22,096,695
GRAND TOTALS	\$105,366,982	\$108,699,846	\$111,754,046

Special Revenue Funds

Special Revenue



EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	1,744,126	1,866,099	1,779,963	1,881,730	5.72%
Supplies	47,560	80,566	90,425	88,925	-1.66%
Services & Charges	1,915,490	2,021,757	2,278,920	2,380,022	4.44%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	10,841	8,701	12,250	79,000	544.90%
TOTAL EXPENDITURES	\$4,866,697	\$5,125,801	\$5,311,558	\$5,579,677	5.05%

Activities, Functions, and Responsibilities

Sewer Operating Fund

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

Recreation Activities Fund

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

Activities, Functions, and Responsibilities Cont'd

Police Private Duty Fund

- The Police Department (PD) 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 periods to provide traffic control and security while repair work or special events are taking place on public roads or other venues. Where PD vehicles are needed to support the work being performed by the officers, the contracting party is billed on a per hour basis for the use of those vehicles. Apart from the safety provided for the specific event or repair activities, the program provides added police visibility in the community and additional officers working who could be quickly redeployed should emergency conditions arise.

Riverfront Park Fund

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

Sewer Operating Fund

Successes & Accomplishments

- Maintained effective operations. Average nitrogen removal of 72 lbs. compared to monthly permit of 98 lbs., a 26.5% favorable variance
- Sustained sewer use rate within lowest ¼ percentile among towns with similar populations served
- Awarded bid for construction phase of Cider Mill Pump Station replacement

Future Goals & Initiatives

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

Personnel & Expenditure Summary

PERSONNEL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 REQUESTED
Full Time	9.00	9.00	9.00	9.00
Part Time	0.00	0.00	0.00	0.00
FTE	9.00	9.00	9.00	9.00

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	683,270	685,003	728,535	733,050	0.62%
Supplies	45,139	72,587	83,125	81,625	-1.80%
Services & Charges	998,226	1,068,328	1,196,732	1,240,767	3.68%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	10,841	8,701	12,250	51,000	316.33%
TOTAL EXPENDITURES	\$2,886,155	\$2,983,298	\$3,170,642	\$3,256,442	2.71%
REVENUES-Non Tax*	\$3,230,415	\$3,259,950	\$3,170,642	\$3,256,442	2.71%
Required From Taxes	(\$344,260)	(\$276,652)	\$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.

Sewer Operating Fund Continued

Performance Measures

PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Total Sewer Use Rate per ccf	*	\$3.05	\$3.15	\$3.15	\$3.20
• Operations and Capital Funding		\$2.23	\$2.23	\$2.37	\$2.42
• Debt Service - Clean Water Fund Repayment		\$0.82	\$0.73	\$0.78	\$0.78
Treatment Plant Sludge Solids Concentration	6.00%	5.97%	6.6%	6.0%	6.0%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0	\$0
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

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

Activity Indicators

ACTIVITY INDICATORS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Treatment Plant Gallons of Sludge Disposed	2,742,500	2,821,000	2,825,000	2,850,000
Treatment Plant Average Daily Flow in Million Gals	2.19	2.63	2.65	2.70
Estimated ccf usage	950,000	990,000	950,000	950,000

Recreation Activities Fund

Successes & Accomplishments

- Introduced a new boys' running program, 'MPower', to complement existing girls' running program, 'Girls In Stride'
- Adjusted Schedule of Fees and Charges to maintain the self-supporting status of programs
- Expanded Swim Lessons Program to include 2 private child care centers
- Planned successful new Halloween event, Spooky Story Stroll, with over 150 participants
- New Doggy Paddle event successfully raised \$800 towards Dog Park improvements
- Improved Santa's Run registration process by outsourcing this event function

Future Goals & Initiatives

- Offer winter Ski Club for teens during the late winter season
- Expand Locker Room Open House to a 2-day event
- Continue to introduce new fitness classes consistent with current trends
- Implement additional Dog Park improvements including water access

Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	633,371	733,596	727,119	817,094	12.37%
Supplies	0	0	0	0	0.00%
Services & Charges	564,311	582,742	760,597	755,452	-0.68%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$1,197,682	\$1,316,337	\$1,487,716	\$1,572,546	5.70%
REVENUES-Non Tax*	\$1,290,827	\$1,410,471	\$1,487,716	\$1,572,546	5.70%
Required from Taxes	(\$93,145)	(\$94,134)	\$0	\$0	0.00%

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

Police Private Duty Fund

Successes & Accomplishments

- Continued self-sustaining revolving account for contracted Police Private Duty activities.
- Provided effective and timely traffic management services during storm related emergencies and Town repaving projects.

Future Goals & Initiatives

- Maintain smooth operation and high collection rate for contracted police services.
- Continue effective traffic management assistance for major reconstruction and road improvement projects.

Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	344,011	346,096	216,000	216,000	0.00%
Supplies	0	0	0	0	0.00%
Services & Charges	250,845	250,264	184,000	234,000	27.17%
Capital Outlay	0	0	0	0	0.00%
TOTAL EXPENDITURES	\$594,856	\$596,360	\$400,000	\$450,000	12.50%
REVENUES-Non Tax*	\$612,584	\$574,253	\$400,000	\$450,000	12.50%

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

Riverfront Park Fund

Successes & Accomplishments

- Continued successful L.L. Bean partnership and initiated new partnership with a rowing camp with Riverfront Recapture which resulted in \$6,000+ in revenue in FY19.
- The Boathouse, boat launch, and boat storage facility generated over \$290,000 in revenues for fiscal year 2018-2019, exceeding the budgeted goal by more than \$44,000 and offsetting operational expenses by 118%.
- Hosted 94 private events at the Glastonbury Boathouse in FY2018-2019, including 55 weddings.
- Renewed annual event contract with Weight Watchers with an increased rental fee, which will equate to \$22,000+ in revenue.
- Hosted several special events including the second Holiday Fair at the Boathouse at Riverfront Park.

Future Goals & Initiatives

- Continue to cultivate wedding bookings and generate private event revenues.
- Facility upgrades including exterior cleaning, security cameras, deck sealant/staining.
- Publish RFP for new catering partners effective January 1, 2021.
- Invest in nicer chair options for wedding clients, which can be rented to serve as an additional revenue source.
- Continue to identify additional revenue sharing opportunities for recreational opportunities on/by the Connecticut River.
- Host more special events, including holiday fairs, at Riverfront Park and the Glastonbury Boathouse.

Expenditure Summary

EXPENDITURES	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Personal Services	83,474	101,405	108,309	115,586	6.72%
Supplies	2,421	7,978	7,300	7,300	0.00%
Services & Charges	102,109	120,423	137,591	149,803	8.88%
Capital Outlay	0	0	0	28,000	0.00%
TOTAL EXPENDITURES	\$188,003	\$229,806	\$253,200	\$300,689	18.76%
REVENUES-Non Tax*	\$227,332	\$292,540	\$253,200	\$300,689	18.76%

* 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.

Performance Measures

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

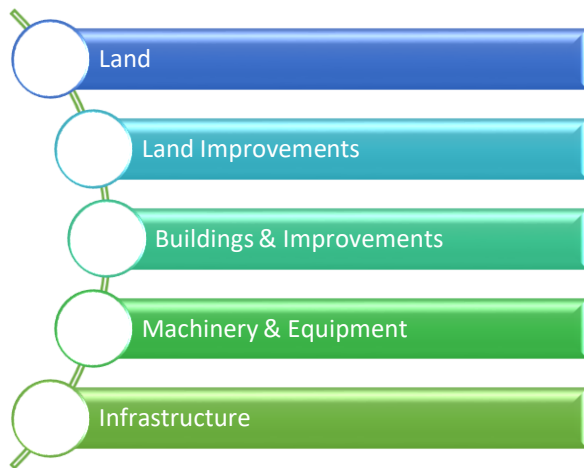
PERFORMANCE MEASURES	GOAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 ESTIMATED
Boat Rental Storage (indoor)	35	10	10	10	10
Boat Rental Storage (outdoor)	16	24	24	30	32
Boat Launch Passes Sold	120	114	117	120	125
GHS Crew Regattas Hosted	4	4	4	4	5
# of Banquet Facility Reservations	90	63	94	95	100
Operating Rev. as % of Op. Expenditures	≥100%	100%	118%	100%	100%

**Capital Improvement
Program (CIP)**

Capital Improvement Program | Criteria/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:



Capital/Fixed Asset items that may be included in the Town's annual operating budget include those that:

- Cost less than \$75,000
- Are of a recurring nature and acquired each year

Capital/Fixed Asset items or improvements to be included in the Town's Capital Improvement Program (CIP) are those which:

- Cost \$75,000 or more
- Have an anticipated life expectancy of 10 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 10 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.

Capital Improvement Program | PLANNING PROCESS

Identification of Needs

Annually, each department, board, or agency shall submit a five year CIP proposal to the Town Manager in accordance with the CIP schedule. Proposals received from departments, citizens, agencies, or organizations outside of the formal CIP process 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 and satisfy the criteria previously outlined include:

- Purchase of Land and Development Rights
- Construction of New Buildings
- Land and Building Improvements and Renovations
- Machinery and Equipment
- Infrastructure Improvements (e.g. 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)

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 fees associated with preliminary and final design work, architectural services, construction management and execution, 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 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.

Capital Improvement Program | BUDGETARY PROCESS

General Funding

As noted previously, the purpose of the CIP program is to acquire and/or improve assets, including infrastructure, that have an extended useful life of more than 10 years and a minimum value of \$75,000. The program is funded through a combination of Debt, Capital Reserve Fund, Sewer Sinking Fund, and Grant Revenues. During the annual operating and capital budget process, 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 will review the capital projects and financial projections as recommended by the Town Manager 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. All capital improvements exceeding 2% of the adopted Town, Education and Debt and Transfer budget may be submitted to public referendum. (See Referendum Threshold section.)

An annual financing plan for the multi-year CIP plan is critical to the 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.

Primary Funding

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

EXPENDITURES	FY2018 ACTUAL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	PERCENT CHANGE
Capital Reserve	\$5,213,600	\$5,750,000	\$6,000,000	\$5,750,000	-4.17%
Appropriations/Expenditures*	\$9,560,000	\$6,315,000	\$9,707,000	\$6,605,000	-31.96%

*Before grants.

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.

Capital Improvement Program | BUDGETARY PROCESS CONTINUED

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.

- 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.

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.

Capital Improvement Program | BUDGETARY PROCESS CONTINUED

Debt Limitations

Subject to referendum approval, the Town may issue bonds for projects of a scope and cost not reasonably funded on a cash basis from current revenues. Debt Service is typically issued for major improvements and renovations. When considering debt service, a strong credit rating is a valuable asset.

The following general guidelines and standards shall be used to preserve the Town's strong credit rating and effectively manage ongoing debt service requirements:

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

Annual Review

As noted previously, 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.

Goals & Priorities – 2020/2021

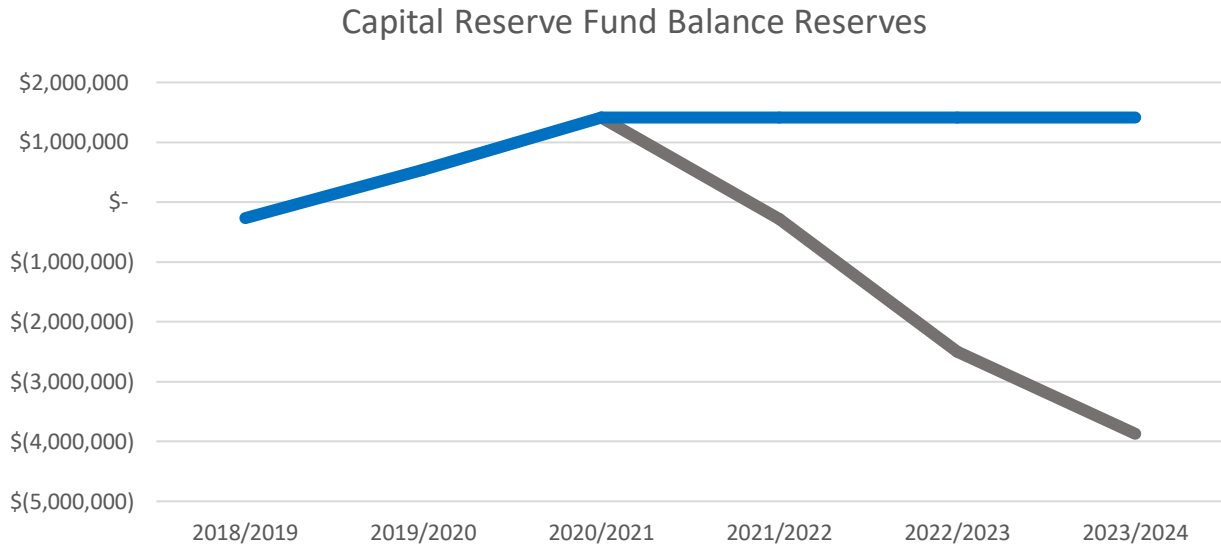
A summary of adopted FY2020/2021 projects is available on the following pages.

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

DESCRIPTION	ACTUAL	ACTUAL	ADOPTED &	ADOPTED	PROJECTED		
	2017/2018	2018/2019	ESTIMATED*	2020/2021	2021/2022	2022/2023	2023/2024
REVENUES							
Interest on Investments	\$ 109,604	\$ 190,450	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
OTHER REVENUES							
GRANT FUNDING:							
Eastern Blvd. Bridge Grant 80%	1,429,698	137,691	28,502	-	-	-	-
STEAP Grant - Facilities Building	30,496	143,793	-	-	-	-	-
Local Bridge Grant - Fisher Hill 80%	-	253,687	1,616,000	-	-	-	-
Local Accident Reduction - Hebron Ave/House Roundabout	-	1,495,486	110,000	-	-	-	-
State DOT - Hebron Ave Paving	413,489	-	-	-	-	-	-
Multi Purpose Trail	-	-	1,228,030	-	-	-	-
LOCIP	371,527	234,189	202,650	202,650	-	-	-
Main Street Traffic Signals	-	103,650	100	-	-	-	-
House/Griswold/Harris Intersection	-	136,232	-	-	-	-	-
Parks Grant	12,000	-	-	-	-	-	-
EV Charging Station Reimbursement	18,712	-	-	-	-	-	-
Eticket Software Installation	-	10,476	-	-	-	-	-
Multi-Town Dispatch ICE Grant	162,441	-	-	-	-	-	-
Glastonbury Boulevard	-	-	1,800,000	400,000	-	-	-
Mill Street Bridge	-	-	-	144,000	144,000	1,760,000	-
Splash Pad (Rotary Club)	-	-	-	250,000	-	-	-
Main Street Sidewalks	-	-	300,000	-	-	-	-
GHS Cafeteria Grant	-	-	-	250,000	-	-	-
Municipal Grants in Aid	240,799	240,799	240,799	240,799	240,799	240,799	240,799
Miscellaneous	-	330	-	-	-	-	-
Subtotal Grant Funding	2,679,162	2,756,334	5,526,081	1,487,449	384,799	2,000,799	240,799
OTHER FUNDING:							
Farmland Preservation Fees	11,769	12,069	12,000	12,000	12,000	12,000	12,000
Cedar Ridge H2O	-	250,000	-	-	-	-	-
PD Tower Lease (increase 3% per year)	-	18,000	37,000	38,000	39,000	40,000	41,000
Subtotal Other Funding	11,769	280,069	49,000	50,000	51,000	52,000	53,000
TOTAL REVENUES	\$ 2,800,535	\$ 3,226,853	\$ 5,725,081	\$ 1,637,449	\$ 535,799	\$ 2,152,799	\$ 393,799
Reallocated Capital Funding	-	-	240,000	90,000	-	-	-
TRANSFERS IN							
General Fund Budgeted	5,213,600	5,860,000	6,000,000	5,750,000	5,750,000	5,750,000	5,750,000
Capital Projects Fund: Closed Projects	679,559	94,085	-	-	-	-	-
ESTIMATED REVENUES & TRANSFERS	\$ 8,693,694	\$ 9,180,938	\$ 11,965,081	\$ 7,477,449	\$ 6,285,799	\$ 7,902,799	\$ 6,143,799
DEDUCTIONS							
CAPITAL IMPROVEMENT PROJECTS							
Authorized or Proposed - July 1**	\$ 9,560,000	\$ 6,315,000	\$ 9,707,000	\$ 6,605,000	\$ 6,285,799	\$ 7,902,799	\$ 6,143,799
Fisher Hill Bridge Replacement	\$ -	\$ -	\$ 1,450,000	-	-	-	-
School Air Conditioning Design/Electrical	600,000	-	-	-	-	-	-
Correction - Grant funding	636,110	-	-	-	-	-	-
Parks grant transferred to TH Improvements	12,000	-	-	-	-	-	-
Outdoor Pool (Grange)	-	350,000	-	-	-	-	-
Library Upgrade Donations	150,000	-	-	-	-	-	-
Cedar Ridge Public Water Project	-	250,000	-	-	-	-	-
PD - Tower Lease to Public Comm. Project	-	18,000	-	-	-	-	-
TOTAL DEDUCTIONS	\$ 10,958,110	\$ 6,933,000	\$ 11,157,000	\$ 6,605,000	\$ 6,285,799	\$ 7,902,799	\$ 6,143,799
Period Increase (decrease)	\$ (2,264,416)	\$ 2,247,938	\$ 808,081	\$ 872,449	\$ -	\$ -	\$ -
Unreserved Fund Balance Beginning	\$ (250,841)	\$ (2,515,257)	\$ (267,319)	\$ 540,762	\$ 1,413,211	\$ 1,413,211	\$ 1,413,211
Unreserved Fund Balance Ending	\$ (2,515,257)	\$ (267,319)	\$ 540,762	\$ 1,413,211	\$ 1,413,211	\$ 1,413,211	\$ 1,413,211

* Includes Anticipated Grants to be Received.

** CIP in FY 2022-2024 assumed to equal estimated revenues and transfers.



Notes

Blue line - Assumes net project costs equal capital transfer.

Grey Line - The multi-year Capital Project pro-forma shows system-wide projects exceeding the current capital transfer. The gap will be closed through increased funding to the Capital Transfer, bundling of projects to potential debt service, delaying projects to future years, and focusing on care and maintenance of existing infrastructure. Essentially, all projects identified through the pro-forma will not proceed as identified through this planning process.

CIP Improvement Program | Town Council Adopted Projects (page 1 of 2)

Projects that directly support the Town’s ongoing initiatives and objectives related to Sustainability, Economic Development, and a Livable Community are noted as applicable.

Infrastructure & Major Equip. Care & Maintenance	\$ 5,390,000	Sustainability	Economic Development	Livable Community
Physical Services				
Road Overlay Program	\$ 1,400,000		X	
Sidewalk Maintenance	\$ 175,000	X		X
Renovation - Slocomb Dam	\$ 225,000	X		
Town Center Streetscape Improvements	\$ 200,000		X	X
Glastonbury Blvd. Pavement Rehabilitation	\$ 400,000		X	
Heavy Equipment (Highway) (A)	\$ 225,000			
General Storm Drainage Improvements	\$ 100,000	X		
Pavement Restoration-Town & Educ. Facilities	\$ 200,000			X
Mill Street Bridge Replacement	\$ 180,000			X
Public Safety				
Public Safety Communications	\$ 375,000			X
Self Contained Breathing Apparatus (SCBA)	\$ 120,000			
Fire Station Renovations	\$ 75,000			
Police Building - Renovations	\$ 50,000			
Education				
Hopewell - Parking Lot Re-Paving & Curbing	See note			
GHS - Construction Services - New Field House	\$ 850,000	X		
SMS - Moisture Mitigation /Gym Floor Replacement	\$ 200,000			
Parks & Recreation				
Tree Management	\$ 125,000	X		
Addison Park Renovations	\$ 225,000	X		X
Mower - 16’ Rotary Mower Replacement	\$ 120,000			
Winter Hill	\$ 25,000			
General Government				
System-Wide Municipal Roof Replacements	\$ 50,000			
Town Hall, Academy & Security Improvements	\$ 70,000			
Ongoing Projects	\$ 470,000			
General Government				
Property Revaluation	\$ 145,000			
Energy Efficiency - Sustainability	\$ 50,000	X		
Physical Services				
Main Street Sidewalks - Phase 3	\$ 75,000		X	X
Traffic Calming	\$ -		X	X
New Sidewalk Construction	\$ 175,000		X	X
NLT/Route 17 Ramp Configuration	\$ 25,000		X	

Note: Project will proceed in summer 2020 under available and proposed capital funding – pavement restoration.

CIP Improvement Program | CIP Adopted Projects Continued (page 2 of 2)

New Projects	\$ 745,000	Sustainability	Economic Development	Livable Community
Splash Pad	\$ 500,000		X	
Bulky Waste Closure Fund	\$ 50,000			
General Bicycle/Pedestrian Improvements	\$ 75,000	X		X
Facilities Study	\$ 70,000	X		X
Fiber Connections	\$ 50,000			
Subtotal	\$ 6,605,000			
(A) Less Available Funding	\$ 90,000			
Less Approved Grants and Donations	\$ 1,954,000			
Net Estimated Cost	\$ 4,561,000			

Other Projects to be Funded Outside of Capital Reserve Program

Town Aid \$ 461,217

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Physical Services

Project Title: [Road Overlay Program](#)

This project consists of surface treatment of Town-owned and maintained roadways. Streets are evaluated by Staff at the end of each winter season. Selection of specific roads for surface treatment is based on factors such as traffic volumes, knowledge of pavement structure, surface condition, pending underground 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, pavement reclamation, and other forms of pavement management as appropriate for physical conditions. The Town also utilizes State Aid for Improved Roads to fund the paving program. The amounts requested in subsequent years represent a phased approach to increasing allocations such that necessary work can be accomplished through capital reserve and grant funding.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$1,400,000	\$1,400,000	\$1,600,000	\$1,800,000	\$2,000,000	\$2,200,000	\$10,400,000

Estimated Operating Budget Requirements: Road overlay at recommended intervals minimizes long-term pavement management costs.



Department: Physical Services

Project Title: [Sidewalk Maintenance](#)

The Town now owns and maintains a sidewalk network with cumulative length exceeding 130 miles. Maintenance and panel replacement, where necessary, has historically been funded through Highway Division operating accounts. However, in recent years, the demand for maintenance activity has surpassed the ability of this account to adequately address problem areas. This proposal suggests annual allocations that will allow for resolution of all outstanding maintenance issues over a 5-year period. Work has begun to address areas with the highest levels of pedestrian traffic and would proceed systematically to other parts of Town on a priority basis. Completion of work as described would remove significant financial liability in the form of potential claims associated with trip & fall accidents.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$1,050,000

Estimated Operating Budget Requirements: Continued annual allocation of funding (\$75,000) for sidewalk maintenance through the Highway Division Contractual Services account will supplement CIP funding.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Physical Services

Project Title: Renovation – Slocomb Dam

The Town’s highly successful land acquisition and preservation program has funded numerous open space purchases over the years. For some of these acquisitions, work is required to support community use of the parcel. Examples include the former Arbor Acres, J.T. Slocomb Mill, and Winter Hill Farm properties. Such work can include building demolition, environmental remediation, and other similar tasks. For the former Slocomb Mill site, building demolition and site restoration is complete, including access drive, parking, fencing, and landscaping. The concrete spillway portion of the on-site dam is in a deteriorated state and must be addressed per CTDEEP Division of Dam Safety directive. A first phase study identifying dam-related alternatives and associated cost estimates was completed and design of the chosen removal option is in progress. Demolition and stream channel restoration would be expected during 2020 low flow conditions. Other pending work in a subsequent year involves post-remediation monitoring.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$50,000	\$250,000	-	-	-	-	\$300,000

Estimated Operating Budget Requirements: Removal of dam spillway will reduce short & long-term maintenance costs.



Department: Physical Services

Project Title: Town Center Streetscape Improvements

The Town of Glastonbury has experienced considerable growth, both residentially and commercially, within the northwest sector and Town Center areas in recent years. Consequently, the Town has commissioned and completed a technical traffic study, along with a long-term planning study to guide decision-making that will enhance the economic vitality of the Town Center and encourage future robust economic development. These efforts have resulted in numerous recommendations for improvements pertaining to traffic flow, aesthetic amenities, pedestrian-friendly enhancements, and other related means of ensuring continued economic vitality in the Town Center. This specific proposal suggests streetscape improvements on Main Street at and near the Hebron Avenue intersection. Existing brick snow shelf areas on the west side of Main St. and at the northwest/southwest corners of the Hebron Ave. intersection would be replaced.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000	\$850,000

Estimated Operating Budget Requirements: New streetscape amenities will require some level of maintenance in the future.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Physical Services

Project Title: Glastonbury Blvd. Pavement Rehabilitation

This proposal serves as a continuation of Town efforts to replace and/or rehabilitate the pavement structure on high volume arterial and collector roadways. Recent years have seen substantive improvements on New London Turnpike, Main Street, Hebron Avenue, Griswold Street, and Putnam Boulevard. Milling and repaving of the top 4" of asphalt is also recommended for Glastonbury Boulevard. Other project components will include measures to improve pedestrian and cyclist safety. Existing traffic signals will be modified to include exclusive pedestrian phases, mid-block crossings will be added with new Rectangular Rapid Flashing Beacons, and roadway shoulder widths will increase to better accommodate bicycles. This project has qualified for 100% construction phase State grant funding. Town Engineering Division staff has completed design work and will perform construction administration-related tasks. Figures shown below represent total construction costs and do not reflect grant reimbursements.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$1,800,000	\$400,000	-	-	-	-	\$2,200,000

Estimated Operating Budget Requirements: Project replaces the existing pavement structure, thereby reducing short-term maintenance costs.



Department: Physical Services

Project Title: Heavy Equipment (Highway)

This proposal suggests purchase of a new roadside mower to supplement the Highway Division's larger pieces of similarly-purposed equipment. The roadside mower is used to prevent vegetation from encroaching into vehicular travel paths and to remove sight line restrictions created by all types of plants & trees. In addition, the mower is used to clear overland drainage and sanitary sewer easements, thereby allowing quick and easy access in the event of a pipe blockage or other type of maintenance emergency. Future year costs approximate purchase prices for replacement of other pieces of Highway Division heavy equipment such as a street sweeper, forklift, bucket truck, and Vac truck.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$110,000	\$225,000	\$265,000	\$80,000	\$450,000	-	\$1,130,000

Estimated Operating Budget Requirements: Maintenance costs associated with this piece of equipment would be incurred, as is typical for all pieces of heavy equipment. Proposed purchase would not increase fleet size, as it would replace a 2004 John Deere mower with over 7,000 hours of service.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Physical Services

Project Title: General Storm Drainage Improvements

From time-to-time, it becomes necessary for staff to make substantive repairs or significant improvements to the Town’s extensive drainage system. Said repairs and/or upgrades can be relatively urgent in nature in order to adequately protect private property and to protect the environment from excessive amounts of erosion. These circumstances can be encountered following a sudden severe storm event or the need can be previously known, but is beyond the scope and cost typically associated with Operating Budget allocations. Accordingly, an appropriation as noted below is suggested for consideration. Specific use of funding would be on an as-needed basis as determined by the Town Manager.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$100,000	\$100,000	\$100,000	\$1000,00	\$100,000	\$100,000	\$600,000

Estimated Operating Budget Requirements: Drainage system repairs and/or upgrades result in overall maintenance cost avoidance



Department: Physical Services

Project Title: Pavement Restoration – Town & Education Facilities

This is a multi-year project to repair aging parking and access drives at various Town and school facilities. Some of the locations have parking access drives that have gone 30+ years since they were last resurfaced while others have gone 20+ years. The ongoing appropriation is similar to the annual capital funding for streets and roads. Specific projects will be determined yearly. Priority locations include Hopewell School, the Police Department, Fire Company #4, and Addison Park.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$125,000	\$200,000	\$200,000	\$200,000	\$200,000	\$925,000

The proposed budget could vary in future years based upon ongoing evaluation and the cost of bituminous concrete.

Estimated Operating Budget Requirements: Timely maintenance of paved surfaces will reduce the need for more expensive reconstruction and ongoing patching.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Physical Services

Project Title: Mill Street Bridge Replacement

The bridge on Mill Street over Salmon Brook was constructed in 1939 and some structural deficiencies have been identified by the Connecticut Department of Transportation inspections. It is anticipated that structure replacement/rehabilitation has become eligible for the Federal/Local Bridge Program which provides 80% reimbursement for all project phases. The Town has successfully leveraged this program to replace several bridges in the past 20 years and would look to duplicate the process used previously. A structural

design consulting engineer would be retained and construction would be completed by private contractor. Cost figures below are rough order-of-magnitude numbers based on experience with similar projects and are not based upon any level of design completion. Figures shown below represent total construction costs and do not reflect grant reimbursements.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$180,000	\$180,000	\$2,200,000	-	-	\$2,560,000

Estimated Operating Budget Requirements: Replaces an existing structure. No change in long-term maintenance costs.



Department: Public Safety / Police

Project Title: Radio Communications Upgrade

Last upgraded in 2006, the Town's radio system is comprised of several distinct components functioning together to provide emergency communication for police, fire, and ambulance. Some infrastructure components were replaced in 2017 as part of the ongoing Capital Improvement Project. Most of the remaining components, while still functional, have reached "end of life" status and are no longer manufactured or supported by the manufacturers. The cost of replacing the remaining components (e.g. repeaters, portable radios, mobile radios) is estimated at \$1.6 million. In 2017, the Town hired an independent public safety consultant to evaluate the entire system and make recommendations. The consultant advised that the system was in excellent condition overall, and should be viable for the next 3-

4 years, after which they recommend replacement. A simultaneous upgrade is recommended to minimize disparate systems or networks among the remaining components. Multi-year funding will allow for preplanned funding or emergency replacement should components fail unexpectedly. A portion of the cost of this capital project will be offset by lower maintenance costs (i.e. operating expenditures) as well as higher lease revenue derived from the Town-owned radio tower.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$37,000	\$375,000	\$420,000	\$420,000	\$420,000	-	\$1,672,000

Estimated Operating Budget Requirements: The annual operating budget consists of an annual maintenance fee of approximately \$50,000.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Public Safety / Fire Department
Project Title: Self-Contained Breathing Apparatus

Self-contained breathing apparatus (SCBA) contains 2 components, an air cylinder, which holds a firefighter’s breathing air, and the apparatus frame, which consists of the regulator, breathing air hose and mask. In accordance with the manufacturer’s recommendation, and the National Fire Protection Association’s (NFPA) standard, an air cylinder must be removed from service after 15 years. While the Fire Department (FD) replaced 20 air cylinders 2019, it will be required to replace 120 air cylinders by January 2021. As for the FD’s existing SCBA frame, they were constructed based on an NFPA standard enacted in 2002. Since then, a number of technological advancements, along with several changes to the standard have been implemented. The current 2018 edition of the NFPA-1852 standard allows today’s Firefighters to work in higher heat and smoke-filled environments with more efficient face pieces, improved communication, and earlier notification as to when their air cylinder is about to run out of air. While the FD is only obligated to replace air cylinders, our focus is also to be up-to-date with the latest technology in fire suppression. As such, the FD’s goal is to replace all of its SCBA based on the latest NFPA standard and technology.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$622,500	-	-	-	-	\$622,500

Estimated Operating Budget Requirements: Estimated annual operating requirements for the SCBA is approx. \$8,000 for required annual flow testing and preventative maintenance in accordance with the NFPA standard.



Department: Public Safety / Fire Department
Project Title: Fire Station Renovations

In an effort to increase the longevity of the fire training facility on Nutmeg Lane, the FD is proposing to upgrade the existing tiles in the 2 live fire-training rooms. Incorporated in the proposal are upgrades to the existing thermocouples, along with a new temperature meter in order to maintain appropriate temperatures during live fire exercises. The material included in this project exceeds all other systems and products currently available on the market, and would help reduce on-going maintenance costs, by providing a durable corrugated stainless steel protective face that is maintenance free. In addition, the FD would like to enhance the site with a permanent restroom facility. This would eliminate the need to maintain 2 port-a-potties and provide needed access to potable water. Furthermore, the FD would pave the area around the training tower, which would allow for a stronger and more stable surface to work when conducting ground ladder training and eliminate the potential of tripping hazards from the packed gravel that currently exist.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	-	-	-	\$324,000	-	\$324,000

Estimated Operating Budget Requirements: \$2,500 for annual NFPA 1403 inspection and \$2,000 for utilities and miscellaneous upkeep to the property.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Public Safety / Police

Project Title: Police Building Renovations

The police department annex consists of the primary police department building, several outbuildings, and a refueling station. The annex perimeter is not secured, allowing for access by unauthorized pedestrians and vehicles. This creates numerous security and safety concerns. Future renovations to improve site security include installation of perimeter fencing and secure gate access. Additional future site work includes construction of solar paneled carports, repurposing and/or removal of outbuildings, reconfiguring parking spaces, paving, and replacing the underground fuel storage tank with an above ground fuel tank. This request would fund the planning phase of this multi-stage project to ensure maximum efficiency.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$60,000	\$50,000	\$25,000	-	-	-	\$135,000

Estimated Operating Budget Requirements: There are no operating budget requirements for the planning phase of this project, and future project costs will be determined through the planning process.



Department: Education

Project Title: Hopewell School - Parking Lot Re-Paving & Curbing

This property has approximately 42,500 square feet of parking and this request will consist of an overlay or reclamation and re-pave of areas of the parking lot and driveways that are in need of repair for safety to pedestrians and vehicles. Upon completion, a preventative maintenance program to crackfil and asphalt coat every 3-5 years would be recommended to preserve and extend the life of the bituminous concrete surfaces.

Estimated Capital Costs: Project will proceed in summer 2020 under available and proposed capital funding – pavement restoration.

Estimated Operating Budget Requirements: Timely maintenance of paved surfaces will reduce the need for more expensive reconstruction and ongoing patching. While crackfil and sealcoating every 3-5 years will be a minimal added cost, it will be offset by extending the life of the new pavement. No additional maintenance costs anticipated.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Education

Project Title: GHS Construction – New Field House

Following previous years' efforts to re-evaluate all concept design options and the expectation that all architectural/engineering drawings for construction have been completed, this funding request is for the construction of a new Field House. The current field house rooms have less space than the size of a general education classroom and the number of athletes in each locker space exceeds what is allowed by fire and building code occupancy loads. The new building will address the need for larger locker facilities to accommodate various seasonal sports programs as well as Title IX requirements. The new field house will comply with all building codes, accessibility standards and provide space for athletic equipment.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
	\$1,000,000	\$1,200,000	-	-	-	\$2,200,000

Estimated Operating Budget Requirements: No additional maintenance costs anticipated.



Department: Education

Project Title: Smith Middle School – Moisture Mitigation / Gym Floor Replacement

Moisture conditions through the concrete slab has caused the poured rubber floor to deteriorate and cause uneven surfaces. Coring and lab analysis of samples must be done to determine the root cause of the moisture and the process to correct it. A moisture mitigation design is necessary to correct the problem followed by the complete removal and replacement of the poured urethan floor.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
	\$200,000	-	-	-	-	\$200,000

Estimated Operating Budget requirements: No additional maintenance costs anticipated.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Parks & Recreation Project Title: Tree Management

The urban forest has sustained substantial losses from a variety of pressures which include: Emerald Ash Borer, Gypsy Moth, drought, Two Lined Chestnut Borer, and the decline of overly mature trees. The gypsy moth infestation was exacerbated by years of drought and there are many large dead trees needing attention, primarily ash, oaks and maples. Attention has been focused on dead or dying trees at Ferry Park and J.B. Williams Park, as well as the most heavily traveled roads such as Howe Rd., Thompson Rd., and Forest Lane. Additionally, priority has been given to trees that have been identified through customer generated concerns. Trees on open space properties which abut residential and other private properties have also required

significant expense. So far, the vast majority of the funding has been dedicated to tree removals without the latitude for tree replacements, though many of the removals have been on heavily wooded sites. Continued funding is needed to address dead trees posing a risk to roadways and actively used grounds. Additionally, more decline and death is anticipated and funding is anticipated to be needed in the next three to five years. Costs will primarily be associated with contracted work including tree removals, the use of specialized equipment, traffic mitigation, wood pickup, tree management software, surveillance and assessments to identify trees and ownership, and re-planting in critical areas.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$125,000	\$125,000	\$125,000	\$100,000	\$75,000	-	\$550,000

Estimated Operating Budget Requirements: Traditional operating costs of \$75k/year for tree maintenance will still be required and are included in the operating budget. The costs above are to respond to a loss of trees in the urban forest caused by non-native invasive pests, and aging and over-mature forest. Savings in the operating budget will be realized by reduced risks, accident prevention, and liability avoidance.



Department: Parks & Recreation Project Title: Addison Park Renovations

Addison Park is considered one of the treasured jewels of the Glastonbury Park System. The park includes 5 athletic fields, a children's playground, 2 tennis courts, a basketball court, picnic areas, a main swimming pool, and a wading pool. The tennis and basketball courts need to be renovated by performing crack repair, sealing, coating and line striping. In addition to the courts, the pool area also needs renovating and upgrading as the pool is 26 years old. From the

pool shell with copings, tile, skimmers and plaster finish, to the pool covers, filters, pumps and motors, capital expenses will be expected to increase. Future renovations will include replacing the post and cable fencing on the tennis courts, improving pathways and access, signage, landscaping and fence/backstop replacements, and building upgrades. Wi-Fi access for patrons and for pool operations would also be a great asset to the park.

Estimated Capital Costs

In Progress	2021	2022	2023	2024	Future	Total
-	\$225,000	\$42,000	\$100,000	-	\$100,000	\$467,000

2021 includes replacing the 2 original filters, pumps, motors, pool covers, and an initial step toward replacing failing coping and skimmers, and renovations to the basketball and tennis courts. 2022 includes the continuation of the tile/skimmer work. 2023 would be to re-plaster the pool. A phased approach to the renovations is possible.

Estimated Operating Budget Requirements: Planned renovations will not increase operating costs, but will include energy efficiencies and increase the life expectancy of the pool.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: Parks & Recreation

Project Title: 16' Rotary Mower Replacement

This is to replace a finish mower that cuts a 16' swath when all decks are down. This mower is the mainstay and backbone of the Park's maintenance fleet, mowing 5 days a week and addressing as many as 250 acres between this and a second unit. The mower is used at parks, schools and buildings. Timely mowing is a critical component of a good integrated cultural approach to managing turf. Keeping this equipment in good working condition is a necessity, as it is unlikely that a similar piece of equipment could be

rented if the current mower were to fail. The mower is able to move from place to place without trailering by virtue of its side decks folding up and leaving a footprint that is road worthy and legal for self-transport throughout the Town. The newest models also are outfitted with engines that comply with new reductions in emissions.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$120,000	-	-	-	-	-

Estimated Operating Budget Requirements: Estimated Operating Costs: Maintenance costs associated with this piece of equipment would be incurred, as is typical for power equipment with high use. The proposed purchase would not increase the fleet size and would replace a similar unit with over 5,000 hours of use.



Department: Parks & Recreation

Project Title: Winter Hill

Winter Hill boasts 92 acres of land that includes an indoor arena and horse stalls. The property is leased out. The concrete foundations are showing signs of deterioration. Funds will be used to hire a concrete consultant to assess the foundations and make recommendations. Other site improvements include LED light replacements, insulation replacement, and restoration of electrical distribution to the barn.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$30,000	\$100,000	-	-	-	\$130,000

Estimated Operating Budget Requirements

Energy efficiency improvements and are expected to reduce operating costs. Site improvements have the potential to increase rental income.

CIP Improvement Program | Infrastructure & Major Equipment Care & Maintenance



Department: General Government / Facilities Services
Project Title: System-Wide Municipal Roof Replacements

Roofs for municipal facilities are inspected every year. Particular attention is given to those that are at or approaching the end of their useful life. This ongoing appropriation allows for timely replacement for roofs that indicate need. This proactive approach minimizes disruptions to operations and maintains integrity of assets. Roofs currently scheduled for replacement are two 7,000 +/- and one 3,500 square feet tobacco barns on Town owned land near Nayaug School. Roofs that are in consideration for replacement in future years include the Williams Building at Academy (2022), Emergency Medical Services building (2023), Transfer Station Office (2024) and Police Department Annex.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$100,000	\$50,000	\$80,000	\$50,000	\$20,000	-	\$300,000

Estimated Operating Budget Requirements: No future budget impact anticipated. Recapitalization of existing asset.



Department: General Government / Facilities Services
Project Title: Town Hall, Academy & Security Improvements

This is a continuing project for phased-in improvements to Town Hall and Academy to provide for better customer service and improve work areas for employees. Near term and future renovations to Town Hall and the Academy Complex include: Town Hall connection to Academy; Exterior door replacements; Interior modifications in Town Hall and build out of Academy Williams Building including ADA work in future years. Recent improvements include an improved revenue collection service counter and an evaluation of the Building, Fire Marshall and Health division spaces for optimal service delivery layout. Specific security projects include expansion of the CCTV system, and upgrades and enhancements to the current Town key system. The current Academy Kitchen needs renovation and a new storage area to allow enrichment classes. Also potential of revenues by renting out the cafeteria and kitchen for private functions, i.e. birthday parties, anniversaries, on a smaller scale than the Boathouse and RCC.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$100,000	\$70,000	\$100,000	\$50,000	\$50,000	\$50,000	\$420,000

Estimated Operating Budget Requirements: Facility renovations will not increase operating costs. Additional energy efficiency initiatives will be implemented as possible, which could further reduce utility costs.

CIP Improvement Program | Ongoing Projects



Department: General Government / Administrative Services

Project Title: Revaluation

Connecticut General Statute Section 12-62 mandates the schedule by which each municipality in the state must revalue all real estate within their jurisdiction. In accordance with this schedule, Glastonbury will be performing a revaluation for the 2022 Grand List. The revaluation involves both physical inspections and data collection through data mailers. The last revaluation was completed for the 2017 Grand List.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$145,000*	\$145,000*	\$130,000	\$130,000	\$130,000	\$130,000	\$810,000

Costs associated with a revaluation include professional revaluation & appraisal services, legal services and hardware & software upgrades. Projected costs will vary based upon legal services necessary to defend the new valuations and are typically expended in the 2-3 years following the completion of the revaluation.

*2020 Budget and FY2021 each include \$15k for new software that will be purchased in 2021 and is estimated to cost \$30k.

Estimated Operating Budget Requirements: The revaluation has a major effect on the annual mill rate calculation for the 2023/2024 fiscal year. Revaluation programs are recurring and must be budgeted on a five year cycle.



Department: General Government / Facilities Services

Project Title: Energy Efficiency

The Town continues to identify and implement clean renewable energy initiatives and to improve energy efficiency. Such initiatives could include solar technology, fuel cells, natural gas powered vehicles and others. The ongoing funding serves as a proactive approach to accessing programs and technologies as they become available. The current lifetime appropriation of \$1,387,044 has been offset by \$400,340 in rebates and grants, which have reduced costs and improved Town facilities. Future year appropriations will continue to provide funding, as needed, to identify, evaluate, design, and implement energy improvements. Current and near-term priorities include interior lighting retrofits to LEDs (5-year payback and maintenance savings). Availability of rebates has not yet been determined. Proposed work also includes building control upgrades in Academy and Riverfront Community Center.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$275,000

Estimated Operating Budget Requirements: Energy use intensity (EUI) has been reduced 24% since 2008. Overall energy spend is below the 2005 level.

CIP Improvement Program | Ongoing Projects



Department: Physical Services

Project Title: Main Street Sidewalks – Phase 3

This proposed improvement generally consists of construction of a concrete sidewalk along the west side of Route 17 (Main Street), Glastonbury. The total length of new walk to be constructed is approximately 3,300 feet and would connect to existing walk located at the Mallard Drive intersection at the northerly limit and the Stockade Road intersection at the southerly limit. Construction as proposed would eliminate a significant sidewalk gap and would result in a continuous strand of sidewalk between the commercial centers of North and South Glastonbury. It would also provide continuous

pedestrian access from South Glastonbury into the neighboring town of East Hartford, a distance of approximately 4.5 miles. Design changes that will eliminate a costly and difficult to construct retaining wall are in process.

Town staff will complete needed design work and obtain necessary permits. Accordingly, separate allocation requests for these components are not required. A grant application through the CT Community Connectivity Program has been approved and will defray projected costs by \$300,000. Figures shown below represent total construction costs and do not reflect grant reimbursements.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$890,000	\$325,000	-	-	-	-	\$1,215,000

Estimated Operating Budget Requirements: Additions to the sidewalk network result in ongoing future costs for maintenance and eventual replacement.



Department: Physical Services

Project Title: Traffic Calming

This project is intended to fund measures for improving pedestrian, motorist, and cyclist safety in the Glastonbury Center area. Options may include physical design changes or additions to roadways and surrounding areas, and other measures to encourage safer, more responsible driving.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$100,000	-	-	-	-	-	\$100,000

Estimated Operating Budget Requirements: No requirements.

CIP Improvement Program | Ongoing Projects



Department: Physical Services

Project Title: New Sidewalk Construction

Over the years, the Town has developed a highly successful program to construct new sidewalks throughout the community to establish new, and improve existing, pedestrian connections. In addition to the overall policy in support of new sidewalk construction, the Plan of Conservation and Development identifies a comprehensive sidewalk program as a Town-wide transportation policy. Town staff has developed a rating matrix for all sections requested by residents or otherwise identified as being worthy of consideration. The matrix includes ten different rating criteria that are used

to score and prioritize each potential project. Rating criteria focus on factors primarily related to safe pedestrian travel in areas of high vehicular volume and with prominent destination points. The amounts listed below are suggested as an annual contribution toward satisfying the list of requested construction on a priority basis. 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

2020 Budget	2021	2022	2023	2024	Future	Total
\$100,000	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

Estimated Operating Budget Requirements: Additions to the sidewalk network result in ongoing costs for maintenance and eventual replacement.



Department: Physical Services

Project Title: NLT/Route 17 Ramp Configuration

The State Department of Transportation is proposing a project that will reconfigure the location and alignment of the Route 17 southbound off ramps onto New London Turnpike. The proposal eliminates the ramp which currently exits into the five-legged intersection with Oak Street and realigns the ramp that exits onto New London Turnpike to the north. The proposal eliminates 2 bridges from the State inventory, improves the level of service at the Oak Street/New London Turnpike/Williams Street intersection, and results in a new traffic signal at

the realigned off-ramp intersection. Figures below represent the cost differential between the State traffic signal installation and the Town's preferred roundabout alternative. The roundabout alternative reduces traffic queue influence on the offset New London Turnpike/Sycamore Street/ Douglas Road intersection and is also a more pedestrian and cyclist friendly option.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
\$175,000	\$25,000	\$750,000	-	-	-	\$950,000

Estimated Operating Budget Requirements: Roundabout construction results in lower annual operating and maintenance costs as compared to traffic signals.

CIP Improvement Program | New Projects



Department: Parks & Recreation
Project Title: [Splash Pad](#)

Splash pads provide a safe, dynamic, zero-depth aquatic play area that allow children of all ages and abilities to create their own experiences as they encounter the sensations of different water movements in a variety of spray features. Community members have expressed their desire to have a splash pad in Glastonbury.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$500,000	-	-	-	-	\$500,000

Requested funds include professional design services to determine the feasibility of installing a splash pad at Addison Pool and the estimated cost of construction. The Rotary Club is expected to commit to funding \$250,000 towards this project.

Estimated Operating Budget Requirements: The proposed splash pad water management system would be recirculated to ensure Glastonbury’s continued sustainable efforts are met and energy efficiency initiatives included. This would require additional operating costs for increased chemical usage. Some increase in revenues may be possible due to the attractive water play opportunities and accessibility.



Department: Sanitation (Refuse Disposal)
Project Title: [Bulky Waste Closure Fund](#)

This project will provide funding required for the potential future closure of the Bulky Waste (BW) Facility. Projected closure estimates were developed by a consultant to assume ultimate future closure. Although a decision has not been finalized as to where funds may be generated from, suggestions are, BW Sale of Fill, Additional Assessment on BW Scale Fees and Bonding.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$50,000	\$50,000	\$50,000	\$50,000	\$12,800,000	\$13,000,000

Estimated Operating Budget Requirements: Prudent planning to evaluate and begin funding of future need.



Department: Physical Services
Project Title: [General Bicycle / Pedestrian Improvements](#)

This proposal suggests consideration of a contribution for implementation of amenities and/or improvements focused on enhancing bicycle/pedestrian (BP) safety throughout Town. Funding would also be used for generally promoting a BP-friendly environment consistent with goals recommended by the Town’s BP friendly advocacy groups and improvements recommended by the League of American Bicyclists as part of their recent review of the Town’s application for designation as a bicycle-friendly community. Results of a recent BP safety-oriented road audit have been obtained. The audit report was generated through the State Dept. of Transportation and itemizes possible improvements along priority street corridors identified by the Town’s Bicycle Advocacy Group. Funding of this proposal could be used for implementation of short and medium term recommendations offered.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

Estimated Operating Budget Requirements: Effects on future operating budgets dependent upon types of improvements implemented.

CIP Improvement Program | New Projects Continued



Department: General Government / Facilities
Project Title: Facilities Study

This is a project to analyze space use at existing Town and Board of Education facilities. The goal is to confirm that all spaces are now being used efficiently and identify opportunities to relocate space to achieve efficiencies and determine where additional space is required to meet current and future needs. The expectation is a space planner/architect will be commissioned to work w/the town in this regard. Future budget allocations will be determined upon receipt and review of this analysis.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$70,000	-	-	-	-	\$70,000

Estimated Operating Budget Requirements: To be determined based on space analysis. Reallocation of spaces will not accrue additional operating costs. Should new spaces be recommended and implemented, operating cost will be calculated accordingly.



Department: General Government / Facilities
Project Title: Fiber Connections

Previous capital allocations funded fiber connections through Town and School buildings. The proposed appropriation continues this multi-year process to achieve operating efficiencies, improved public safety, satisfy user expectations, and expand accepted forms of payment for program fees as applicable. Work planned for this phase will include fiber connections to recreation facilities including Addison and Grange Pools. This supports operating efficiencies and provides Wi-Fi connection for pool users.

Estimated Capital Costs

2020 Budget	2021	2022	2023	2024	Future	Total
-	\$50,000	-	-	-	-	-

Estimated Operating Budget Requirements: None anticipated.

CIP | Debt Service Detail Overview

Date of Issue	Interest Rate	Description	Original Issue	Projected Principal Outstanding July 1, 2020	2020 – 2021 Payments		
					Principal	Interest	Total
GENERAL TOWN BONDS							
Nov. 1, 2011	2.5% to 4.5%	Saglio, Nayaug, GHS Land Purchase	3,730,000	2,130,000	200,000	81,013	281,013
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	2,870,000	1,100,000	410,000	44,700	454,700
Oct. 10, 2013	3% to 4.625%	Riverfront Park Phase II	8,950,000	7,040,000	425,000	278,624	703,624
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	3,095,000	1,794,800	12,100	50,601	62,701
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	5,705,000	4,842,000	531,000	183,588	714,588
Feb. 25, 2020	5.00%	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds	2,531,000	2,531,000	604,000	126,550	730,550
Total General Town Bonds			\$26,881,000	\$19,437,800	\$2,182,100	\$765,075	\$2,947,175
SCHOOL BONDS							
Nov. 1, 2011	2.5% to 3%	Saglio, Nayaug, GHS Land Purchase	2,665,000	1,465,000	150,000	39,825	189,825
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	11,675,000	6,180,000	1,210,000	254,356	1,464,356
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	6,385,000	1,830,200	17,900	47,537	65,437
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	830,000	598,000	189,000	25,175	214,175
Feb. 25, 2020	5.00%	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds	5,574,000	5,574,000	1,301,000	278,700	1,579,700
Total School Bonds			\$27,129,000	\$15,647,200	\$2,867,900	\$645,593	\$3,513,493
TOTAL ALL BONDS			\$54,010,000	\$35,085,000	\$5,050,000	\$1,410,668	\$6,460,668
Notes Payable Costs:							
Sewer Note Repayment							\$175,000
Temporary Note Repayment							
Bond Anticipation Note Interest							\$77,150
Principal Payment of Outstanding BANS							\$ -
Total Temporary Note Repayment							\$77,150
Debt Administrative Costs – Estimate for issuance of authorized/unissued							\$60,000
Allowance for Temporary interest (i.e. Potential Land Acquisitions / MDC) ^(A)							\$303,981
TOTAL TOWN, EDUCATION & OTHER DEBT RELATED COSTS							\$7,076,799

Note:

(A) Assumes \$117k interest on potential \$10.39m Bond at 2.25% in July 2020 (\$5.99m land and \$4.4m library), plus \$187k allowance for temporary interest on potential future land acquisition.

CIP | Long Term Debt Amortization Schedule - *Excludes Authorized/Unissued*

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds ADV REFUND	2018 Refunding of 2009 Series A & PARTIAL 2009 Series B Bonds; 2018 Series A Land	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Refunding Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land
2021-Principal		5,050,000	1,905,000	720,000	30,000	425,000	1,620,000	350,000
Interest	6,460,668	1,410,668	405,250	208,763	98,138	278,624	299,056	120,838
2022-Principal		4,650,000	1,560,000	795,000	30,000	445,000	1,470,000	350,000
Interest	5,839,052	1,189,052	310,000	170,888	97,500	265,296	234,256	111,113
2023-Principal		4,635,000	1,820,000	530,000	30,000	450,000	1,460,000	345,000
Interest	5,628,586	993,586	232,000	137,763	96,863	251,030	175,456	100,475
2024-Principal		4,715,000	1,905,000	530,000	585,000	450,000	905,000	340,000
Interest	5,499,114	784,114	141,000	111,263	90,328	235,843	117,056	88,625
2025-Principal		3,785,000	915,000	535,000	585,000	500,000	910,000	340,000
Interest	4,361,818	576,818	45,750	86,663	77,531	218,593	71,806	76,475
2026-Principal		2,900,000	-	540,000	575,000	530,000	915,000	340,000
Interest	3,315,243	415,243	-	63,669	62,325	198,618	26,306	64,325
2027-Principal		1,975,000	-	135,000	975,000	530,000	-	335,000
Interest	2,293,924	318,924	-	50,422	39,075	177,153	-	52,275
2028-Principal		1,410,000	-	135,000	410,000	530,000	-	335,000
Interest	1,670,914	260,914	-	47,131	18,300	155,158	-	40,325
2029-Principal		1,405,000	-	135,000	405,000	530,000	-	335,000
Interest	1,615,279	210,279	-	43,672	6,075	132,633	-	27,900
2030-Principal		1,000,000	-	135,000	-	530,000	-	335,000
Interest	1,164,188	164,188	-	39,875	-	109,313	-	15,000
2031-Principal		855,000	-	135,000	-	530,000	-	190,000
Interest	980,563	125,563	-	35,825	-	85,463	-	4,275
2032-Principal		665,000	-	135,000	-	530,000	-	-
Interest	758,056	93,056	-	31,775	-	61,281	-	-
2033-Principal		670,000	-	140,000	-	530,000	-	-
Interest	734,419	64,419	-	27,650	-	36,769	-	-
2034-Principal		670,000	-	140,000	-	530,000	-	-
Interest	705,706	35,706	-	23,450	-	12,256	-	-
2035-Principal		140,000	-	140,000	-	-	-	-
Interest	159,250	19,250	-	19,250	-	-	-	-
2036-Principal		140,000	-	140,000	-	-	-	-
Interest	155,050	15,050	-	15,050	-	-	-	-
2037-Principal		140,000	-	140,000	-	-	-	-
Interest	150,850	10,850	-	10,850	-	-	-	-
2038-Principal		140,000	-	140,000	-	-	-	-
Interest	146,563	6,563	-	6,563	-	-	-	-
2039-Principal		140,000	-	140,000	-	-	-	-
Interest	142,188	2,188	-	2,188	-	-	-	-
	41,781,429	41,781,429	9,239,000	6,572,706	4,211,134	9,258,026	8,203,938	4,296,625
Principal Total		35,085,000	8,105,000	5,440,000	3,625,000	7,040,000	7,280,000	3,595,000
Interest Total		6,696,429	1,134,000	1,132,706	586,134	2,218,026	923,938	701,625
Total	\$41,781,429	\$41,781,429	\$9,239,000	\$6,572,706	\$4,211,134	\$9,258,026	\$8,203,938	\$4,296,625

CIP | Long Term Debt Amortization Schedule - *Includes Authorized/Unissued*

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Bond \$10.39m at 2.25% in July 2020 w/ interest only payment due in July 2021 (\$5.99m Land; \$4.4m Library)	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds ADV REFUND	2018 Refunding of 2009 Series A & PARTIAL 2009 Series B Bonds; 2018 Series A Land	2014 Refunding of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND	2013 Riverfront Park Phase II	2012 Refunding Police Com., Land, Elm. & High School ADV REFUND	2011 Saglio, Nayaug, GHS Land
2021-Principal		5,050,000	-	1,905,000	720,000	30,000	425,000	1,620,000	350,000
Interest	6,577,555	1,527,555	116,888	405,250	208,763	98,138	278,624	299,056	120,838
2022-Principal		5,169,500	519,500	1,560,000	795,000	30,000	445,000	1,470,000	350,000
Interest	6,586,483	1,416,983	227,931	310,000	170,888	97,500	265,296	234,256	111,113
2023-Principal		5,154,500	519,500	1,820,000	530,000	30,000	450,000	1,460,000	345,000
Interest	6,364,328	1,209,828	216,242	232,000	137,763	96,863	251,030	175,456	100,475
2024-Principal		5,234,500	519,500	1,905,000	530,000	585,000	450,000	905,000	340,000
Interest	6,223,168	988,668	204,553	141,000	111,263	90,328	235,843	117,056	88,625
2025-Principal		4,304,500	519,500	915,000	535,000	585,000	500,000	910,000	340,000
Interest	5,074,182	769,682	192,864	45,750	86,663	77,531	218,593	71,806	76,475
2026-Principal		3,419,500	519,500	-	540,000	575,000	530,000	915,000	340,000
Interest	4,015,918	596,418	181,176	-	63,669	62,325	198,618	26,306	64,325
2027-Principal		2,494,500	519,500	-	135,000	975,000	530,000	-	335,000
Interest	2,982,911	488,411	169,487	-	50,422	39,075	177,153	-	52,275
2028-Principal		1,929,500	519,500	-	135,000	410,000	530,000	-	335,000
Interest	2,348,212	418,712	157,798	-	47,131	18,300	155,158	-	40,325
2029-Principal		1,924,500	519,500	-	135,000	405,000	530,000	-	335,000
Interest	2,280,889	356,389	146,109	-	43,672	6,075	132,633	-	27,900
2030-Principal		1,519,500	519,500	-	135,000	-	530,000	-	335,000
Interest	1,818,108	298,608	134,421	-	39,875	-	109,313	-	15,000
2031-Principal		1,374,500	519,500	-	135,000	-	530,000	-	190,000
Interest	1,622,794	248,294	122,732	-	35,825	-	85,463	-	4,275
2032-Principal		1,184,500	519,500	-	135,000	-	530,000	-	-
Interest	1,388,599	204,099	111,043	-	31,775	-	61,281	-	-
2033-Principal		1,189,500	519,500	-	140,000	-	530,000	-	-
Interest	1,353,273	163,773	99,354	-	27,650	-	36,769	-	-
2034-Principal		1,189,500	519,500	-	140,000	-	530,000	-	-
Interest	1,312,872	123,372	87,666	-	23,450	-	12,256	-	-
2035-Principal		659,500	519,500	-	140,000	-	-	-	-
Interest	754,727	95,227	75,977	-	19,250	-	-	-	-
2036-Principal		659,500	519,500	-	140,000	-	-	-	-
Interest	738,838	79,338	64,288	-	15,050	-	-	-	-
2037-Principal		659,500	519,500	-	140,000	-	-	-	-
Interest	722,949	63,449	52,599	-	10,850	-	-	-	-
2038-Principal		659,500	519,500	-	140,000	-	-	-	-
Interest	706,973	47,473	40,911	-	6,563	-	-	-	-
2039-Principal		659,500	519,500	-	140,000	-	-	-	-
Interest	690,909	31,409	29,222	-	2,188	-	-	-	-
2040-Principal		519,500	519,500	-	-	-	-	-	-
Interest	537,033	17,533	17,533	-	-	-	-	-	-
2041-Principal		519,500	519,500	-	-	-	-	-	-
Interest	525,344	5,844	5,844	-	-	-	-	-	-
2042-Principal		-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
	54,626,066	54,626,066	12,844,638	9,239,000	6,572,706	4,211,134	9,258,026	8,203,938	4,296,625
Principal Total		45,475,000	10,390,000	8,105,000	5,440,000	3,625,000	7,040,000	7,280,000	3,595,000
Interest Total		9,151,066	2,454,638	1,134,000	1,132,706	586,134	2,218,026	923,938	701,625
Total	\$54,626,066	\$54,626,066	\$12,844,638	\$9,239,000	\$6,572,706	\$4,211,134	\$9,258,026	\$8,203,938	\$4,296,625

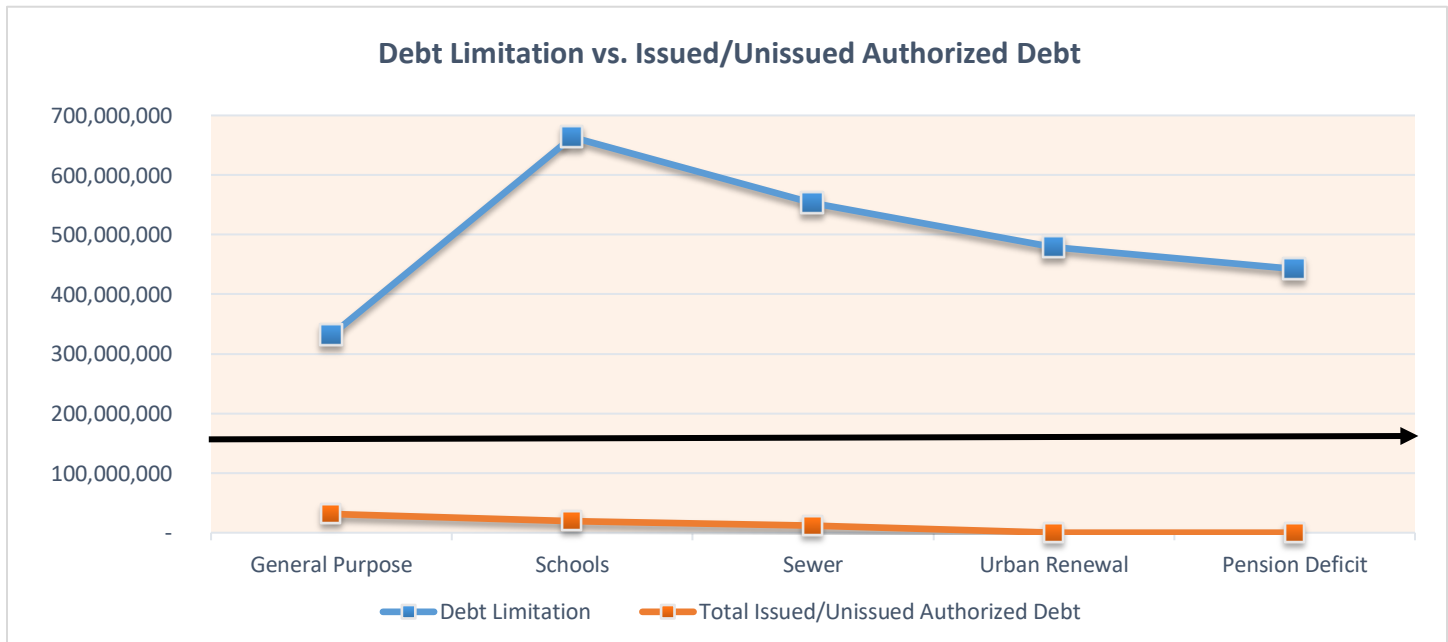
CIP | Schedule of Debt Limitations – June 30, 2019

Total tax collections (including interest and lien fees) received by Treasurer for current fiscal year	\$147,454,525
Reimbursement of revenue loss from Tax Relief for the Elderly	-
BASE	<u><u>\$147,454,525</u></u>

Debt Limitation	General Purpose	Schools	Sewer	Urban Renewal	Pension Deficit
2-1/4 times base	\$331,772,681	-	-	-	-
4-1/2 times base	-	663,545,363	-	-	-
3-3/4 times base	-	-	552,954,469	-	-
3-1/4 times base	-	-	-	479,227,206	-
3 times base	-	-	-	-	442,363,575
Total debt limitation	331,772,681	663,545,363	552,954,469	479,227,206	442,363,575
Indebtedness:					
Bonds outstanding	21,903,000	19,117,000	-	-	-
Bonds authorized and unissued	8,190,893	-	-	-	-
Bond anticipation notes	1,305,000	-	-	-	-
Clean Water Fund notes	-	-	11,792,011	-	-
Total indebtedness	31,398,893	19,117,000	11,792,011	-	-
Debt Limitation in Excess of Outstanding and Authorized Debt	\$300,373,788	\$644,428,363	\$541,162,458	\$479,227,206	\$442,363,575

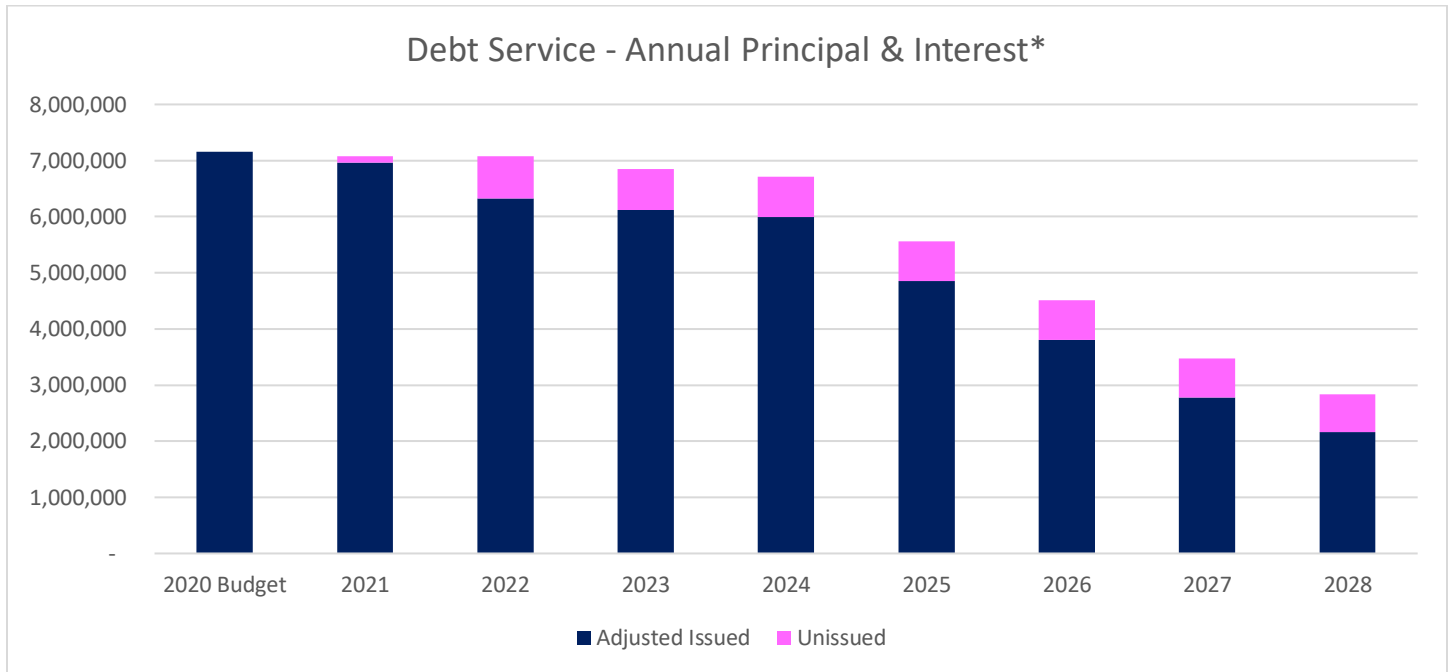
Note: In no event shall total indebtedness exceed seven times the base for debt limitation computation \$1,032,181,675

The chart above shows conceptual debt limitations per Connecticut General Statutes along with the Town's indebtedness as of June 30, 2019. As noted previously in the CIP Criteria section, the Town has established a self-imposed limit on net debt totaling 2.5% of the applicable equalized full value Grand List. This currently totals \$150M±. The graph below shows a comparison between Connecticut General Statutes (blue), Capital Criteria (black), and current indebtedness (orange).



CIP | Debt Service Projections

Over the next several years, there is a decline in the Town's current issued debt service, as illustrated by the chart below. This analysis will be used as a guide as Town officials review and analyze funding for projects under consideration presented in the 5 year Capital Improvement Program (CIP).



**This incorporates authorized but unissued land \$5.99M and authorized but unissued Library \$4.4M.*

Appendix

Appendix A | COMMUNITY PROFILE/KEY STATISTICS

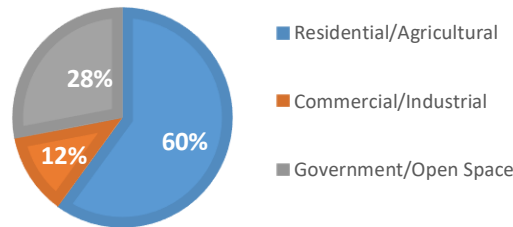
GOVERNMENT

Incorporated in 1693. The Town Council/Manager and Board of Finance form of government was established by Charter in 1959. The Town Council is a 9 member legislative body, elected at large for 2 year terms, and they are responsible for appointing the Town Manager. Three town managers have served Glastonbury since 1959.

DEMOGRAPHICS

Land Area: 52.2 sq. miles

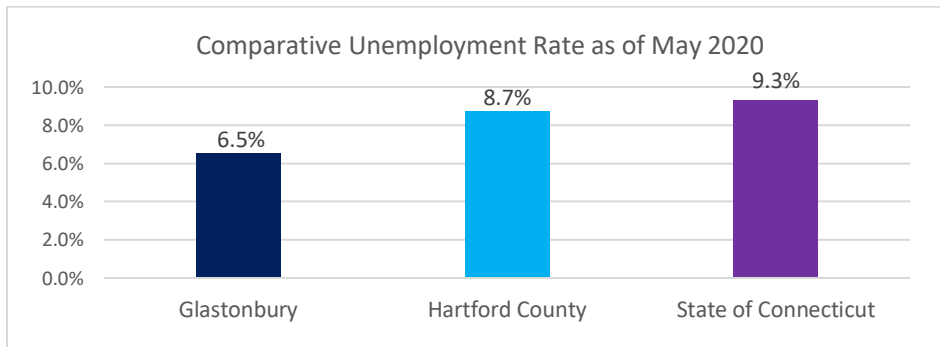
LAND USE



ECONOMICS

	2018
POPULATION	34,578
MEDIAN AGE	45.6
# OF HOUSEHOLDS	13,587±
HOUSEHOLD MEDIAN INCOME	\$139,345

Source: American Community Survey 2014-2018 and U.S. Department of Commerce, Bureau of Census, 2010



The chart above shows unemployment during the COVID-19 pandemic and is not representative of typical unemployment rates for Glastonbury, Connecticut, and Hartford County.

Major Employers in Glastonbury

Town of Glastonbury	Home Depot
Healthtrax Inc.	Monaco Ford
Fiserv (aka Open Solutions)	Super Stop & Shop Supermarket

Top 5 Taxpayers (2017 Grand List)*

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

*Source: Telephone Survey of Employers, CT Department of Labor and CT Economic Resources Center, Inc. ERC Profile

Bond Rating

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

Human & Neighborhood Resources

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

Community Development Building Permits

New Residential Dwellings (26)
Commercial Buildings (5)
Other (708)

PHYSICAL SERVICES

Storm Drains: 5,818
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 at the Transfer Station: 1,515 tons/year

WASTE WATER TREATMENT

Sanitary Sewers: 102 miles
Average Daily Treatment Flow: 2.63 Million Gal/Day

Peak Daily Treatment:

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

SERVICES PROVIDED BY OTHER GOVERNMENTAL UNITS

Water:

Metropolitan District Commission
Town of Manchester Water

Public Transportation:

Connecticut Transit (Bus)

Appendix B | TOWNS AND CITIES FINANCIAL INDICATORS

Capital Region Towns / District Reference Group B (DRG-B) Towns	2018 Population	2019 Mill Rate	2018 Tax Collection Rates	2018 General Fund Balance Unassigned	FY2018 Debt Per Capita - Bonds/ Pensions / OPEB	2018 Per Capita Income (\$)	Moody's Bond Rating as of December 2019
Andover	3,231	33.95	98.60%	2,595,937	1,015	41,260	-
Avon**	18,302	31.35	99.60%	9,594,498	4,260	72,594	Aaa
Bloomfield	21,301	37.52	98.60%	18,357,051	7,637	43,010	Aa2
Bolton	4,890	39.00	99.00%	746,002	2,590	46,413	Aa3
Brookfield*	17,002	28.34	99.10%	5,555,820	3,895	49,856	Aa2
Canton	10,270	30.70	99.40%	6,154,811	2,428	50,526	Aa2
Cheshire*	29,179	32.62	99.80%	10,580,697	5,546	48,968	Aa1
East Granby	5,147	33.00	99.60%	2,799,982	1,325	43,299	Aa2
East Hartford	49,998	48.00	98.00%	20,111,000	7,363	28,011	Aa3
East Windsor	11,375	33.90	98.80%	9,559,820	1,804	38,384	Aa2
Ellington	16,299	31.70	99.50%	2,059,204	1,661	49,825	Aa3
Enfield	44,466	33.40	97.90%	18,507,352	3,082	34,592	Aa2
Fairfield*	61,952	26.36	99.00%	32,142,000	5,786	65,487	Aaa
Farmington**	25,506	27.18	99.70%	14,428,990	5,551	56,571	Aaa
Glastonbury**	34,491	36.00	99.50%	23,876,227	3,717	60,080	Aaa
Granby**	11,375	38.69	99.30%	4,121,451	2,364	54,714	-
Greenwich*	62,727	11.37	99.40%	42,086,651	4,803	98,467	Aaa
Guilford*	22,216	31.28	99.50%	9,794,426	6,379	60,834	Aa2
Hartford	122,587	74.00	95.30%	4,884,000	11,700	20,066	B1
Hebron	9,482	37.44	98.00%	6,758,878	1,369	48,654	-
Madison*	18,106	28.04	99.50%	10,034,487	2,977	54,813	Aaa
Manchester	57,699	35.81	98.20%	20,966,000	7,562	35,940	Aa1
Marlborough	6,358	36.52	99.30%	3,476,500	2,669	51,397	Aa3
Monroe*	19,470	35.24	98.90%	12,749,121	2,982	48,741	Aa2
New Fairfield*	13,877	30.58	99.40%	7,204,605	1,697	51,244	-
Newington	30,112	38.50	99.00%	15,278,000	2,401	39,117	-
Newtown*	27,774	34.24	99.40%	12,826,790	3,439	55,985	Aa1
Orange*	13,949	32.00	99.40%	13,046,682	6,458	53,267	-
Rocky Hill	20,145	32.40	99.10%	4,566,413	3,650	45,689	-
Simsbury**	24,979	36.42	99.40%	14,380,222	2,160	60,453	Aaa
Somers	10,834	27.37	98.70%	6,200,725	1,523	43,387	Aa2
South Windsor**	26,054	37.67	98.90%	11,247,314	3,823	47,189	Aa2
Suffield	15,743	29.32	98.90%	7,397,313	2,359	48,749	-
Tolland	14,655	35.00	99.10%	8,320,481	3,499	51,773	-
Trumbull*	35,802	34.02	98.90%	22,194,138	5,323	51,194	Aa2
Vernon	29,303	39.63	98.60%	18,645,480	3,597	35,873	Aa2
West Hartford**	62,939	41.00	99.40%	25,438,000	9,074	54,601	Aaa
Wethersfield	26,082	40.78	99.10%	11,466,236	4,075	43,950	Aa2
Windsor	28,760	32.96	99.00%	22,868,466	3,403	39,725	-
Windsor Locks	12,876	26.66	96.90%	11,552,219	2,504	37,034	Aa1
Woodbridge*	8,805	39.83	99.60%	6,007,101	5,447	55,439	Aaa

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

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

Source: Connecticut Office of Policy Management annual publication of "Municipal Fiscal Indicators FYE 2014-2018" published January 2020.

Appendix C | GLOSSARY

A

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

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

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

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

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

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

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

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

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

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

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

B

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

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

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

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

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

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

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

Bonds Payable: The face value of bonds issued and unpaid

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

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

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

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

C

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

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

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

Capital Outlay: Acquisition of equipment, vehicles and machinery.

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

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

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

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

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

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

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

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

D

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

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

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

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

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

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

E

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

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

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

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

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

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

F

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

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

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

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

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

G

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

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

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

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

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

H

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

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

I

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

L

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

M

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

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

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

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

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

N

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

Non-Major Fund: See Major Fund definition above.

O

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

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

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

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

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

P

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

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

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

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

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

R

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

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

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

S

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

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

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

T

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

U

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

Appendix D | SALARY ADMIN – WAGE SCALES

NON-AFFILIATED EMPLOYEES – Fiscal Year 2020/2021

SALARY GRADE	SALARY RANGE (\$)			SALARY GRADE	SALARY RANGE (\$)		
	37.5 HRS/ PER WEEK		40 HRS/ PER WEEK		37.5 HRS/ PER WEEK		40 HRS/ PER WEEK
24	108,108	145,938	N/A	12	62,829	78,566	83,803
23	102,999	139,016	N/A	11	59,865	74,841	79,830
22	98,046	132,347	N/A	10	57,018	71,292	76,045
21	93,347	126,068	N/A	9	54,308	67,880	72,405
20	88,920	120,101	N/A	8	51,715	64,604	68,910
19	84,669	114,368	N/A	7	49,257	61,620	65,728
18	80,652	108,927	N/A	6	46,898	58,656	62,566
17	76,830	103,701	N/A	5	44,714	55,848	59,571
16	71,019	98,787	N/A	4	42,530	53,118	56,659
15	69,713	94,107	N/A	3	40,521	50,681	54,059
14	69,303	86,619	73,923	2	38,571	48,302	51,522
13	66,027	82,505	70,429	1	36,758	45,962	49,026

GLASTONBURY POLICE OFFICER ASSOCIATION FISCAL YEAR 2020/2021

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

SALARY GRADE	SALARY RANGE 7/1/20 - 12-31/20		SALARY RANGE 1/1/21-6/30/21	
GPOA-LT	116,126	119,288	117,166	120,307
GPOA-SGT	104,770	112,445	105,539	113,214
GPOA-AGT	96,949	101,525	97,718	102,274
GPOA-PO	72,966	95,139	72,966	95,638
GPOA-COMM SUPV	75,442	81,370	75,442	81,370
GPOA-DISP	58,344	73,694	58,344	73,694
GPOA-ACO	54,870	65,770	55,619	66,539

INTERNATIONAL UNION OF OPERATING ENGINEERS FISCAL YEAR 2020/2021

Highway, Fleet Maintenance & Refuse Disposal Employees: Current contract expires June 30, 2020

SALARY GRADE	SALARY RANGE	
IUOE-5	68,619	84,136
IUOE-4	63,710	78,146
IUOE-3	59,301	72,738
IUOE-2	53,581	65,645
IUOE-1	48,714	59,800

AFSCME LOCAL 3946 OF COUNCIL 4 - FISCAL YEAR 2020/2021 - Wastewater Treatment & Facilities Maintenance Employees; Contract expired June 30, 2017; (2017/2018, 2018/2019, and 2019/2020 Wages in Negotiations)

SALARY GRADE	SALARY RANGE	
Grade 9	74,714	89,274
Grade 8	68,744	85,925
Grade 7	65,437	81,806
Grade 6	62,338	77,917
Grade 5	59,384	74,194
Grade 4	56,534	70,678
Grade 3	53,851	67,309
Grade 2	48,838	61,027
Grade 1	46,509	58,136

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

DEPARTMENT	Division	FY2017	FY2018	FY2019	FY2020	FY2021
GENERAL GOVERNMENT	Town Manager	3	3	3	3	3
	Human Resources	3	4	3	3	3
	Facilities Maintenance	13	12	12	12	12
COMMUNITY DEVELOPMENT	Community Development	3.5	3.5	3.5	3.5	3.5
	Building Inspection	4	4	4	4	4
	Fire Marshal	2	2	2	2	2
	Health	5	5	5	5	5
ADMINISTRATIVE SERVICES	Financial Administration	8	8	9	9	9
	Accounting	4	4	4	4	4
	Property Assessment	5	5	5	5	4
	Revenue Collection	4	4	4	4	4
	Town Clerk	4	4	4	4	4
PUBLIC SAFETY	Police	75	77	79	79	79
	Fire	2	2	2	2	2
PHYSICAL SERVICES	Engineering	12.5	11.5	11.5	11.5	11.5
	Highway	22	22	22	22	22
	Fleet Maintenance	6	6	6	6	6
SANITATION	Refuse Disposal	2	2	2	2	2
SEWER OPERATING FUND	Water Pollution	9	9	9	9	9
HUMAN SERVICES	Senior & Community Services	9	8	8	7	7
	Youth & Family Services	12	11	11	11	11
LEISURE/CULTURE	Parks & Recreation	22	22	22	22	22
	Welles Turner Library	10	10	10	10	10
	Total Town Government	240	239	241	240	239
	Total Education (FTE)	802	801	789	795	796.90
	TOTAL TOWN & EDUCATION	1,042	1,040	1,030	1,035	1,035.9

Appendix F | STAFFING SUMMARY – FULL TIME EMPLOYEES (PAGE 1 OF 4)

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

Full Time Employee Positions and Salary Grades by Department

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

Appendix F | STAFFING SUMMARY – FULL TIME EMPLOYEES (PAGE 2 OF 4)

COMMUNITY DEVELOPMENT	SALARY GRADE	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY 19/20 ADOPTED	FY 20/21 ADOPTED
Director of Planning and Land Use Services	24	1	1	1	1
Director of Health	20	1	1	1	1
Building Official	19	1	1	1	1
Fire Marshal	17	1	1	1	1
Deputy Building Official	16	1	1	1	1
Environmental Planner	16	1	1	1	1
Chief Sanitarian	15	1	1	1	1
Planner	15	1	1	1	1
Sanitarian	14	1	1	1	1
Deputy Fire Marshal	13	1	1	1	1
Building Inspector	12	1	1	1	1
Health Inspector	12	1	1	1	1
Administrative Secretary	5,7	0.5	0.5	0.5	0.5
Building Clerk	6	1	1	1	1
Health Clerk	6	1	1	1	1
Total Full-Time		14.5	14.5	14.5	14.5

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

*Excludes Board of Education.

ADMINISTRATIVE SERVICES	SALARY GRADE	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY 19/20 ADOPTED	FY 20/21 ADOPTED
Director of Finance & Admin. Services	24	1	1	1	1
Controller	19	1	1	1	1
Assessor	19	1	1	1	1
Information Technology Manager	19	1	1	1	1
Town Clerk	17	1	1	1	1
Revenue Collector	17	1	1	1	1
Purchasing Agent	17	1	1	1	1
Assistant Assessor	13	1	1	1	1
Budget / Finance Analyst	13	1	1	1	1
Systems Support Specialist	12	2	2	2	2
Web Applications Support Specialist	12	1	1	1	1
Executive Secretary	10	0	0	0	0
Assistant Town Clerk	10	1	1	1	1
Assistant Revenue Collector	10	1	1	1	1
Payroll Coordinator	10	1	1	1	1
Buyer	10	1	1	1	1
Assessment Technician	8	1	1	1	1
Accounting Technician	8	0	0	1	1
Administrative Secretary	7	0	1	1	1
Revenue Clerk	6	2	2	2	2
Assessment Clerk	6	2	2	2	1
Account Clerk	6	2	2	1	1
Records Clerk	6	2	2	2	2
Total Full-Time		25	26	26	25

Appendix F | STAFFING SUMMARY – FULL TIME EMPLOYEES (PAGE 3 OF 4)

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

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

Appendix F | STAFFING SUMMARY – FULL TIME EMPLOYEES (PAGE 4 OF 4)

SANITATION	SALARY GRADE	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY 19/20 ADOPTED	FY 20/21 ADOPTED
Transfer Station/Refuse Disposal Supervisor	IUOE-5	1	1	1	1
Transfer Station/Refuse Disposal Operator	IUOE-3,4	1	1	1	1
Total Full-Time		2	2	2	2

SEWER OPERATING FUND	SALARY GRADE	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY 19/20 ADOPTED	FY 20/21 ADOPTED
Sanitation Superintendent	19	0	0	0	0
Sanitation Superintendent	20	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

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

LEISURE/CULTURE	SALARY GRADE	FY 17/18 ACTUAL	FY 18/19 ACTUAL	FY 19/20 ADOPTED	FY 20/21 ADOPTED
Director of Parks and Recreation	22	1	1	1	1
Library Director	20	1	1	1	1
Parks Superintendent	18	1	1	1	1
Recreation Supervisor	15	3	3	3	3
Park Maintenance Supervisor	12	1	1	1	1
Recreation Program Coordinator	10	1	1	1	1
Executive Secretary	10	1	1	1	1
Senior Park Maintainer	10	0	0	0	0
Librarian	8, 10, 14	6	7	7	7
Park Maintainer	5, 7, 9	13	13	13	13
Administrative Secretary	7	1	1	1	1
Library Assistant	4	3	2	2	2
Total Full-Time		32	32	32	32

Appendix G | COMPARATIVE BUDGET IMPACT – HISTORICAL

	ADOPTED 2016-2017	ADJUSTED 2017-2018	ADOPTED 2018-2019	ADOPTED 2019-2020	ADOPTED 2020-2021
Appropriations/Expenditures					
Town	40,255,830	40,558,462	42,016,003	43,334,025	44,995,304
Debt	9,210,000	8,975,000	8,459,085	7,157,157	7,076,799
Transfers:					
Capital Reserve	5,000,000	5,000,000	5,750,000	6,000,000	5,750,000
Dog Fund	45,000	45,000	45,000	45,000	45,000
OPEB Trust	0	0	713,719	771,598	810,000
Other	0	687,804	0	0	0
Sub-total Transfers	5,045,000	5,732,804	6,508,719	6,816,598	6,605,000
Debt and Transfers	14,255,000	14,707,804	14,967,804	13,973,755	13,681,799
Education	101,341,911	103,394,967	105,366,982	108,699,846	111,754,046
Total Appropriations	\$155,852,741	\$158,661,233	\$162,350,789	\$166,007,626	\$170,431,149
APPROPRIATION % INCREASE	1.9%	1.8%	2.3%	2.3%	2.7%
FINANCED BY:					
Licenses/Permits	\$956,200	\$1,051,100	\$1,126,100	\$1,150,800	\$1,280,600
Intergovernmental Revenues	8,807,118	8,872,279	7,052,570	6,781,043	6,905,560
Charges/Services	1,378,350	1,526,290	1,416,570	1,436,765	1,441,663
Other	2,310,461	1,588,072	1,784,841	2,474,251	1,843,251
Use/Fund Balance	575,000	575,000	575,000	575,000	975,000
Taxes/non-current	1,902,000	1,952,000	2,152,000	2,302,000	2,352,000
Total Non-Tax Revenues	\$15,929,129	\$15,564,741	\$14,107,081	\$14,719,859	\$14,798,074
% Increase	5.5%	-2.3%	-9.4%	4.3%	0.5%
CURRENT TAXES REQUIRED⁽¹⁾	\$139,923,612	\$145,034,165	\$148,093,708	\$151,287,767	\$155,633,075
% Increase	1.5%	3.7%	2.1%	2.2%	2.9%
GRAND LIST - Stated in Thousands⁽²⁾	\$3,915,070	\$3,969,656	\$4,174,264	\$4,229,420	\$4,279,214
MILL RATE - Real Estate/Personal Property	36.40	37.45	36.00	36.36	36.90
MILL RATE - Motor Vehicles	34.60	32.00	36.00	36.36	36.90
% Increase (Decrease) on RE/PP	0.83%	2.88%	-3.87%	1.00%	1.49%
% Increase (Decrease) on MV	-4.16%	-7.51%	12.50%	1.00%	1.49%

Notes

- (1) Fiscal Year 2017-2018 references Current Taxes Required per Adopted Budget.
(2) Fiscal Year 2017-2018 is a revaluation year.

Appendix H | 3 YEAR CONSOLIDATED BUDGET FUND FINANCIAL STATEMENTS

	MAJOR FUND			NON MAJOR			TOTAL		
	GENERAL FUND			GOVERNMENTAL FUNDS			ALL BUDGETED GOVERNMENTAL FUNDS		
	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021
	ACTUAL	ADOPTED	ADOPTED	ACTUAL	ADOPTED	ADOPTED	ACTUAL	ADOPTED	ADOPTED
FINANCIAL SOURCES									
Taxes	151,222,713	153,589,767	157,985,075	-	-	-	151,222,713	153,589,767	157,985,075
Licenses & Permits	1,429,480	1,150,800	1,280,600	-	-	-	1,429,480	1,150,800	1,280,600
Intergovernmental	8,878,993	6,781,043	6,905,560	2,643	-	-	8,881,636	6,781,043	6,905,560
Charges for Services	1,778,807	1,436,765	1,441,663	4,977,313	5,303,658	5,572,490	6,756,120	6,740,423	7,014,153
Other	1,574,378	2,474,251	1,843,251	78,252	7,900	7,300	1,652,630	2,482,151	1,850,551
Transfers In	-	-	-	479,010	-	-	479,010	-	-
Use of Fund Balance	-	575,000	975,000	-	-	-	-	575,000	975,000
TOTAL REVENUES/TRANSFER	164,884,371	166,007,626	170,431,149	5,537,218	5,311,558	5,579,790	170,421,589	171,319,184	176,010,939
FINANCIAL USES									
General Government	3,280,357	3,311,802	3,353,855	-	-	-	3,280,357	3,311,802	3,353,855
Community Development	2,043,759	2,201,929	2,286,176	-	-	-	2,043,759	2,201,929	2,286,176
Administrative Services	6,136,354	6,213,738	6,623,707	-	-	-	6,136,354	6,213,738	6,623,707
Public Safety	14,217,513	14,580,054	15,414,214	596,361	400,000	450,000	14,813,874	14,980,054	15,864,214
Physical Services	7,053,345	7,457,270	7,460,631	-	-	-	7,053,345	7,457,270	7,460,631
Sanitation	804,153	859,961	996,357	1,834,621	3,170,642	3,256,555	2,638,774	4,030,603	4,252,912
Human Services	2,760,010	2,964,504	3,050,933	-	-	-	2,760,010	2,964,504	3,050,933
Leisure & Culture	5,698,826	5,744,767	5,809,431	1,546,147	1,740,916	1,873,235	7,244,973	7,485,683	7,682,666
Contingency	-	-	-	-	-	-	-	-	-
Total Town	41,994,317	43,334,025	44,995,304	3,977,129	5,311,558	5,579,790	45,971,446	48,645,583	50,575,094
Debt Service & Transfers	15,088,875	13,973,755	13,681,799	1,148,679	-	-	16,237,554	13,973,755	13,681,799
Education	107,298,945	108,699,846	111,754,046	-	-	-	107,298,945	108,699,846	111,754,046
TOTAL EXPENDITURES	164,382,137	166,007,626	170,431,149	5,125,808	5,311,558	5,579,790	169,507,945	171,319,184	176,010,939
Net Increase/decrease in Fund Balance or use of	502,234	-	-	411,410	-	-	913,644	-	-
Budgetary Fund Balance Beginning of Year	24,757,528	29,221,140	29,221,140	4,370,121	4,781,531	4,781,531	29,127,649	34,002,671	34,002,671
Budgetary Fund Balance at End of Year	29,221,140	29,221,140	29,221,140	4,781,531	4,781,531	4,781,531	30,041,293	34,002,671	34,002,671
Non Spendable	225,431	225,431	225,431	8,605	8,605	8,605	234,036	234,036	234,036
Committed	-	-	-	4,772,926	4,772,926	4,772,926	4,772,926	4,772,926	4,772,926
Assigned	1,394,049	1,394,049	1,394,049	-	-	-	1,394,049	1,394,049	1,394,049
Unassigned	27,601,660	27,601,660	27,601,660	-	-	-	27,601,660	27,601,660	27,601,660
	29,221,140	29,221,140	29,221,140	4,781,531	4,781,531	4,781,531	34,002,671	34,002,671	34,002,671
EXPLANATIONS OF CHANGES IN FUND BALANCE GREATER THAN TEN PERCENT (10%)									
Non Major Governmental Funds include: Sewer Operating Fund; Police Private Duty Fund; Recreation Activities Fund; and Riverfront Park Fund.									
See consolidating Special Revenue schedule for explanations of variances in fund balances.									

Appendix I | COMPREHENSIVE 7-YEAR FINANCIAL FORECASTING MODEL

During the budget process, the high level planning model below allows the Town to assess various scenarios that will help effectively strategize budget decisions. It incorporates a number of budget factors including, but not limited to, year-over-year increase in operating expenditures, Grand List growth, capital projects, and debt service to forecast the impact on Mill Rate and other financial outcomes. For illustrative purposes, the example below assumes a 2.5% year-over-year increase in operating expenditures, however, all assumptions within the model can be modified to calculate various financial scenarios.

(\$ in millions)	'19/'20	'20/'21	Variance		Financial Projections							Assumption		
	BUD	Adopted BUD			ADOPTED FY19/20	ADOPTED FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26			
Wages	\$ 21.7	\$ 22.1	\$ 0.4	2.0%										
Insurance	\$ 6.2	\$ 6.6	\$ 0.4	6.3%										
Pension	\$ 7.4	\$ 8.1	\$ 0.8	10.3%										
Data Processing	\$ 0.5	\$ 0.6	\$ 0.0	9.4%										
Utilities & Fuel	\$ 1.7	\$ 1.7	\$ (0.0)	-0.2%										
Capital Outlay	\$ 1.2	\$ 1.2	\$ (0.0)	-1.2%										
Contractual Services	\$ 1.0	\$ 1.0	\$ 0.0	2.7%										
All Others	\$ 3.6	\$ 3.6	\$ 0.0	0.5%										
Town Op. BUD	\$ 43.3	\$ 45.0	\$ 1.7	3.8%										

Financial Projections													
	ADOPTED FY19/20	ADOPTED FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	Assumption					
Total Grand List ^(A)	\$ 4,229,419,585	\$ 4,279,213,990	\$ 4,317,726,916	\$ 4,356,586,458	\$ 4,574,415,781	\$ 4,615,585,523	\$ 4,657,125,793	GL Growth from '20 Budget 1.18%					GL Growth, Non-Reval Yrs 0.90%
Mill Rate	36.36	36.90	36.90	36.90	36.90	36.90	36.90	GL Growth from Oct. '22 Revaluation 5.00%					99.10% Collection Rate
Tax Revenue	151,287,767	155,633,075	157,114,548	158,535,559	165,989,170	167,677,500	169,415,948	ECS: FY21 \$5.4m; FY26 \$4.0m					
Non-Tax Revenue (Ex. Use of Fund Balance)	14,144,859	13,823,074	13,823,074	13,823,074	13,823,074	13,823,074	13,823,074						
Use of Fund Balance	575,000	975,000	875,000	775,000	675,000	575,000	575,000						
Reduction in State Aid	-	-	(263,145)	(262,946)	(262,946)	(262,946)	(262,946)						
Other Increasing Revenues	-	-	100,000	100,000	100,000	100,000	100,000						
Total Revenues	\$ 166,007,626	\$ 170,431,149	\$ 171,649,477	\$ 172,970,687	\$ 180,324,298	\$ 181,912,628	\$ 183,651,077						

(A) The above analysis assumes 1.18% Grand List growth in FY21, 5% Grand List growth from revaluation in FY24, and 0.9% Grand List growth in all other years.

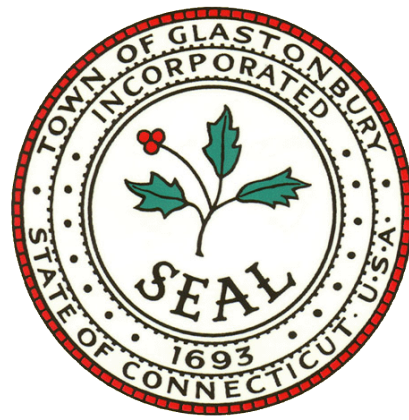
OPERATING EXPENDITURES												
Town	\$ 43,334,025	\$ 44,995,304	\$ 46,120,187	\$ 47,273,191	\$ 48,455,021	\$ 49,666,397	\$ 50,908,056	2.50%				
Education	108,699,846	111,754,046	114,547,897	117,411,595	120,346,884	123,355,557	126,439,445					
OPEB & Dog Fund	816,598	855,000	876,375	898,284	920,741	943,760	967,354					
Reduction in Pension Rate of Return Assumption	-	-	416,000	416,000	-	-	-					
Total Operating Expenditures^(B)	\$ 152,850,469	\$ 157,604,350	\$ 161,960,459	\$ 165,999,070	\$ 169,722,647	\$ 173,965,713	\$ 178,314,856					

(B) The above analysis assumes Pension Investment Assumption of: 6.5% in FY21, 6.375% in FY22 and 6.25% in FY23.
(B) 5-year average budget increase of 2.1%.

FINANCIAL REVIEW												
Debt & Transfers												
Debt Service Costs	\$ 7,157,155	\$ 6,772,818	\$ 6,074,052	\$ 5,863,586	\$ 5,734,114	\$ 4,596,818	\$ 3,550,243					
\$10.399m Bond (\$5.99m Land, \$4.4m Library)	-	303,981	1,002,431	990,742	979,053	969,053	959,053					
Total Debt Service	7,157,155	7,076,799	7,076,483	6,854,328	6,713,167	5,565,871	4,509,296					
Transfer to Capital Reserve	6,000,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000					
Total Debt & Transfers (Ex. Dog Fund & OPEB)	13,157,155	12,826,799	12,826,483	12,604,328	12,463,167	11,315,871	10,259,296					
Total Operating Expenses, Debt & Transfers	\$ 166,007,624	\$ 170,431,149	\$ 174,786,942	\$ 178,603,398	\$ 182,185,814	\$ 185,281,584	\$ 188,574,152					
Revenue Shortfall												
Adjusted Mill Rate	36.36	36.90	37.65	38.22	37.33	37.65	37.98					
Mill Rate Increase (Rounding May Impact Hundredths Place)		1.49%	2.03%	1.52%	-2.34%	0.87%	0.88%					
PROJECT / UNASSIGNED FUND BALANCE												
Project Funding Available												
CIP Proposed Projects (Cash Funded) Gross ^(C)	\$ 11,157,000	\$ 6,605,000	\$ 6,285,799	\$ 7,902,799	\$ 6,143,799	\$ 6,143,799	\$ 6,143,799	(C) CIP in FY22-26 assumed to equal estimated revenues and transfers.				
Project Grants / Close Outs / Other Funding	\$ (5,965,081)	\$ (1,727,449)	\$ (535,799)	\$ (2,152,799)	\$ (393,799)	\$ (393,799)	\$ (393,799)					
Transfer to Capital Reserve	\$ (6,000,000)	\$ (5,750,000)	\$ (5,750,000)	\$ (5,750,000)	\$ (5,750,000)	\$ (5,750,000)	\$ (5,750,000)					
Excess / (Shortfall)	\$ 808,081	\$ 872,449	\$ -	\$ -	\$ -	\$ -	\$ -					
Unassigned Fund Balance Beginning	\$ (267,319)	\$ 540,762	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211					
Unassigned Fund Balance (Capital Reserve Fund)	\$ 540,762	\$ 1,413,211	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211	\$ 1,443,211	Must be > \$1m				
Shortfall to Make Up to Arrive at \$1m Threshold	\$ 459,238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					

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Town of Glastonbury