



# **Town of Glastonbury**

Proposed General Fund Budget: FY2021-2022



## Table of Contents | Proposed Budget FY2022

<b>Section</b>	<b>Page #</b>
Town Manager Letter	04
Principal Officials	14
Town of Glastonbury Organizational Chart	15
<b>Overview</b>	16
Budgeted Funds	17
Financial Policies	21
<b>General Fund</b>	23
Summary of Revenues & Appropriations/Expenditures	24
Summary of Revenues & Transfers	25
Summary of Expenditures & Transfers	28
General Fund Revenues	30
Fund Balance and Estimated Operational Results	32
Comparative Balance Sheet	34
<b>General Government</b>	36
Town Council	38
Town Manager	39
Human Resources	41
Facilities Maintenance	44
<b>Community Development</b>	46
Community Development	48
Building Inspection	50
Fire Marshal	52
Health	54
<b>Administrative Services</b>	56
Financial Administration (Purchasing/Information Technology)	60
Accounting	62
Property Assessment	64
Revenue Collection	66
Town Clerk	68
Registrar of Voters	70
Legal Services	72
Probate Court (Glastonbury-Hebron)	72
Insurance/Pension	73
Self Insurance	74
<b>Public Safety</b>	75
Police	77
Glastonbury EMS	79
Fire	80
Emergency Management	82
<b>Physical Services</b>	83
Engineering	85
Highway	87
Fleet Maintenance	89
<b>Sanitation</b>	91
Refuse Disposal	92
<b>Human Services</b>	94
Senior & Community Services	95
Youth & Family Services	97
Contributory Grants	99

## Table of Contents | Proposed Budget FY2022 Continued

<b>Section</b>	<b>Page #</b>
<b>Leisure &amp; Culture</b>	101
Parks & Recreation	103
Welles-Turner Library	105
South & East Glastonbury Libraries	106
<b>Debt Service</b>	108
<b>Transfers</b>	110
<b>Education</b>	111
<b>Special Revenue Funds</b>	114
Special Revenue Funds Overview	115
Sewer Operating Fund	117
Recreation Activities Fund	119
Police Private Duty Fund	120
Bulky Waste Closure Fund	120
Riverfront Park Fund	121
<b>Capital Improvement Program (CIP)</b>	122
Criteria/Purpose	123
Planning Process	124
Budgetary Process	125
Town Manager Proposed Projects	128
Capital Reserve Fund Projection	130
Debt Service Detail Overview	132
Long-term Debt Amortization Schedule ( <u>Excludes</u> Authorized/Unissued Bonds)	133
Long-term Debt Amortization Schedule ( <u>Includes</u> Authorized/Unissued Bonds)	134
<b>Appendix</b>	135
Appendix A: Community Profile/Key Statistics	136
Appendix B: Towns and Cities Financial Indicators	137
Appendix C: Glossary	138
Appendix D: Comparative Budget Impact - Historical	144
Appendix E: Comparative History of Budgeted General Town Employees (Full Time)	145
<b>Index</b>	146

# **Town Manager's Letter**

January 25, 2021

Dear Board of Finance Members:

In accordance with applicable Town Charter requirements, this letter formally transmits the Town Operating, Debt and Transfer, and Revenue budget proposals for FY2021-2022. As in prior years, continuing efforts focus on delivering cost efficient and responsive municipal programs and services.

The proposed Town, Education, and Debt and Transfer budget appropriations are summarized below.

	<b>Adopted 2020-2021</b>	<b>Proposed 2021-2022</b>	<b>\$ Change</b>	<b>% Change</b>
Town Operations	\$44,995,304	\$45,761,196	\$765,892	1.7%
Debt & Transfers	\$13,681,799	\$13,573,742	(\$108,057)	(0.79%)
Education	\$111,754,046	\$114,067,405	\$2,313,359	2.1%
<b>Total</b>	<b>\$170,431,149</b>	<b>\$173,402,343</b>	<b>2,971,194</b>	<b>1.74%</b>

## OVERVIEW

The proposed budget plan for Town Operations, Debt & Transfer, and Revenue accounts can be summarized as follows with more detail provided on subsequent pages.

### Expenditures

Town Operations	\$45,761,196	1.7%
• Pension ADC	<u>\$663,428*</u>	<u>1.5%</u>
Town Operations <u>Net of Pension ADC</u>	\$45,097,768	0.2%

\*Pension ADC is Actuarially Determined Contribution (excludes Social Security, Medicare, and Defined Contribution).

Debt & Transfer net decrease \$108,057

- Debt Service - increases \$27,943
- Capital Transfer – sustained at \$5.75M
- Other Post-Employment Benefits (OPEB) - decreases \$68,000
- Sewer Operating Transfer – decreases \$68,000

### Revenues

- Current levy increases \$3.95M or 2.5%
- Other tax revenue accounts consistent with current year
- Combined net non-tax revenues decline \$981,405±\*

\*Primarily driven by budget to budget decreases in investment income and Educational Cost Sharing (ECS).

## Grand List

- Estimated Grand List growth 0.84%
- \$1.2± million new tax revenue from growth in Grand List

## General Fund

- General Fund Transfer In - Sustained at \$975,000

## Mill Rate

- 36.90 to 37.59
- 1.87% increase
- 99.1% collection rate

## Budget Factors and Objectives

The Town operating budget presented for FY2022 achieves a number of ongoing goals and objectives and effectively responds to the various budget influences. Examples include:

- Fully funds pension Actuarially Determined Contribution (ADC)
- Funds OPEB at 100% of ADC
- Improves operational efficiencies through use of technology solutions
- Continues to manage Full-Time staffing levels to achieve operational efficiencies and cost savings
- Considers long-term cost implications of spending proposals
- Proactively manages and maintains operating and capital infrastructure
- Mitigates factors influencing operating costs
- Limits upward adjustment in the mill rate
- Achieves sustainability and predictability of budgetary decisions
- Effectively manages ongoing Debt Service
- Sustains investment in Capital Reserve Transfer and system-wide Capital Outlay accounts
- Invests fully in recommended premium equivalent to health insurance reserve

## Town Operations

The proposed Town Operating Budget is influenced by 8 primary factors, (as components of the 1.7% increase), as detailed over the following pages. Of the 41 line item comprising Town Operations, 19 or 46±% are at or below current year funding.

	\$ Change	As a component of overall budget increase (1.7%)
<b>Wages</b>	<b>\$358,609</b>	0.8 pts
<b>Insurance</b>	<b>(\$474,295)</b>	-1.1 pts
<b>Pension</b>	<b>\$663,428</b>	1.5 pts
<b>Data Processing &amp; Technology</b>	<b>\$120,582</b>	0.27 pts
<b>Contractual Services</b>	<b>\$47,840</b>	0.11 pts
<b>Utilities &amp; Fuel</b>	<b>(\$55,612)</b>	-0.12 pts
<b>Capital Outlay</b>	<b>(\$19,875)</b>	-0.04 pts
<b>All Others</b>	<b>\$125,215</b>	0.28 pts
<b>Total</b>	<b>\$765,892</b>	<b>1.7%</b>

## Personal Services - Wage Accounts

Combined wage accounts increase \$358,609 or 1.62%. This includes full-time, part-time, overtime, and unit pay.

### **Full-time (FT)**

- System-wide FT wage accounts increase 1.97%
- Assumes a 1.5% General Wage Adjustment (GWA) effective July 1, 2021
- Fire Chief position, established as FT in 1996 and staffed on a part-time basis since 2008, returns to FT status.
- Transitions FT position at WTML to Part-Time status through attrition

### **Part-time (PT)**

- Decreases \$22,945 system-wide or 1.0%
- PT funding for Fire Chief reallocated to FT line item
- Absorbs minimum wage increase from \$12 to \$13 per hour effective August 1, 2021
- Fully funds Park Ranger program and reallocates funding from Police to Parks & Recreation
- Increases PT funding for administrative support
- Funds PT administrative support at Library in lieu of FT position

### **Unit Pay and Overtime**

- Reimbursement to volunteer firefighters consistent with current year funding
- System-wide overtime accounts increase \$15,900 or 1.5% to reflect proposed GWA

## Insurance

Insurance accounts decrease \$474,295 or 7.16%.

- **Non-employee** related coverages increase \$98,722 or 17.6%
  - Includes property, casualty, liability and related non-employee coverages
  - Estimated premium increase and upward adjustment to align budget with actual costs in current year.
- **Employee** related coverages (Workers' Compensation and Health) decrease a net \$573,017 or 9.45%
  - Conducted competitive request for proposal for health, LAP, and workers' compensation
  - Consolidated health coverages under single carrier, Anthem, to achieve operating efficiencies
  - Transitioned LAP and workers' compensation from CIRMA to Travelers to achieve \$275,000 in annual premium savings, effective July 1, 2020
  - Worked with health insurance consultant to better align budget with estimated health costs
  - Health insurance funding fully satisfies estimated premium equivalent in the coming fiscal year
  - Additional \$600,000+ allocated to health insurance fund at year-end FY2021 and \$350,000+ projected at FY2022 year end

## Pension

The pension ADC continues to place a significant burden on the Town operating budget. For the current year (FY2021), the annual ADC increased \$735,000±, largely due to the transition to new Mortality Tables published in May 2019 entitled "PUB 2010". This adjustment was recommended by the Town audit firm, RSM US LLP, and consulting actuary, Milliman. As a reference point, the \$735,000± represented a 1.7% increase from the FY2020 adopted budget to Adopted FY2021.

For proposed FY2022, the ADC increases \$513,428 or 1.14% on the current year budget. This assumes the current 6.5% Rate of Return (ROR) assumption on pension funds. A reduction to a 6.375% ROR assumption was considered when developing the budget proposal. The ADC to Town Operations would increase an additional \$318,000± as a result of this change or 0.71±% on the current year budget. Funding is not proposed for this full decrease in the ROR assumption. However, the ADC is "over-funded" \$150,000 to provide some flexibility for a phased decrease in the ROR, (e.g. mid-year), or, to provide a hedge to the June 2021 valuation effective with the July 1, 2022 budget.

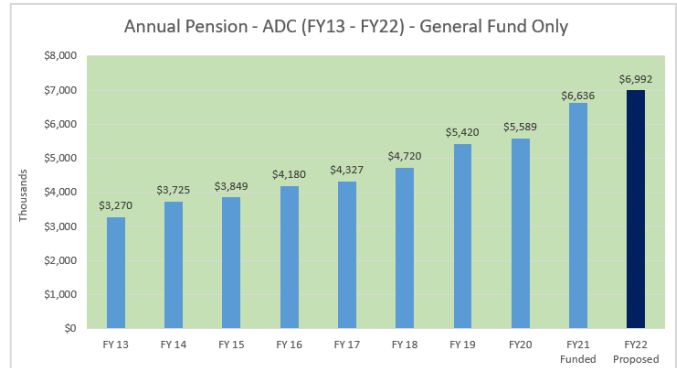
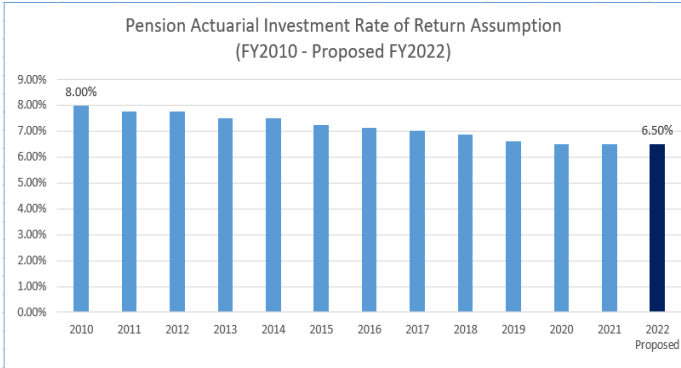
When considering a potential reduction from 6.5% to 6.375%, several factors were evaluated:

- Discussions with the Town’s Consulting Actuary and Financial Advisor
- Influence on the proposed mill rate, (tax increase), and Town operations
- Budget pressures resulting from \$1.0M decrease in non-tax revenues – approximately 0.25 mills

Based on the preceding considerations, the proposal is to over-fund the ADC as noted above. The \$513,428 increase to the ADC, along with the \$150,000 in over-funding, totals \$663,428 or 1.5% over the current year adopted budget.

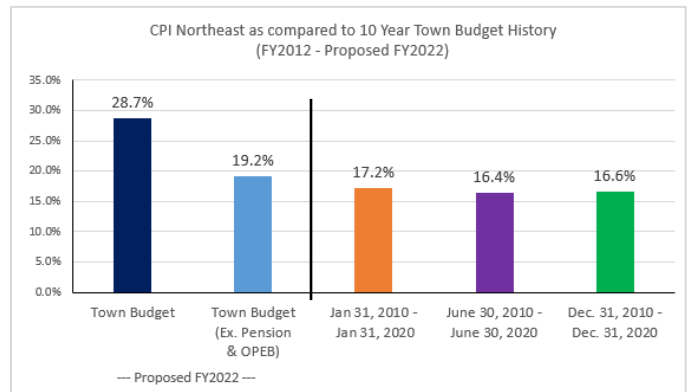
Combined pension funding increases \$722,445 including Social Security and Medicare, Defined Contribution (DC), Hybrid, and Defined Benefit (DB).

The charts below show the total change to the ADC over multiple years.



Note: The General Fund budget for FY2021 totaled \$6,328,183 for the pension ADC. The ADC was subsequently increased to \$6,635,565 by Milliman. The proposed FY2022 budget funds the difference between \$6.328M and \$6.992M ADC, and includes the additional \$150,000 referenced above. (See chart at top right.)

As noted previously, the pension ADC has placed significant pressure on the Town operating budget. The chart at right does a good job illustrating the aggregate increase in Town operations over the past 10 years as compared to the aggregate increase in the Consumer Price Index (CPI) – Northeast. As we know, many items influencing Town operations increase at a rate greater than the CPI.



**Utilities and Fuel**

Utility and Fleet Maintenance accounts decrease a combined \$55,612 or 3.5%

- System-wide fuel costs decrease \$15,932 based on current market conditions
- Utility costs decrease a combined \$39,680 organization wide
- Combined utility costs 25% below funding levels in 2008
- Ongoing system-wide energy efficiency initiatives highly successful
- 33% reduction in electric consumption for Town & Education

**Contractual Services**

System-wide contractual services increase \$47,840 or 4.62%. The primary factor involves Police operations to comply with the Police Accountability Act for Mental Health Wellness Checks and Drug Screening, and implementation of an independent Everbridge notification system.



Solid Waste Tip fees charged by the Materials Innovation Recycling Authority (MIRA) are projected to increase effective July 1, 2021 from the current rate of \$91 per ton. Efforts to reduce municipal solid waste (MSW) delivered to the Trash to Energy Plant (from Transfer Station) are ongoing and continue to help offset the rising cost of Tip fees. A budget increase for solid waste disposal is not proposed in the coming year. Over recent years, annual tonnage at the Transfer Station has declined from 2000+ tons to 1,500± tons.

### Data Processing and Technology

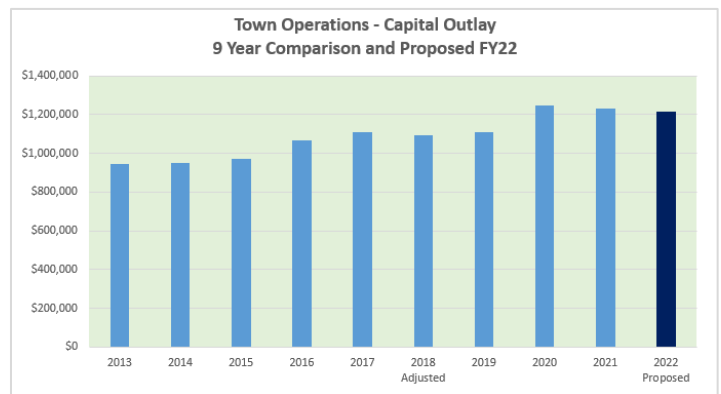
Efforts are ongoing to leverage technology solutions for improved operating efficiencies and customer service delivery. System-wide increase totals \$120,582 for updated software, ongoing maintenance, and related costs. Examples include Viewpoint permitting software (Building Official, Engineering, Community Development, etc.) and a new Human Resources Information System (H.R.I.S.) to transition manual tasks to a more automated and integrated workflow. These initiatives are strongly supported by external and internal customers (Viewpoint) and internal customers (H.R.I.S.).

### Capital Outlay

Capital Outlay accounts are considered on an organization-wide basis. The 5 line items under this funding category are important to achieving ongoing operating efficiencies and cost avoidance. This includes effective management of fleet, machinery and equipment, information systems, and care and maintenance of the Town’s buildings and grounds.

System-wide Capital Outlay Accounts decrease \$19,875 or 1.61%

The chart at the right shows the ongoing commitment to Capital Outlay funding. The continuing goal is to sustain system-wide funding to achieve operating efficiencies, avoid O&M costs, properly maintain facilities and equipment, and avoid significant spending fluctuations in this important funding source. Given ongoing budget challenges, Capital Outlay funding has remained relatively consistent over recent years and experienced a modest decline in FY2021 and proposed FY2022.



### All Other Line Items

The line items discussed above comprise 16 of the Town’s 41 line items and 7 of the 8 primary categories influencing the FY2022 budget proposal. The 8<sup>th</sup> factor includes “All Other” line items over 25 spending accounts and all operating departments and divisions. These line items are grouped under ‘Supplies’ and ‘Services and Charges’. The “All Other” category increases a net \$125,215 or 0.28% over the current year budget.

### Contingency

The Contingency account was funded annually at \$175,000 through FY2017. Such funding was eliminated in FY2018 as part of a \$915,000 budget reduction and not funded in subsequent years, including the proposed FY2022 budget. Re-establishing the account was considered for FY2022, however, given continuing pressures on the tax rate and Town operating budget needs, focus continues on well-defined operational needs as compared to unanticipated needs that may arise. A transfer from the General Fund - Unassigned Fund Balance can be processed to address such needs as applicable.

The Town Operating Budget can be summarized by major appropriation category as follows:

Major Appropriation Category	Adopted 2020-2021	Proposed 2021-2022	\$ Change	% Change
Personal Services	\$22,105,961	\$22,464,570	\$358,609	1.6%
Supplies	\$1,400,332	\$1,413,184	\$12,852	0.9%
Services & Charges	\$20,255,286	\$20,669,592	\$414,306	2.0%
Capital Outlay	\$1,233,725	\$1,213,850	\$(19,875)	-1.6%
<b>Total</b>	<b>\$44,995,304</b>	<b>\$45,761,196</b>	<b>\$765,892</b>	<b>1.7%</b>

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

Description	Adopted 2020 - 2021	Proposed 2021-2022	\$ Change	% Change
General Government	\$3,353,855	\$3,538,326	\$184,471	5.5%
Community Development	\$2,286,176	\$2,477,961	\$191,785	8.4%
Administrative Services	\$6,623,707	\$6,462,656	\$(161,051)	-2.4%
Public Safety	\$15,414,214	\$15,764,942	\$350,728	2.3%
Physical Services	\$7,460,631	\$7,398,277	\$(62,354)	-0.8%
Sanitation	\$996,357	\$887,843	\$(108,514)	-10.9%
Human Services	\$3,050,933	\$3,112,895	\$61,962	2.0%
Leisure & Culture	\$5,809,431	\$6,118,296	\$308,865	5.3%
	<b>\$44,995,304</b>	<b>\$45,761,196</b>	<b>\$765,892</b>	<b>1.7%</b>

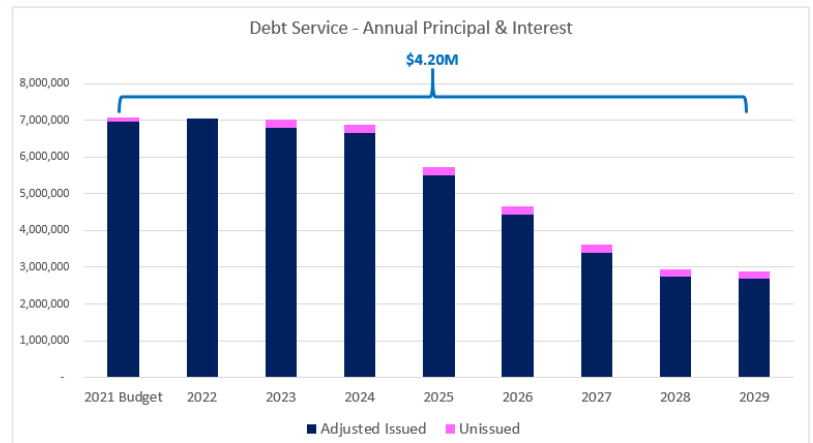
## Debt and Transfer

The Debt and Transfer account is comprised of 4 primary components. For the coming year, the Debt & Transfer account is proposed to decrease a combined \$108,057 as follows:

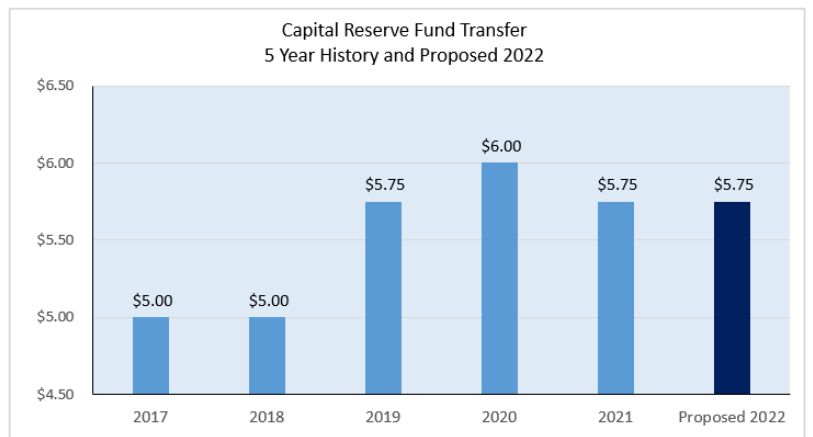
- Debt Service- increase \$27,943
- Capital Reserve Transfer - sustained at \$5.75M
- OPEB - decreases \$68,000
- Sewer Operating Transfer - decreases \$68,000

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

*Note: FY21 budget included authorized but unissued land (\$5.99M) and Library (\$4.4M) which has since been issued. FY23 and beyond includes authorized but unissued land (\$3.0M).*



A multi-year summary of the appropriation and transfer to the Capital Reserve Fund is shown at right. This is the primary funding source for ongoing capital projects. As shown, the Transfer totaled \$6.0M in FY2020 and reduced to \$5.75M in the current year (FY2021). The \$5.75M is sustained for proposed FY2022. Over time, level funding this account will reduce buying power as a result of cost escalation.



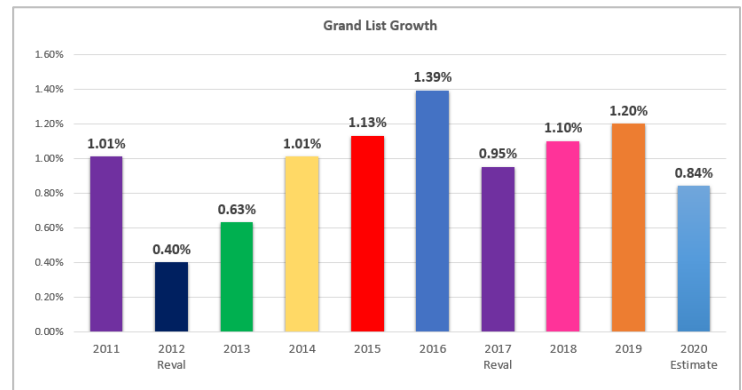
## REVENUES

Tax and non-tax revenues increase a combined \$2.97± million to balance with the proposed \$2.97± million increase described above. All Revenue accounts are shown below with significant changes summarized over the following paragraphs.

Revenue Source	FY2021 Adopted	FY2022 Proposed	\$ Change	% Change
Taxes	\$157,985,075	\$161,937,674	\$3,952,599	2.5%
Licenses & Permits	\$1,280,600	\$1,298,100	\$17,500	1.4%
Intergovernmental	\$6,905,560	\$6,642,399	\$(263,161)	-3.8%
Charges for Services	\$1,441,663	\$1,400,303	\$(41,360)	-2.9%
Other	\$1,843,251	\$1,148,867	\$(694,384)	-37.7%
Use of Fund Balance	\$975,000	\$975,000	\$ -	0.0%
<b>Total Revenue</b>	<b>\$170,431,149</b>	<b>\$173,402,343</b>	<b>\$2,971,194</b>	<b>1.7%</b>

### Grand List

As noted at the beginning of this letter, the Assessor is estimating a 0.84% increase in the Grand List (GL) effective October 1, 2020 for FY2022. This estimated GL growth is projected to total \$1.2 million in new tax revenue. A historical summary of changes in the Grand List is depicted to the right.



### Property Taxes

The current levy increases \$3.95± million or 2.5% while all other tax revenue accounts remain consistent with the current year. The \$3.95 million increase in the current levy includes the estimated 0.84% GL growth.

### Non-Tax Revenues

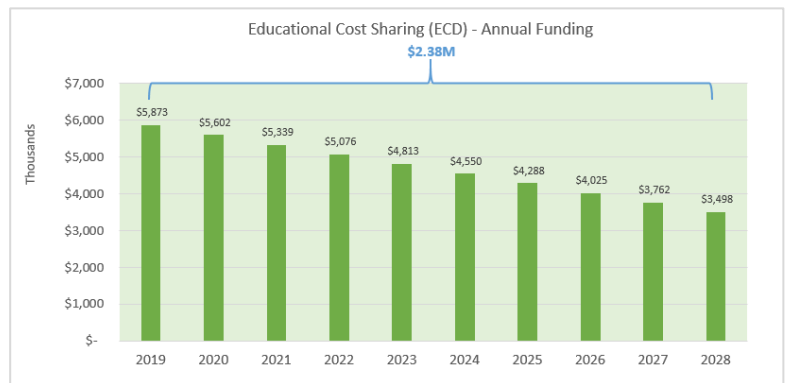
Combined non-tax revenues are estimated to decrease nearly \$1.0M on a budget to budget basis. This equates to approximately 0.25 mills and is a significant factor influencing the proposed FY2022 tax rate. Noteworthy changes from the current year adopted budget to the proposed FY2022 budget are highlighted below.

**Intergovernmental Revenue** – This is the largest non-tax revenue source totaling \$6.9M in the current year and proposed at \$6.64M for FY2022. The primary component is the Educational Cost Sharing (ECS) grant, budgeted at \$5.38± million in the current year and proposed to decrease \$303,000± to \$5.08M± in FY2022. This reduction is consistent with state legislative action in 2017 to adopt a phased reduction in annual ECS funding through FY2028.

The chart at right illustrates the multi-year reduction in ECS funding to Glastonbury per state legislative action in 2017.

- State Stabilization Grant – funded at \$385,930 consistent with FY2020 and 2021

The Governor's budget proposal in early February and subsequent state legislative action will be closely monitored over the coming months.



**Licenses and Permits** – Increases a combined \$17,500

- Increases to Refuse Permit and Town Clerk fees are offset by modest decreases in revenues to Health and Fire Marshal operations.

**Charges for Services** – Net decrease of \$41,630

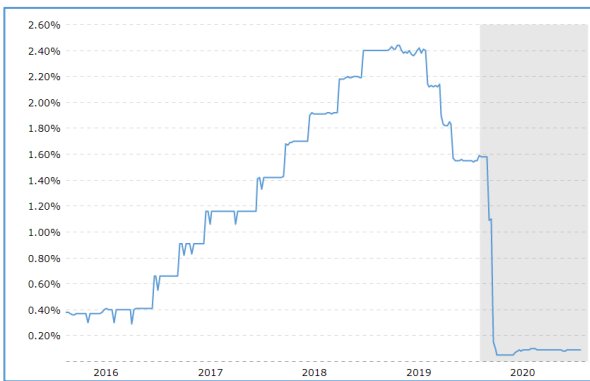
- A modest increase to Town Clerk recording fees is offset by reductions to Solid Waste Tip Fees and activity levels at the Senior Center and Library.

**Other Revenues** – Overall decrease of \$694,384

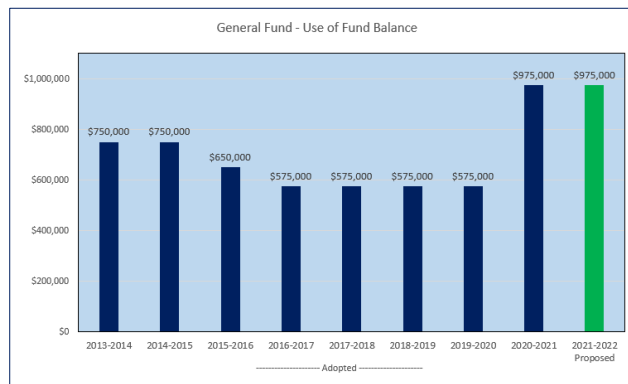
For FY2022, Other Revenue accounts are estimated to decrease \$694,384. Most significantly, a \$643,000 decrease in estimated investment income. For the current year (FY2021), investment income decreased \$662,000 on a budget to budget basis from \$1.5M to \$838,000. Actual investment income is estimated to total \$195,000 for a budget shortfall of \$643,000± this fiscal year. This loss will be offset by other revenue accounts over-achieving budget and expenditure savings.

A further budget reduction from \$838,000 to \$195,000 is proposed in FY2022. The FY2021 budget was enacted in early March 2020 and assumed a 1.25% return on investments. After the budget was enacted, the COVID-19 pandemic influenced investment returns significantly to the negative. Accordingly, investment income will under-perform in FY2021. A 0.25% - 0.3% ROR assumption is estimated for FY2022. The chart below shows the change to the Federal Funds rate over recent years.

The other primary change to this revenue account results from transitioning revenues from sale of fill at the Bulky Waste Landfill to the newly established Closure Fund.



Source: <https://www.macrotrends.net/2015/fedfundsratehistoricalchart>



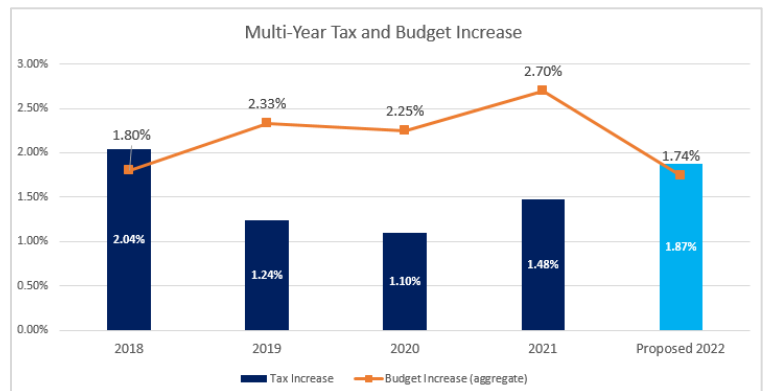
**General Fund – Transfer In**

The General Fund-Transfer In was increased from \$575,000 to \$975,000 in the current year to help smooth the cost increase from new Mortality Tables described previously. (See chart at top right.) The thought was to reduce the transfer-in by \$100,000 annually to return to the \$575,000 level. Given significant reductions in non-tax revenues estimated at \$1.0M in FY2022, and the strong position of the General Fund Unassigned Fund balance, the \$975,000 is sustained in FY2022.

**Mill Rate**

The combined budget proposal for Town Operations, Education, and Debt & Transfer requires a 1.87% increase in the mill rate from 36.90 to 37.59 with a 99.1% collection rate. This assumes the 0.84% estimated growth in the GL and expenditure and revenue proposals described herein. The change in the mill rate and budget enacted in recent years and proposed for FY2022 is depicted at right.

**Tax Abatements** - A \$935,000± adjustment is incorporated into the mill rate calculation to recognize combined tax relief programs for Public Safety Volunteers, Farm Buildings, and Elderly Tax Relief.



## Special Revenue Funds

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

## State Spending Cap

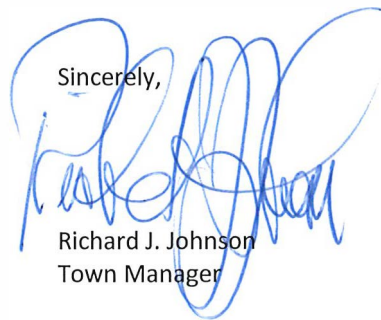
The State Legislature enacted a 2.5% cap on municipal expenditures effective FY2018. The spending cap includes a number of exemptions such as Debt Service, Capital expenditures (over \$100,000), payment for unfunded pension liabilities, Special Education, and other such exemptions. Each community is required to certify to OPM that the adopted budget satisfies this requirement. Effective FY2018 – FY2021, the Adopted Budget satisfied the 2.5% spending cap with applicable exemptions. This threshold will be reviewed with respect to the budget proposed for the coming year.

## COVID-19 and Closing Comments

The FY2021 budget was adopted on March 5, 2020 prior to the onset of the COVID-19 pandemic. The pandemic continues to influence Town operations and related revenues and expenditures, and will continue to do so for the foreseeable future. In many cases, revenues are meeting and exceeding budget, e.g. building permits, Town Clerk, while other revenues, particularly activities and programs sponsored through Parks & Recreation, Library, Youth & Family and Senior Services, are lagging behind budget. Concurrently however, expenditures related to such programming are not required and therefore offset revenue shortfalls. As noted previously, investment income will significantly underachieve projections and assumptions from early March 2020. Revenues in excess of budget and expenditures below budget are expected to offset this loss. Additionally, other actions are in place to freeze position vacancies, minimize program spending, and downsize part-time staff while the pandemic continues to affect Town operations. Work continues to maximize reimbursement through state and federal funding sources and particularly the Coronavirus Relief Fund.

For FY2022, the influence of the pandemic is expected to persist and actions will continue organization wide to respond to evolving conditions and ensure sound budget practices. To date, Town staff have displayed ongoing creativity, adaptability, and commitment to sustaining service delivery levels, protecting the health and safety of staff and community members, and effectively managing operations despite challenging circumstances. Efforts continue to manage Town operations as cost effectively as reasonably possible while sustaining service delivery levels and achieving ongoing efficiencies. As always, my thanks and appreciation to all for their continuing efforts on behalf of the Glastonbury community.

Sincerely,



Richard J. Johnson  
Town Manager

RJJ/sal

cc: Glastonbury Town Council

Julie B. Twilley, Director of Finance & Administrative Services



## 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

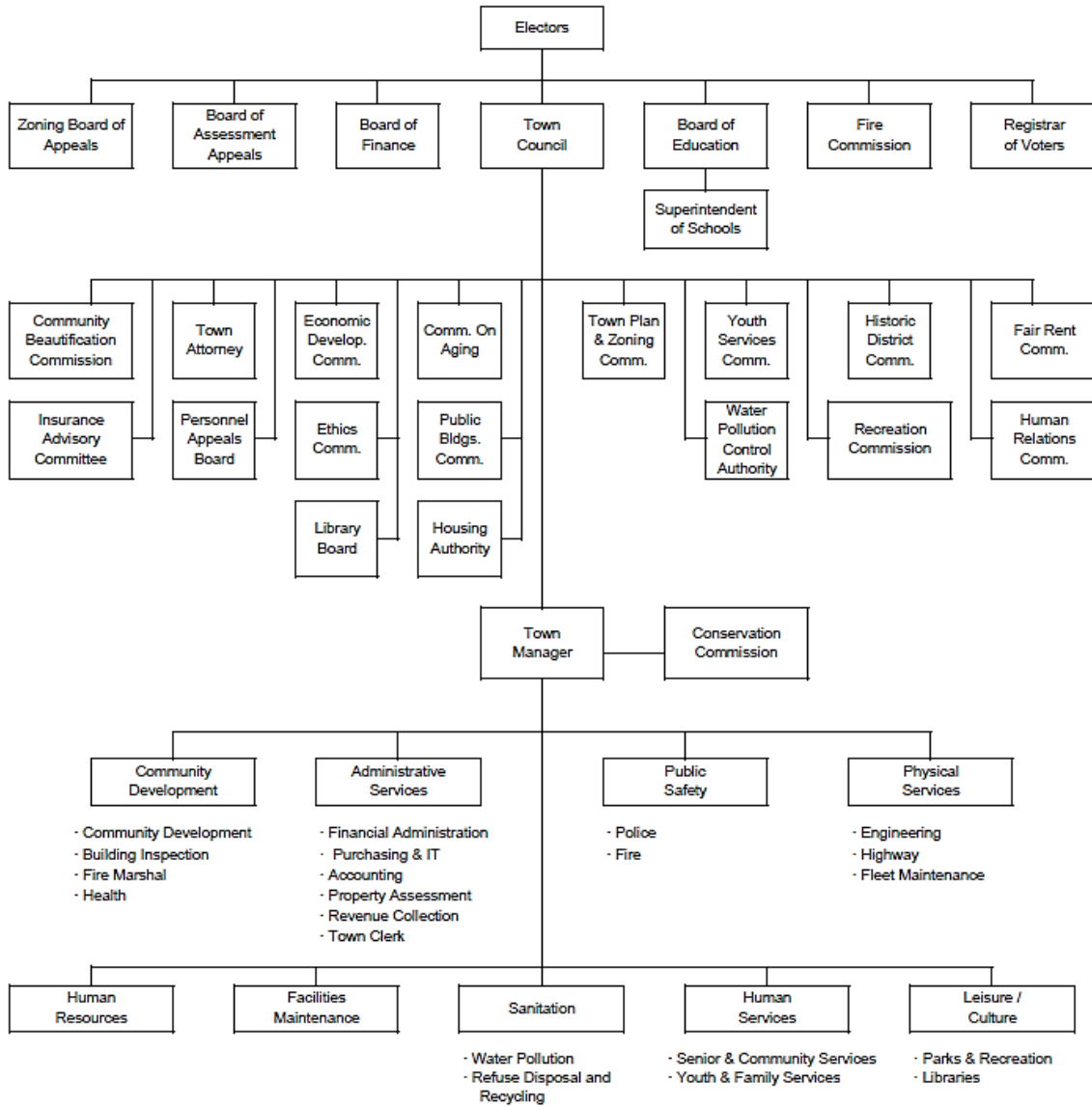
### Board of Education

Douglas Foyle, Ph.D., Chairman  
Julie Thompson, Vice Chairman  
Rosemary Coggeshall, Secretary  
Alison Couture  
Ray McFall  
David Peniston, Jr.  
Chittaranjan Sahay, Ph.D. \*Retired March 24, 2020  
Matthew Saunig \*Effective March 30, 2020  
Kristy Notarangelo \*\*Retired (October 5, 2020)  
Evan Seretan \*\*Effective (October 13, 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



# Overview

## 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.”<sup>1</sup> (See Appendix I.) The budget process follows the schedule as outlined on the previous page.

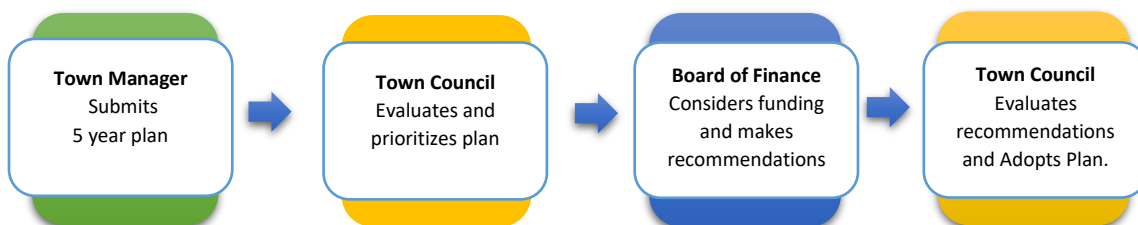


The modified accrual basis of accounting is used for the General Fund budget and all other governmental funds with legally adopted budgets. All are adopted in accordance with generally accepted accounting principles. Annual operating budgets are prepared and employed for management control in the General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

<sup>1</sup> S&P Global Ratings Report – February 4, 2020

## Budgeted Funds | GENERAL FUND

The account structure of this fund is as follows:

### Revenues and Transfers

<b>Taxes</b>	The current levy, collection on prior year delinquent amounts, interest, and lien/penalty fees.
<b>Licenses &amp; Permits</b>	Building Inspection Fees, Town Clerk and Refuse Permit Fees.
<b>Intergovernmental Revenues</b>	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.
<b>Charges for Services</b>	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.
<b>Other Revenues</b>	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.
<b>Transfers In</b>	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

<b>Personal Services</b>	Full time, part time, and overtime wages.
<b>Supplies</b>	All office & operating supplies, professional development and training, all highway, drainage, grounds and roadside materials, and snow/ice removal materials.
<b>Services &amp; Charges</b>	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.
<b>Capital Outlay</b>	All purchases of office equipment & furniture, vehicles & trucks, machinery & equipment, and land and building improvements.
<b>Debt Service</b>	Current annual debt service payments on Town debt and may include estimates for future borrowing in the coming year.
<b>Transfers Out</b>	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 five special revenue funds that operate within an annual legally adopted budget. All Special Revenue Fund budgets are prepared on a modified accrual basis.

Sewer Operating Fund	Recreation Activities Fund	Police Private Duty Fund	Riverfront Park Fund	Bulky Waste Closure Fund
<ul style="list-style-type: none"><li>• Operations &amp; budgetary control of expenditures associated with the Waste Water Treatment Plant.</li></ul>	<ul style="list-style-type: none"><li>• Town sponsored recreation activities and programs that are fully supported by registration and user fees.</li></ul>	<ul style="list-style-type: none"><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Operation of Riverfront Park facilities, including the boathouse, boat storage, and boat launch. Operations are funded by usage fees.</li></ul>	<ul style="list-style-type: none"><li>• Reserve fund established in FY2021 for future closure costs of the Town-owned and operated Bulky Waste Landfill. Revenues from yearly sale of fill from the landfill, surcharge on user tip fees, and annual capital funding deposited to the account.</li></ul>

## 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.glastonburyct.gov](http://www.glastonburyct.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 \$154M. By comparison, debt as of the end of fiscal year 2021/22 is estimated at \$48.1 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2022 proposed budget, the Town's debt service payments represent approximately 4% 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 36a-333.

# 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.



### **COVID-19 Pandemic Indicator**

△ This symbol will be included throughout the document to denote revenue and expenditure items that have been, or may potentially be affected by the COVID-19 pandemic (e.g. in FY2020/21 and/or FY2021/22).



## General Fund | Summary of Revenues and Appropriations/Expenditures

DESCRIPTION	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>REVENUES</b>					
Taxes	154,180,696	157,985,075	161,937,674	3,952,599	2.5%
Licenses & Permits	1,286,420	1,280,600	1,298,100	17,500	1.4%
Intergovernmental	8,522,728	6,905,560	6,642,399	(263,161)	-3.8%
Charges for Services	1,286,427	1,441,663	1,400,303	(41,360)	-2.9%
Other	4,010,148	1,843,251	1,148,867	(694,384)	-37.7%
Use of Fund Balance	600,000	975,000	975,000	-	0.0%
<b>TOTAL REVENUES</b>	<b>169,886,419</b>	<b>170,431,149</b>	<b>173,402,343</b>	<b>2,971,194</b>	<b>1.7%</b>
<b>APPROPRIATIONS/EXPENDITURES</b>					
<b>TOWN</b>					
General Government	3,291,031	3,353,855	3,538,326	184,471	5.5%
Community Development	2,170,763	2,286,176	2,477,961	191,785	8.4%
Administrative Services	6,148,554	6,623,707	6,462,656	(161,051)	-2.4%
Public Safety	14,174,529	15,414,214	15,764,942	350,728	2.3%
Physical Services	7,206,811	7,460,631	7,398,277	(62,354)	-0.8%
Sanitation	791,897	996,357	887,843	(108,514)	-10.9%
Human Services	2,710,891	3,050,933	3,112,895	61,962	2.0%
Leisure & Culture	5,341,979	5,809,431	6,118,296	308,865	5.3%
<b>TOTAL TOWN</b>	<b>41,836,456</b>	<b>44,995,304</b>	<b>45,761,196</b>	<b>765,892</b>	<b>1.7%</b>
<b>DEBT &amp; TRANSFERS OUT</b>	<b>13,973,755</b>	<b>13,681,799</b>	<b>13,573,742</b>	<b>(108,057)</b>	<b>-0.8%</b>
<b>EDUCATION</b>	<b>109,122,930</b>	<b>111,754,046</b>	<b>114,067,405</b>	<b>2,313,359</b>	<b>2.1%</b>
<b>TOTAL APPROPRIATIONS/EXPENDITURES</b>	<b>164,933,141</b>	<b>170,431,149</b>	<b>173,402,343</b>	<b>2,971,194</b>	<b>1.7%</b>

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

DESCRIPTION	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>TAXES</b>					
<b>Tax Revenues</b>					
Current Levy	151,659,910	155,633,075	159,585,674	3,952,599	2.5%
Auto Supplemental	1,604,025	1,500,000	1,500,000	-	0.0%
Delinquent Motor Vehicle Fees	13,421	-	-	-	-
Prior Years	562,257	500,000	500,000	-	0.0%
Interest & Fees	336,578	350,000	350,000	-	0.0%
Miscellaneous Fees	4,506	2,000	2,000	-	0.0%
<b>TOTAL TAXES</b>	<b>154,180,696</b>	<b>157,985,075</b>	<b>161,937,674</b>	<b>3,952,599</b>	<b>2.5%</b>
<b>LICENSES &amp; PERMITS</b>					
<b>Licenses&amp; Permits</b>					
Building Inspection Fees	788,074	750,000	750,000	-	0.0%
Town Clerk Fees	83,968	80,000	83,000	3,000	3.8%
Physical Services Fees	13,135	11,000	11,000	-	0.0%
Refuse Permit Fees	332,932	317,500	345,000	27,500	8.7%
Health	65,775	117,000	105,100	(11,900)	-10.2%
Fire Marshal	2,536	5,100	4,000	(1,100)	-21.6%
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>1,286,420</b>	<b>1,280,600</b>	<b>1,298,100</b>	<b>17,500</b>	<b>1.4%</b>
<b>INTERGOVERNMENTAL</b>					
<b>HousAuth In-Lieu Tax</b>					
Housing Auth Welles Vill	83,122	87,000	87,000	-	0.0%
Other Housing Projects	118,659	106,000	106,000	-	0.0%
	<b>201,781</b>	<b>193,000</b>	<b>193,000</b>	<b>-</b>	<b>0.0%</b>
<b>St Conn In-Lieu Taxes</b>					
HomeownerTxRelief	-	-	-	-	-
Disability Exemption	2,108	2,400	2,400	-	0.0%
Veterans Exemption	9,896	12,000	9,600	(2,400)	-20.0%
St/CT Telephone Access	69,475	72,000	72,000	-	0.0%
Mashantucket Pequot	-	-	-	-	-
State Stabilization Grant	385,930	385,930	385,930	-	0.0%
	<b>467,410</b>	<b>472,330</b>	<b>469,930</b>	<b>(2,400)</b>	<b>-0.5%</b>
<b>ST Educ Entitlements</b>					
Magnet School Transportation	17,800	-	-	-	-
ECS Cost Sharing Grant	5,567,419	5,379,535	5,076,396	(303,139)	-5.6%
Spec Educ Excess/Agency	1,347,497	-	-	-	-
Vocational Agriculture	307,663	331,888	331,888	-	0.0%
	<b>7,240,379</b>	<b>5,711,423</b>	<b>5,408,284</b>	<b>(303,139)</b>	<b>-5.3%</b>

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

DESCRIPTION	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>Admin Services</b>					
ST/CT Historical Document Pres	7,500	7,500	7,500	-	0.0%
	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	-	<b>0.0%</b>
<b>Public Safety</b>					
Regional Dispatch Reimbursement	211,397	160,000	160,000	-	0.0%
Police Grants	188,947	198,597	240,475	41,878	21.1%
Civil Preparedness	14,140	11,610	12,110	500	4.3%
Volunteer Ambul Reimbursements	16,821	20,000	20,000	-	0.0%
	<b>431,305</b>	<b>390,207</b>	<b>432,585</b>	<b>42,378</b>	<b>10.9%</b>
<b>PHYS SERVICES / SANITATION</b>					
CRRA/Resource Recovery	47,650	-	-	-	-
	<b>47,650</b>	-	-	-	-
<b>Human Services</b>					
State of CT Health Grants	-	-	-	-	-
Dial A Ride Grant	51,278	51,278	51,278	-	0.0%
Housing Auth Resident Services	43,490	47,990	47,990	-	0.0%
Youth & Family ST Grant	31,935	31,832	31,832	-	0.0%
	<b>126,703</b>	<b>131,100</b>	<b>131,100</b>	-	<b>0.0%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>8,522,728</b>	<b>6,905,560</b>	<b>6,642,399</b>	<b>(263,161)</b>	<b>-3.8%</b>
<b>CHARGES FOR SERVICES</b>					
<b>Charges for Services</b>					
Planning & Zoning	9,587	12,000	12,000	-	0.0%
Town Clerk Recording Fees	219,909	171,000	180,900	9,900	5.8%
Town Clerk Conveyance Fee	604,360	616,400	616,400	-	0.0%
Educ/Community Serv Fees	24,145	20,000	20,000	-	0.0%
Solid Waste Tip Fees	227,338	250,000	235,000	(15,000)	-6.0%
Sewer Inspection Fees	-	2,000	2,000	-	0.0%
Parks/Rec Swimming Fees	59,554	123,700	123,700	-	0.0%
Parks/Rec Program Fees	19,950	36,383	36,383	-	0.0%
Subdivision OT Inspection	-	1,000	1,000	-	0.0%
Fire Watch Services	1,890	5,320	5,320	-	0.0%
Health Soil Tests	1,300	3,500	3,500	-	0.0%
Senior Ser Programs	39,717	77,960	65,000	(12,960)	-16.6%
Senior Nutrition Program	24,120	37,500	32,000	(5,500)	-14.7%
Library Fines	24,661	40,000	30,000	(10,000)	-25.0%
Notary Services	5,416	5,100	5,100	-	0.0%
Passport Processing	24,480	39,800	32,000	(7,800)	-19.6%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>1,286,427</b>	<b>1,441,663</b>	<b>1,400,303</b>	<b>(41,360)</b>	<b>-2.9%</b>

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

DESCRIPTION	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>OTHER REVENUES</b>					
<b>Other Revenues</b>					
Probate Court Reimbursements	2,480	2,480	2,480	-	0.0%
Interest on Investments	1,058,331	838,000	195,000	(643,000)	-76.7%
Land Sales & Rentals	208,645	254,932	243,748	(11,184)	-4.4%
Miscellaneous	1,685,250	32,500	32,500	-	0.0%
Educ Student Activities	596	200	200	-	0.0%
Educ Vo Ag Tuition	268,274	365,989	365,989	-	0.0%
Purchasing - Auction Sales	54,588	23,950	40,000	16,050	67.0%
PhyServ Refunds & Sales	2,406	3,500	3,500	-	0.0%
Refuse Recycling	48,837	35,050	42,300	7,250	20.7%
Bulky Waste Fill	118,721	35,000	-	(35,000)	-100.0%
Claims Reimbursements	45,912	40,000	40,000	-	0.0%
Public Safety Police	68,758	76,000	54,000	(22,000)	-28.9%
Health Insurance/Reimburs	10,398	-	-	-	-
Youth & Family Services	23,436	33,400	33,400	-	0.0%
Library Trustee Account	49,979	40,000	40,000	-	0.0%
Clinical Fees	625	750	750	-	0.0%
Library Miscellaneous	6,991	16,000	16,000	-	0.0%
Purchasing Card Rebates	7,090	18,000	14,000	(4,000)	-22.2%
Attorney Fees Reimbursed	7,382	25,000	25,000	-	0.0%
Utilities Reimbursed	6,028	2,500	-	(2,500)	-100.0%
Unrealized Gain/(Loss) on Inventory	214,189	-	-	-	-
Premium on Bond Issued	1,007,096	-	-	-	-
Issuance of Refunding Bonds	8,105,000	-	-	-	-
Payment to Escrow Agent	(9,014,455)	-	-	-	-
ICMA Administrative Allowance	23,589	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>4,010,148</b>	<b>1,843,251</b>	<b>1,148,867</b>	<b>(694,384)</b>	<b>-37.7%</b>
<b>TRANSFERS IN</b>					
<b>Transfers In From</b>					
Capital Projects	600,000	-	-	-	-
General Fund	-	975,000	975,000	-	0.0%
<b>TOTAL TRANSFERS IN</b>	<b>600,000</b>	<b>975,000</b>	<b>975,000</b>	<b>-</b>	<b>0.0%</b>
<b>GRAND TOTAL REVENUE AND TRANSFERS</b>	<b>\$169,886,419</b>	<b>\$170,431,149</b>	<b>\$173,402,343</b>	<b>\$2,971,194</b>	<b>1.7%</b>

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

DEPARTMENT	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>TOWN</b>					
<b>GENERAL GOVERNMENT</b>					
TOWN COUNCIL	128,309	141,507	149,007	7,500	5.3%
TOWN MANAGER	589,361	638,161	702,806	64,645	10.1%
HUMAN RESOURCES	514,213	612,925	759,890	146,965	24.0%
FACILITIES MAINTENANCE	2,059,149	1,961,262	1,926,623	(34,639)	-1.8%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,291,031</b>	<b>3,353,855</b>	<b>3,538,326</b>	<b>184,471</b>	<b>5.5%</b>
<b>COMMUNITY DEVELOPMENT</b>					
COMMUNITY DEVELOPMENT	564,759	600,358	692,279	91,921	15.3%
BUILDING INSPECTION	548,875	554,679	625,906	71,227	12.8%
FIRE MARSHAL	346,802	375,905	372,185	(3,720)	-1.0%
HEALTH	710,328	755,234	787,591	32,357	4.3%
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>2,170,763</b>	<b>2,286,176</b>	<b>2,477,961</b>	<b>191,785</b>	<b>8.4%</b>
<b>ADMINISTRATIVE SERVICES</b>					
FINANCIAL ADMINISTRATION	1,422,949	1,664,244	1,645,144	(19,100)	-1.1%
ACCOUNTING	476,855	427,845	500,407	72,562	17.0%
PROPERTY ASSESSMENT	653,766	630,733	643,783	13,050	2.1%
REVENUE COLLECTION	496,685	489,616	511,687	22,071	4.5%
TOWN CLERK	582,850	545,271	541,704	(3,567)	-0.7%
VOTER REGISTRATION	120,082	179,867	176,863	(3,004)	-1.7%
LEGAL SERVICES	372,118	300,000	300,000	-	0.0%
PROBATE SERVICES	15,712	24,800	24,800	-	0.0%
INSURANCE/PENSIONS	2,007,538	2,361,331	2,118,268	(243,063)	-10.3%
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>6,148,554</b>	<b>6,623,707</b>	<b>6,462,656</b>	<b>(161,051)</b>	<b>-2.4%</b>
<b>PUBLIC SAFETY</b>					
POLICE	13,028,144	14,156,194	14,412,804	256,610	1.8%
VOLUNTEER AMBULANCE	17,555	-	2,500	2,500	-
FIRE	1,099,817	1,224,288	1,316,876	92,588	7.6%
CIVIL PREPAREDNESS	29,014	33,732	32,762	(970)	-2.9%
<b>TOTAL PUBLIC SAFETY</b>	<b>14,174,529</b>	<b>15,414,214</b>	<b>15,764,942</b>	<b>350,728</b>	<b>2.3%</b>
<b>PHYSICAL SERVICES</b>					
ENGINEERING	1,674,183	1,613,071	1,771,138	158,067	9.8%
HIGHWAY	4,353,944	4,559,588	4,408,870	(150,718)	-3.3%
FLEET MAINTENANCE	1,178,683	1,287,972	1,218,269	(69,703)	-5.4%
<b>TOTAL PHYSICAL SERVICES</b>	<b>7,206,811</b>	<b>7,460,631</b>	<b>7,398,277</b>	<b>(62,354)</b>	<b>-0.8%</b>

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

DEPARTMENT	2020 Actual	2021 Adopted	2022 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>SANITATION</b>					
REFUSE DISPOSAL	791,897	996,357	887,843	(108,514)	-10.9%
<b>TOTAL SANITATION</b>	<b>791,897</b>	<b>996,357</b>	<b>887,843</b>	<b>(108,514)</b>	<b>-10.9%</b>
<b>HUMAN SERVICES</b>					
HEALTH GRANTS	32,577	32,577	34,077	1,500	4.6%
YOUTH/FAMILY SERVICES	1,184,849	1,553,103	1,559,243	6,140	0.4%
SENIOR & COMMUNITY SERVICES	1,493,465	1,465,253	1,519,575	54,322	3.7%
<b>TOTAL HUMAN SERVICES</b>	<b>2,710,891</b>	<b>3,050,933</b>	<b>3,112,895</b>	<b>61,962</b>	<b>2.0%</b>
<b>LEISURE &amp; CULTURE</b>					
PARKS/RECREATION	3,624,640	3,950,817	4,248,779	297,962	7.5%
WELLES TURNER LIBRARY	1,702,339	1,843,614	1,854,517	10,903	0.6%
SOUTH GLASTONBURY LIBRARY	7,500	7,500	7,500	-	0.0%
EAST GLASTONBURY LIBRARY	7,500	7,500	7,500	-	0.0%
<b>TOTAL LEISURE &amp; CULTURE</b>	<b>5,341,979</b>	<b>5,809,431</b>	<b>6,118,296</b>	<b>308,865</b>	<b>5.3%</b>
<b>TOTAL TOWN</b>	<b>41,836,456</b>	<b>44,995,304</b>	<b>45,761,196</b>	<b>765,892</b>	<b>1.7%</b>
<b>DEBT SERVICE &amp; TRANSFERS OUT</b>					
<b>DEBT SERVICE</b>	<b>6,982,157</b>	<b>6,901,799</b>	<b>6,929,742</b>	<b>27,943</b>	<b>0.4%</b>
<b>TRANSFERS OUT</b>					
CAPITAL RESERVE FUND	6,000,000	5,750,000	5,750,000	-	0.0%
DOG FUND	45,000	45,000	45,000	-	0.0%
OPEB FUND	771,598	810,000	742,000	(68,000)	-8.4%
SEWER OPERATING	175,000	175,000	107,000	(68,000)	-38.9%
<b>TOTAL TRANSFERS OUT</b>	<b>6,991,598</b>	<b>6,780,000</b>	<b>6,644,000</b>	<b>(136,000)</b>	<b>-2.0%</b>
<b>TOTAL DEBT SERVICE &amp; TRANSFERS OUT</b>	<b>13,973,755</b>	<b>13,681,799</b>	<b>13,573,742</b>	<b>(108,057)</b>	<b>-0.8%</b>
<b>EDUCATION</b>	<b>109,122,930</b>	<b>111,754,046</b>	<b>114,067,405</b>	<b>2,313,359</b>	<b>2.1%</b>
<b>GRAND TOTAL EXPENDITURES AND TRANSFERS</b>	<b>\$ 164,933,141</b>	<b>\$ 170,431,149</b>	<b>\$ 173,402,343</b>	<b>\$ 2,971,194</b>	<b>1.7%</b>

## GENERAL FUND | REVENUES (Page 1 of 2)

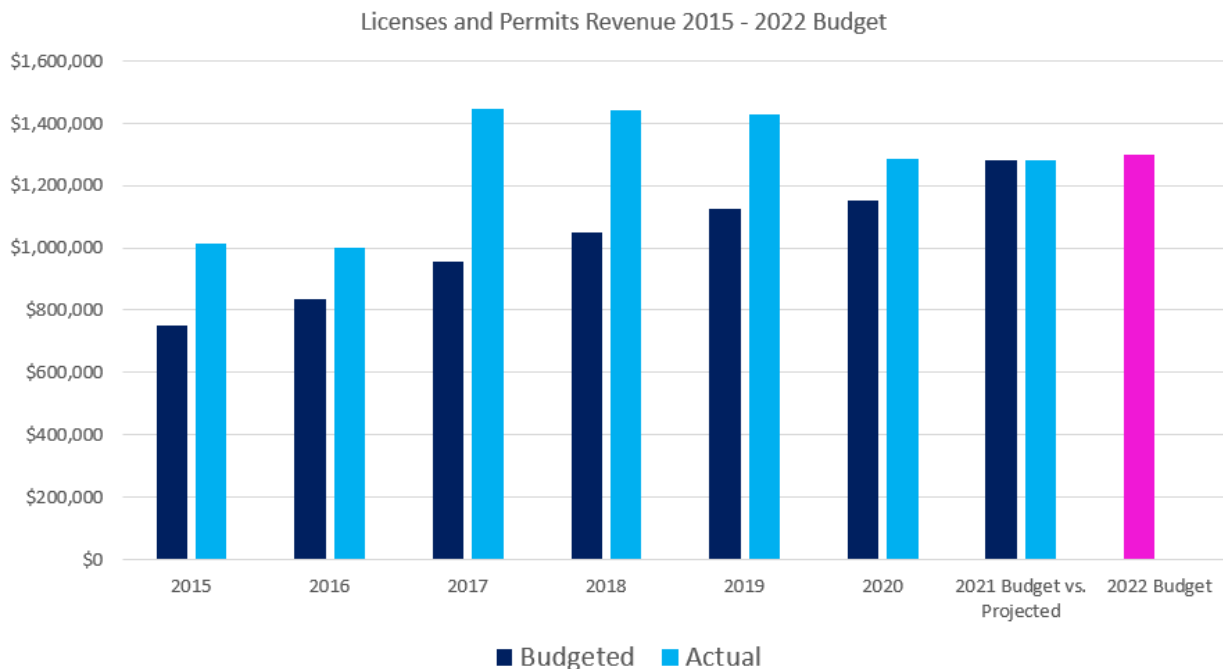
	FY2022	
	Proposed Budget	% of Budget
Property Taxes	\$161,937,674	93.4%
Licenses and Permits	\$1,298,100	0.7%
Intergovernmental Revenues	\$6,642,399	3.8%
Charges for Services	\$1,400,303	0.8%
Other Revenues	\$1,148,867	0.7%
Use of Fund Balance	\$975,000	0.6%
<b>Adopted Operating Budget</b>	<b>\$173,402,343</b>	<b>100.0%</b>

Revenues to support the proposed FY2021/22 general fund operating budget total \$173,402,343, representing an increase of \$2,971,194 or 1.7% over the FY2020/21 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, attorney services, 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% was assumed for Real Estate, Personal Property, and Motor Vehicle, and the mill rate was set at 36.90 mills or a 1.49% tax increase. For 2021/2022, a collection rate of 99.1% for Real Estate, Personal Property, and Motor Vehicle would require an estimated 37.59 mills or a 1.87% tax increase, whereas a collection rate of 99.2% for Real Estate, Personal Property and Motor Vehicle would require an estimated 37.55 mills or a 1.76% 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 \$1,298,100, an increase of \$17,500 over the previous year.





## GENERAL FUND | REVENUES CONTINUED (Page 2 of 2)

**Intergovernmental Revenues** - Revenue of \$6,642,399 is anticipated from various State and Federal grants. This amount represents a decrease of \$263,161 from the previous year, driven by a reduction in the ECS Cost Sharing Grant. 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 \$1,400,303 in this category represents a decrease of \$41,360. This is primarily a result of projected decreases in Senior Programs, Solid Waste Tip fees, Library fines and Passport Processing fees.

Solid Waste Tip Fees make up \$235,000 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 \$694,384 primarily as a result of decreased interest on investments.

Interest on Investments, accounted for in the Accounting division, is estimated at \$195,000, a reduction of \$643,000. An average assumed rate of return of 0.30% was used to estimate investment income for 2022, compared to 1.25% used for 2021. The significant decrease is largely related to the Covid-19 pandemic. Investment Income is generated through the investment of idle funds of the General Fund. The Town uses a consolidated or pooled cash concept to maximize investment earnings. The Town participates in the State investment pool, money market funds, and also solicits bids on certificates of deposit when appropriate. One of the pools, the State administered Short-Term Investment Fund (STIF), produced an average yield for the Town of 1.52% in FY2020. The Town uses various CD and money market programs to maximize earnings. The high and low earnings rate of these investments ranged from 0.07% to 3.4% currently. The average rate earned for FY2020 was 1.59% 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 proposed FY2022 budget.

### Revenues by Activity/Program

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Taxes - Current Levy	\$148,582,258	\$151,659,910	\$155,633,075	\$159,585,674	2.5%
Building Inspection Fees	901,868	788,074	750,000	750,000	0.0%
Accounting - Investment Income	1,317,030	1,058,337	838,000	195,000	-76.7%
Town Clerk	1,116,048	915,902	875,000	887,900	1.5%
Insurance/Pension/Claims Reimbursed	39,628	45,912	40,000	40,000	0.0%
Refuse Disposal	627,750	775,478	637,550	622,300	-2.4%
Senior & Social Services	268,542	229,189	299,728	281,268	-6.2%
Parks and Recreation	138,981	79,504	160,083	160,083	0.0%
Education	7,837,338	7,533,394	6,097,612	5,794,473	-5.0%

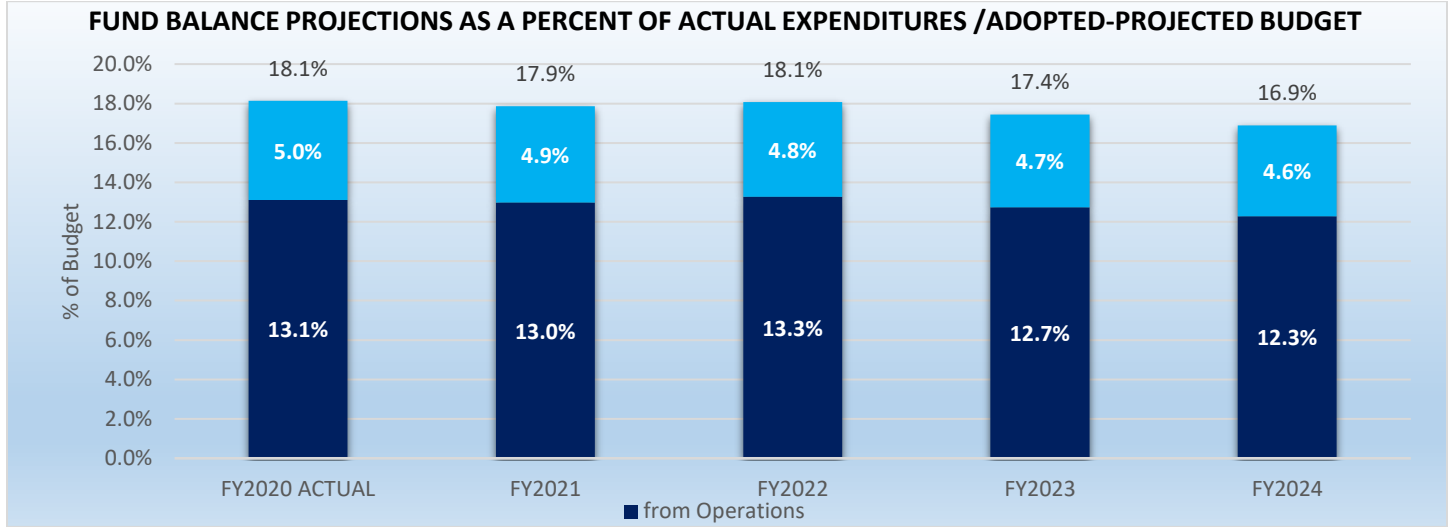
## General Fund | Fund Balance and Estimated Operational Results (Page 1 of 2)

	2019/20 ACTUAL	2020/21 ADOPTED	2021/22 PROPOSED	2022/23 PROJECTED	2023/24 PROJECTED
<b>ACTUAL/PROJECTED OPERATING RESULTS:</b>					
<b>July 1, Fund Balance</b>	<b>\$29,221,140</b>	<b>\$30,073,812</b>	<b>\$30,548,812</b>	<b>\$31,523,812</b>	<b>\$31,198,812</b>
REVENUES & Transfers In	169,946,480				
EXPENDITURES & Transfers Out	(165,837,225)				
<b>ACTUAL NET GAIN/(LOSS) ON OPERATIONS</b>	<b>4,109,255</b>				
ASSUMED GAIN/(LOSS) ON OPERATIONS		350,000	350,000	350,000	350,000
ESTIMATED ONE TIME REVENUES / (EXPENDITURES) <sup>[A]</sup>		1,000,000	1,400,000	-	-
<b>Actual/Estimated Fund Balance Ending - June 30</b>	<b>\$33,330,395</b>	<b>\$31,423,812</b>	<b>\$32,298,812</b>	<b>\$31,873,812</b>	<b>\$31,548,812</b>
<b>Expenditure Actuals &amp; Estimates</b>	<b>\$165,837,225</b>	<b>\$170,431,149</b>	<b>\$173,402,343</b>	<b>\$177,217,195</b>	<b>\$181,115,973</b>
				<i>Estimated at 2.2% - 5 year average</i>	
<b>FUND BALANCE:</b>					
<b>Total Fund Balance - June 30</b>	<b>\$33,330,395</b>	<b>\$31,423,812</b>	<b>\$32,298,812</b>	<b>\$31,873,812</b>	<b>\$31,548,812</b>
Reserves:					
<i>Non Spendable (estimated)</i>	(212,291)				
<i>Assigned for Education surplus carried to Subsequent year</i>	(1,513,756)				
<i>Assigned for Capital Outlay in Subsequent year</i>	(234,711)				
<i>Assigned for Continued Appropriations</i>	(320,825)				
<i>Assigned for Subsequent Year Budget (Transfer In from General Fund)</i>	(975,000)	(975,000)	(875,000)	(775,000)	(675,000)
<b>Unassigned Fund Balance - June 30</b>	<b>\$30,073,812</b>	<b>\$30,448,812</b>	<b>\$31,323,812</b>	<b>\$30,898,812</b>	<b>\$30,573,812</b>
<b>% of Proposed and Subsequent Year's Adopted/Projected Budget</b>	<b>18.1%</b>	<b>17.9%</b>	<b>18.1%</b>	<b>17.4%</b>	<b>16.9%</b>

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

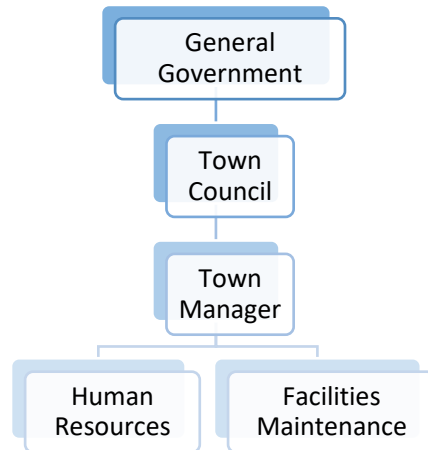


## General Fund | Comparative Balance Sheet – General Fund

	FY2019	FY2020
<b>ASSETS</b>		
Cash and cash equivalents	\$ 26,230,437	\$ 30,869,682
Receivables:		
Property taxes	1,064,947	1,311,822
Intergovernmental	379,352	521,719
Other	-	-
Inventory	202,547	192,122
Investments	6,627,877	7,394,447
Other assets	22,884	20,169
<b>TOTAL ASSETS</b>	<b>\$ 34,528,044</b>	<b>\$ 40,309,961</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE</b>		
<b>Liabilities:</b>		
Accounts and other payables	\$ 2,743,510	\$ 4,414,016
Due to other funds	521,534	611,800
Due to developers for escrow deposits	681,074	637,570
Due to others for escrow deposits	108,662	108,593
Unearned revenue	33,943	63,577
<b>Total Liabilities</b>	<b>4,088,723</b>	<b>5,835,556</b>
<b>Deferred inflows of resources:</b>		
Unavailable revenue - property taxes	821,530	995,010
Advance tax payments	396,651	149,000
<b>Total deferred inflows of resources</b>	<b>1,218,181</b>	<b>1,144,010</b>
<b>Fund Balance:</b>		
Nonspendable	225,431	212,291
Assigned	1,394,049	3,044,292
Unassigned	27,601,660	30,073,812
<b>Total Fund Balance</b>	<b>29,221,140</b>	<b>33,330,395</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE</b>	<b>\$ 34,528,044</b>	<b>\$ 40,309,961</b>

**General Fund  
Department Details**

# General Government



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,690,867	1,763,308	1,748,750	1,798,828	2.86%
Supplies	47,849	47,381	63,200	64,355	1.83%
Services & Charges	1,500,817	1,432,542	1,534,405	1,660,643	8.23%
Capital Outlay	40,823	47,800	7,500	14,500	93.33%
<b>TOTAL EXPENDITURES</b>	<b>\$3,280,356</b>	<b>\$3,291,031</b>	<b>\$3,353,855</b>	<b>\$3,538,326</b>	<b>5.50%</b>

## 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.

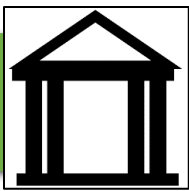
### Human Resources

- 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 \$3.5+ 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:
  - \$3M bond authorization per the Reserve for Land Acquisition presented at referendum in November 2020. Proposal supported by voters to continue the Town’s highly successful Land Acquisition and Preservation program.
  - Established Steering Committee to work with Town Manager and administrative staff to develop Affordable Housing plan for future Council approval.
  - Supplemental appropriations of \$400K and \$150K for purchase of self-contained breathing apparatus to achieve purchasing efficiencies and acquisition of Police body cameras to qualify for 50% grant reimbursement.
  - Purchase of Cotton Hollow Mill site to support historic preservation. Received petition signed by some 5000-6000 supporters for this acquisition.
  - Amendments to Town code to encourage use of Town parks, preserves, and open spaces. Increased tax abatements for public safety volunteers to further support this important volunteer commitment and service.
- Authorized
  - Bond resolutions to achieve prospective debt service cost savings for general obligation and Clean Water bond issues.
  - Formal agreement between the Town of Glastonbury and Glastonbury Emergency Medical Services (GEMS) for coordination of non-paramedic level coverage and new lease for GEMS use of Town-owned facility.
- Established a Commission on Racial Justice and Equity to support community initiatives that facilitate diversity, inclusion, and equity.

## Future Goals & Initiatives

- Approve Affordable Housing Plan to comply with general state statute requirements.
- Review potential opportunities for land acquisition and preservation in accordance with the Reserve for Land Acquisition and Preservation and other community goals and objectives. Authorize specific proposals as applicable.
- Finalize 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.
- Authorize sale of land within Gateway Corporate Park to achieve long-term economic development goals involving final 2 Town-owned parcels and to complement high quality development over recent years.

## Personnel & Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	8,170	8,322	15,000	20,000	33.33%
Supplies	4,642	2,500	7,675	7,675	0.00%
Services & Charges	102,821	117,487	118,832	121,332	2.10%
Capital Outlay	3,566	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$119,199</b>	<b>\$128,309</b>	<b>\$141,507</b>	<b>\$149,007</b>	<b>5.30%</b>



# Town Manager

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

## Successes & Accomplishments

- Responded to COVID-19 pandemic by adapting Town operations and programs to effectively sustain service delivery levels for residents and visitors while protecting the health and safety of staff and community members. Required creativity, proactive communications, new protocols, continuous public updates, and ongoing flexibility and responsiveness.
- Established Closure Fund for Bulky Waste Facility (BWF) to support anticipated closure costs for Phase 1 within the next 10-12 years by depositing revenues from annual capital appropriation, surcharge on user fees, and sale of fill. Goal is to generate 75% of estimated closure costs through the ongoing fund.
- Negotiated purchase of Cotton Hollow Mill site to preserve this historic 100+ year old landmark and proposed Town acquisition of open space parcels totaling 30 acres, 10 acres, and 23 acres. Each proposal consistent with long-term land acquisition and preservation goals and subject to Council approval in early 2021.
- Successfully responded to tropical Storm Isaias in August 2020 by coordinating system-wide activities throughout town-wide power outage and post-storm cleanup and restoration efforts. Conducted after-storm review with all storm responders and developed new and amended protocols for future events.
- Launched new Town website through Marketing & Communications to modernize platform, improve resource availability, and comply with ADA regulations to make the site more user-friendly for community members of all abilities.
- Reaffirmed AAA and Aaa Bond Rating from Standard & Poor's (S&P) and Moody's for refunding of general obligation bonds achieving \$500,000+ in prospective savings. Moody's Aaa rating confirmed for refinancing of Clean Water Fund project achieving \$875,000 in prospective savings over final 10 years of amortization.
- Worked with Housing Authority to transition lease of Town-owned residential properties at 2157 Main St. and 1098 New London Tpke. from market rents to affordable rental housing opportunities.
- Completed process to update and execute coordination agreement with Glastonbury Emergency Medical Services (GEMS) and new lease for GEMS continued use of Town facility for operating headquarters.
- Supported Council policy action on matters involving amendments to the Town Code, Building Zone Regulations, and economic development.
- Completed competitive bid process for addition and renovations to the Welles-Turner Memorial Library (WTML) project and executed contract for construction. Work is underway.
- Authored amendments to Town code to support broader access to Town parks, preserves, and open spaces. Amendments also updated protocols for use of town recreation facilities and areas.

## Future Goals & Initiatives

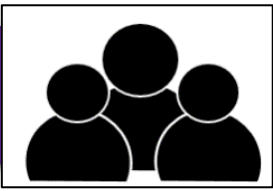
- Work with Steering Committee and Glastonbury community to complete affordable housing plan per statutory requirements and present for formal approval by the Town Council.
- Finalize plan with Tighe and Bond for new public water service involving the Metropolitan District and Manchester Water Company in response to above normal levels of uranium in well water.
- Develop and implement fundraising campaign to support restoration efforts and ongoing care and maintenance at the Cotton Hollow Mill site.
- Apply for and achieve recertification as a Silver (highest) level community through the Sustainable CT Program.
- Complete discussion for sale of Town-owned parcel off Western Blvd. per amended purchase and sale agreement for construction of new 45,000 sf medical facility. Execute formal agreement for sale of Town-owned site located off Eastern Blvd. within the Gateway Corporate Area. This will complete sale and effective economic development of this high quality corporate park.
- Execute design, cost estimating, construction, and other steps to fully implement Capital Improvement Program approved July 1, 2020 and July 1, 2021.

## Personnel & Expenditure Summary



PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	3.00	3.00	3.00	3.00
Part Time	0.00	0.00	0.00	0.00
FTE	3.00	3.00	3.00	3.00

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	357,022	365,268	367,952	386,525	5.05%
Supplies	12,690	9,102	17,425	17,860	2.50%
Services & Charges	185,060	214,991	252,784	295,671	16.97%
Capital Outlay	8,168	0	0	2,750	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$562,941</b>	<b>\$589,361</b>	<b>\$638,161</b>	<b>\$702,806</b>	<b>10.13%</b>



# 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**

- Implemented online applicant tracking system, allowing applicants to apply through the Town's website and hiring managers to screen and share information electronically, as well as communicate with applicants through various steps of the hiring process.
- Expanded outreach for employment opportunities through WorkPlaceDiversity.com, an organization that advertises our job openings to racially diverse, disabled, veteran and LGBTQ communities.
- Created plans and protocols for employee-employer actions in response to COVID-19-related scenarios (i.e., diagnosis, symptoms, exposure, travel, and in-person service delivery) to ensure exposure mitigation (i.e., quarantine/isolation, telework, pre-visit health screening, and contact-tracing).
- Created tools and protocol for administering Emergency Paid Sick Leave and Emergency Family and Medical Leave, mandated under the Families First Coronavirus Response Act.
- Necessitated by operational changes made in response to the pandemic, coordinated furlough and lay-off of 131 part-time staff members.
- Achieved cost containment by consolidating health insurance carriers to one carrier and implementing a higher level of medical and pharmacy management to plans. Outsourced COBRA administration.
- Achieved 19.59% EAP utilization, 15.88% above the provider's book of business benchmark (3.71%) and 19.58% 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.
- Executed wage and health insurance 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).
- Delivered online sexual harassment prevention training to all employees in compliance with Connecticut's Time's Up Act.
- Created or revised administrative policies, including, "Contagious Disease," and "Respectful Workplace – Including Sexual and Other Harassment Prevention."

### **Customer Service Center (CSC)**

- Introduced Refuse Permit processing by mail at the CSC, in collaboration with the Refuse Disposal Department.
- Supported the Town organization and Glastonbury community during Storm Isaias by serving as a storm Call Center and communicating timely and evolving storm resources and services to community members in need.
- Assisted the Town Clerk's office with absentee ballot processing activities during the Presidential Election.
- Modified CSC operations to accommodate changing community needs throughout the pandemic, and provided uninterrupted service and timely updates to residents inquiring with the Town.
- Hosted annual breast cancer campaign in October 2020. Despite numerous limitations in place with the pandemic, CSC staff organized creative activities and raised \$100 for the CT Cancer Foundation patients.
- Provided scheduling and appointment support for the Health Department's annual flu clinics. (Fall 2020)
- Assisted HR staff in the planning and implementation of a virtual employee recognition event in lieu of the annual staff picnic. Conducted vendor research and supported day of logistics to offer this unique staff event during the pandemic.

## Future Goals & Initiatives



- Study labor market to improve affirmative action opportunities.
- Design and implement diversity, equity and inclusion program, and provide staff training on implicit bias.
- Implement integrated Payroll and Human Resources Information System.
- Negotiate and settle collective bargaining agreements with IUOE, AFSCME and GPOA.
- Continue to streamline benefits administration processes and redesign performance management and communications systems.
- Continue to collaborate with broker, workers' compensation insurance provider, and Safety Committee to improve safety and reduce loss claims.
- 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)

- Generate \$22,000 in passport processing revenue through ongoing appointments and seasonal events.\*
- Maintain notary services at or above \$3,000 per year.\*
- Collaborate with the Refuse Disposal Department to provide refuse permit purchase by credit card at the CSC and other Town facilities.
- Introduce sales of Youth & Family Services theater tickets at the CSC.
- Promote Town assistance programs and other charitable campaigns through the CSC.

\*Contingent on the cessation of pandemic conditions and limitations by July 1, 2021.

## Personnel & Expenditure Summary (HR and Customer Service)

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	300,335	317,399	328,345	336,582	2.51%
Supplies	13,451	11,321	19,000	19,320	1.68%
Services & Charges	396,101	184,931	265,580	399,738	50.52%
Capital Outlay	150	563	0	4,250	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$710,037</b>	<b>\$514,213</b>	<b>\$612,925</b>	<b>\$759,890</b>	<b>23.98%</b>
REVENUES-Non Tax	<b>\$17,339</b>	<b>\$15,476</b>	<b>\$27,800</b>	<b>\$25,000</b>	<b>-10.07%</b>
Required From Taxes	<b>\$692,698</b>	<b>\$498,737</b>	<b>\$585,125</b>	<b>\$734,890</b>	<b>25.60%</b>



## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of Workers Compensation Claims	<25	25	27	12	23
\$ Total Cost of Workers Compensation Claims $\triangle$	<\$175,000	\$133,489	\$227,216	\$100,000	\$150,000
# of Employee Programs	5	3	5	5	6
% Probation success rate, full-time employees	>90	95	80	86	87

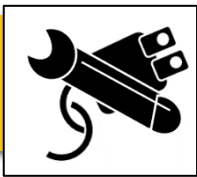
## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Total Number of Participants in Training Sessions for Fiscal Year	787	341	500	500
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	46	44	40	43
Number of Full Time Budgeted Positions	240	240	239	239
Passport Application Processing Revenue* $\triangle$	\$16,543	\$12,235	\$0	\$22,000
# of Passport Applications Processed* $\triangle$	473	308	0	629
Notary Services Revenue $\triangle$	\$2,515	\$3,241	\$3,000	\$3,000

*\*Due to COVID-19 related limitations and restrictions, Notary and Passport services were suspended in March 2020 through the remainder of FY2020 and thereafter. While passport services were reintroduced in October 2020 on a very limited basis, both of these services are subject to change and contingent on pandemic guidelines in place for the state of Connecticut. The revenue estimates shown above for Notary and Passport Services in FY2022 assume the cessation of the pandemic and all associated limitations, and assume the Town is able to reintroduce these services at standard capacity and processing volume as of July 1, 2021.*

### Additional Activity Metrics include:

- Managed 34 leaves of absences under the Family and Medical Leave Act (FMLA) and 2 Emergency Paid Sick Leave applications
- Managed the employment separation and pension benefit elections of 13 employees; managed the employment separation and medical benefit elections of 23 employees.
- Provided 38 training classes for a total of 341 participants on topics such as Preventing Sexual Harassment in the Workplace, Preventing Slips, Trips and Fall Injuries, OSHA-10 and Investment Basics.



# 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

- Supported Grange Pool upgrades and Minnechaug Golf Course improvements.
- 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.
- 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.
- Implemented office updates for Town Manager and Revenue Collection workspaces.
- Assisted in moving Glastonbury High School (GHS) kitchen code project through State reimbursement program.
- Code improvements at Fire Companies 1 and 2.
- Participated in sustainable CT program.
- Completed improvements to Revenue Collection customer service counter and PD restrooms.
- Installed Town-wide COVID related PPE to reduce infection rate. COVID-Desk Shields, Banner stands and Hand Sanitizer implemented at Town building entrances.
- Plans for Code Officials office space renovation.
- Re-roofed three barns on Old Maids Lane.
- Completed design for Welles-Turner Memorial Library Renovation and Addition.
- Completed renovations and code upgrades to Glastonbury High School Kitchen.

## Future Goals & Initiatives

- Provide Project Management for GHS locker room/field house.
- Proceed with Welles-Turner Memorial Library renovations including chimneys, roof, and façade to be performed under referendum project.
- Support workplace safety initiatives through the Police Department.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	12.00	12.00	12.00	12.00
Part Time	5.52	5.02	5.00	5.00
FTE	17.52	17.02	17.00	17.00





## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,025,340	1,072,320	1,037,453	1,055,721	1.76%
Supplies	17,066	24,459	19,100	19,500	2.09%
Services & Charges	816,834	915,132	897,209	843,902	-5.94%
Capital Outlay	28,939	47,237	7,500	7,500	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$1,888,179</b>	<b>\$2,059,149</b>	<b>\$1,961,262</b>	<b>\$1,926,623</b>	<b>-1.77%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Energy Intensity (KBTU/SF)*	<79.1	*	141	139	139
Custodial Costs (\$/SF)	<1.90	1.98	2.05	2.05	2.05
Custodial Quality (5 High to 1 Low)	5.0	4.33	4.33	4.4	4.5
# of Workplace Incidents	0	3	1	0	0
# of Lost Days	0	40	44	51	0
% of Electricity from Alter/Renewable Energy Sources**	≥ 40%	39%	43%	50%	50%

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

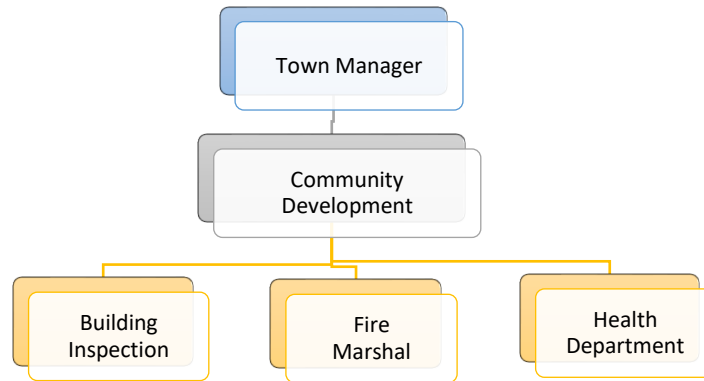
\*\*Percentage from 2009 baseline.

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Number of Work Orders ☒	2,021	837	1,900	2,000
Capital Improvement Program Execution	3,600,000	2,628,479	3,500,000	7,500,000
Square Feet of Municipal Facilities Managed	323,000	323,000	323,000	323,000

# Community Development

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



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,291,332	1,354,817	1,424,515	1,434,698	0.71%
Supplies	26,919	24,218	35,115	35,365	0.71%
Services & Charges	719,001	760,128	820,586	986,998	20.28%
Capital Outlay	6,505	31,600	5,960	20,900	250.67%
<b>TOTAL EXPENDITURES</b>	<b>\$2,043,757</b>	<b>\$2,170,763</b>	<b>\$2,286,176</b>	<b>\$2,477,961</b>	<b>8.39%</b>

## 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.
- Prepare and adopt the Town’s Affordable Housing Plan in accordance with the Connecticut General Statutes.
- 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.
- Completed the Request for Proposals process to hire a consultant to prepare the Town’s Affordable Housing Plan in accordance with Connecticut General Statutes 8-30j.
- Worked with the Building-Height Subcommittee and drafted text and zoning map amendments to the Building-Zone Regulations to allow for increases in building heights in various zones throughout Town.
- In support of local businesses during the COVID-19 pandemic, the Office of Community Development created an application process for temporary outdoor dining requests and facilitated the application review process in coordination with other town staff members. This process resulted in 12 temporary outdoor dining approvals for local eating establishments, 10 of which occurred within a month’s period of time.
- Coordinated with Information Technology to initiate the Document Management process and submitted department records for scanning.
- Worked with the Facilities Department to produce a renovation plan for the third floor offices on the east side of the corridor including Building Inspection, Health and Fire Marshal’s offices.
- Due to the COVID-19 Pandemic, Community Development started to use of Zoom, a virtual meeting platform, for all commission meetings. The use of Zoom has also carried over into our pre-application meetings between staff and developers/applicants and has provided a very effective way of keeping lines of communication open and helping applicants through the pre-application process.
- Because of changes due to the COVID-19 Pandemic, the Commission packets for the Town Plan and Zoning Commission are now done electronically and are available to members of the public as well. The goal is to keep this change in procedure on a permanent basis even after the pandemic.
- Issued 75 land use approvals in FY2020 including special permits, subdivisions, Connecticut General Statutes 8-24 Reviews, sign permits and wetland permits.

## Future Goals & Initiatives

- Prepare and adopt the Town’s Affordable Housing Plan in accordance with Connecticut General Statutes 8-30j.
- 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 2021-2024.
- Complete a Development Review Manual to help guide applicants through the land use permitting process.
- Work with Facilities Department to start the first phase of the third floor interior renovation project.
- Provide tablets to Town Plan and Zoning Commissioners to maintain the new electronic commission packet and meeting process.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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.



## Personnel & Expenditure Summary Continued

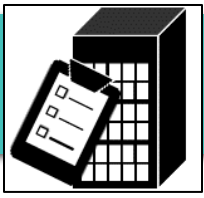
EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	352,148	392,276	403,260	410,005	1.67%
Supplies	10,385	5,115	9,650	9,650	0.00%
Services & Charges	158,942	166,365	187,448	264,324	41.01%
Capital Outlay	3,889	1,003	0	8,300	0.00%
TOTAL EXPENDITURES	<b>\$525,364</b>	<b>\$564,759</b>	<b>\$600,358</b>	<b>\$692,279</b>	<b>15.31%</b>
REVENUES-Non Tax $\triangle$	<b>\$12,956</b>	<b>\$9,587</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>0.00%</b>
Required From Taxes	<b>\$512,408</b>	<b>\$555,172</b>	<b>\$588,358</b>	<b>\$680,279</b>	<b>15.62%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%	100%
Draft and Adopt a Text Amendment for/to:					
Increase in Maximum Building Heights	100%	50%	90%	100%	100%
Support Main Street Revitalization	100%	N/A	25%	30%	100%
Prepare the Town's Affordable Housing Plan	100%	N/A	N/A	90%	100%

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Applications Approved				
Subdivision	3	1	4	2
Special Permit	51	46	40	45
Wetland Permit	9	7	7	8
Commission Subcommittee Meetings/Public Workshops Held	19	17	13	17
Town Plan & Zoning Commission Meetings	15	13	12	15
Inland Wetlands/Conservation Commission Meetings	16	14	12	15



# Building Inspection

## Successes & Accomplishments

- Implemented a new Permit Software with online application capabilities and electronic payment options.
- Continued working with OnBase Document Management system to retrieve and view historic plans and permits to help fulfill public inquiries.
- Collaborated with Health & Fire Marshal Offices to achieve a 75% success rate of compliance with blighted properties as reported to the departments.
- Improved the issuance of commercial and residential Certificates of Occupancy with the Division of Community Development and Engineering/Physical Services through the implementation of a digital review process.
- Enhanced department forms, applications, and guidelines for public use with emphasis on Covid-19 safety protocols in order to maintain quality customer service during the pandemic.

## Future Goals & Initiatives

- Coordinate with the Department of Information Technology to archive permits and plans to make them available through online permit center for public view.
- Work with all Community Development divisions to increase blight compliance from 75% to 85%.
- Expedite plan review time for simplified home improvement projects and commercial renovations through a full digital submission process.
- 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.

## Personnel & Expenditures

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	297,736	320,615	324,394	331,352	2.14%
Supplies	7,059	5,780	10,420	10,420	0.00%
Services & Charges	173,624	196,385	217,505	278,334	27.97%
Capital Outlay	0	26,094	2,360	5,800	145.76%
TOTAL EXPENDITURES	<b>\$478,418</b>	<b>\$548,875</b>	<b>\$554,679</b>	<b>\$625,906</b>	<b>12.84%</b>
REVENUES-Non Tax* ☐	<b>\$901,868</b>	<b>\$788,074</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>0.00%</b>
Required From Taxes	<b>(\$423,450)</b>	<b>(\$239,199)</b>	<b>(\$195,321)</b>	<b>(\$124,094)</b>	<b>-36.47%</b>

\*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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Complete 80% of Inspections within 2 days of inspection date requested ☐	80%	100%	70%	90%	100%
Annual Relicensing Training for Inspectors (Hours/Person/Year)	≥30	30	30	30	30
Convert existing street files to a digital format	50%	N/A	N/A	N/A	20%
Implement Use of Online Permitting	100%	50%	75%	100%	100%

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Building Permits Issued*	744	1,101	800	850
Other Permits Issued (Non-Building)	1,426	1,597	1,200	1,400
Certificate of Occupancy Permits Issued ☐	70	25	50	60
Zoning Board of Appeals Applications Received	41	19	20	25

\*New and renovated structures.





# Fire Marshal

## Successes & Accomplishments

- Conducted 655 annual inspection initiatives, for activities items such as multi-family units, fire protection systems and grease hood systems for eating establishments. These inspections help to ensure fire code compliance and prevent fire incidents that can cause loss of life and property.
- Accomplished 39 new construction-related activities, including plan review for new development projects.
- Conducted 34 Certificate of Occupancy inspections for new construction activities to make sure newly established developments meet applicable fire codes.
- Adapted permit screening and enhanced on-line application program with 101 electronic reviews accomplished.
- Formalized COVID-19 inspection protocols, which has enabled inspection services to continue while safeguarding the health and safety of inspectors and customers.
- Implemented the use of digital building and fire code books to streamline the reporting and record-keeping processes for department activities.

## Future Goals & Initiatives

- Continue multi-family inspection campaign with emphasis on COVID-19 protocols for safety of the inspectors and customers.
- The Fire Marshal’s Office will continue to implement fire prevention initiatives throughout the community with a special focus on fire protection systems and routine maintenance requirements within existing structures.
- Proceed with essential fire prevention and code compliant services through electronic techniques such as by-appointment services and digital communication methods so that quality customer service will continue during the period of the pandemic.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	205,302	205,324	224,546	226,314	0.79%
Supplies	4,658	7,570	7,250	7,250	0.00%
Services & Charges	118,972	131,901	144,109	135,821	-5.75%
Capital Outlay	0	2,007	0	2,800	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$328,931</b>	<b>\$346,802</b>	<b>\$375,905</b>	<b>\$372,185</b>	<b>-0.99%</b>
REVENUES-Non Tax ☐	\$6,508	\$2,536	\$5,100	\$4,000	-21.57%
Required From Taxes	\$322,423	\$344,266	\$370,805	\$368,185	-0.71%



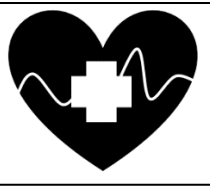
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 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 ☐	10	12	6	11	10
Assembly Occupancy Annual Inspections Completed at Facilities Occupied by 50 or more Persons ☐	80	115	34	116	80

\*Inspection numbers that exceed the number 80 are cases where there were re-inspections during that reporting year.

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	1	1	1	1
Residential	9	9	12	11
Other	14	14	10	11
Certificate of Occupancy Inspections	125	125	90	100



# 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

- No cost radon kits, received through Connecticut Department of Public Health, were successfully deployed and then collected by Health Department staff, in 75 Glastonbury homes. Results were provided to residents with site-specific guidance for homeowners.
- As part of a statewide initiative, Glastonbury Health received personal protective equipment (PPE) to distribute at no cost to local health care partners during spring 2020. The Health Department successfully distributed more than 25,000 pieces of PPE to 24 health care partners in town.
- Health Department continued the partnership with Thriving Earth Exchange (TEX) to study uranium in well water in Glastonbury.
- In response to the COVID-19 pandemic, the Health Department provided critical guidance, planning and response, as well as enforcement of new State of Connecticut Sector Rules when necessary.

Class	Food Service Licenses Issued	Related Inspections
Class I – Cold Food	27	25
Class II – Pre-packaged food	17	12
Class III – Prepared & serve < 4 hours	21	52
Class IV – Prepared & serve > 4 hours	107	202

## Future Goals & Initiatives

- Move into the next phase of Coronavirus response through vaccination of Glastonbury’s critical workforce and other population groups as assigned by CT Department of Public Health.
- Work with Thriving Earth Exchange to explore the relationship between soil and bedrock and naturally occurring uranium in Glastonbury drinking water wells.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	436,147	436,602	472,315	467,027	-1.12%
Supplies	4,818	5,753	7,795	8,045	3.21%
Services & Charges	267,463	265,477	271,524	308,519	13.62%
Capital Outlay	2,616	2,496	3,600	4,000	11.11%
<b>TOTAL EXPENDITURES</b>	<b>\$711,044</b>	<b>\$710,328</b>	<b>\$755,234</b>	<b>\$787,591</b>	<b>4.28%</b>
REVENUES-Non Tax △	\$129,575	\$75,860	\$120,500	\$108,600	-9.88%
Required From Taxes	\$581,469	\$634,468	\$634,734	\$678,991	6.97%

## Performance Measures

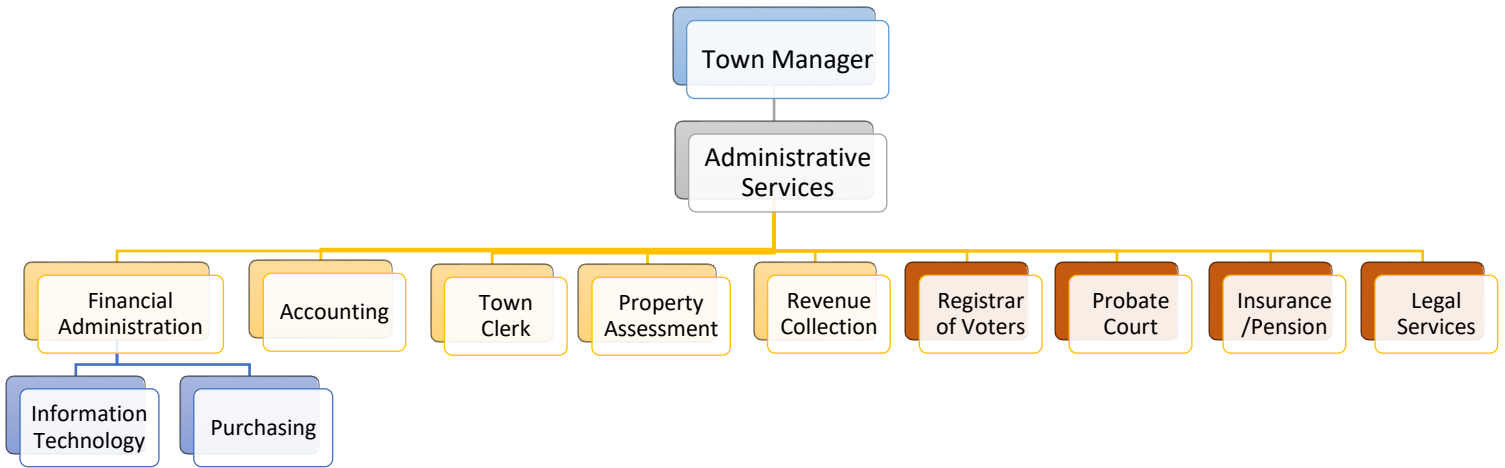
PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	80%	68%	41%	50%	80%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments* △	<20%	13%	18.3%	12%	15%

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

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Well and Septic Permits Issued (including repairs)	112	70	80	100
Routine Inspections (Septic installation, restaurants, etc.) △	870	603	520	775
Complaint Inspections (Housing Code Matters, Environmental Sanitation)	143	100	70	120

# Administrative Services



■ Grouped under Administrative Services for budgetary purposes.

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	2,054,484	1,769,355	1,780,818	2,123,863	19.26%
Supplies	105,259	83,571	137,701	148,271	7.68%
Services & Charges	3,743,760	3,427,036	3,686,547	4,141,372	12.34%
Capital Outlay	127,696	37,462	0	49,150	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$6,031,200</b>	<b>\$5,317,423</b>	<b>\$5,605,066</b>	<b>\$6,462,656</b>	<b>15.30%</b>

## 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.

## 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.
- 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 changes
- Custody of the remains

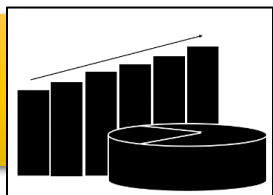
### Insurance/Pension

- 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. 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 and Delta Dental.
- Accounts for health benefit costs for retirees.
- Oversees 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.
- Works with DiMeo Schneider & Associates (formerly Fiduciary Investment Advisors) 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

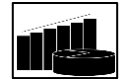
- Re-affirmed Moody’s Investors Service Credit Opinion of ‘Aaa stable’ and S&P Global Ratings rating of ‘AAA/Stable’.
- Debt refunding effective February 2020 achieved \$517,000 in prospective debt service costs to complement previous efforts.
- Implemented PUB 2010 Mortality tables for Town pension plan.
- Effectively marketed health insurance plans to achieve cost efficiencies and consolidate to one carrier.
- Received Distinguished Budget Award for FY2021 Budget from the Government Finance Officers Association (GFOA).
- Generated \$95,000+ in Town revenues through lease renewals, sale of surplus property, and related efforts.
- 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 \$7,000+.
- Purchasing Agent served as the Legislative Co-Chair of the Public Purchasing Association of Connecticut and Vice-Chair of the Capitol Region Purchasing Council
- Standardized construction bid documents for grant funded projects.
- Researched and tested various bid portals to receive electronic solicitations and administer virtual bid openings.
- Coordinated with Town departments to source and secure necessary personal protective equipment and supplies for staff.
- Participated in set-up and testing of JPMC virtual credit card payment process for the Town’s suppliers.
- Converted onsite paper-based processes to online remote processes, including multiple Youth and Family online forms for Summer Programs and Critical Services, Purchasing online bid submissions and online surveys for Voter Registration and the State of Connecticut.
- Implemented an online meeting platform for use by staff and boards and commissions, in compliance with Executive Order 78 from the State of Connecticut.

## 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.
- Continue implementation of a virtual credit card payment process for the Town’s suppliers.
- Submit multiple grants for reimbursement of COVID-19 related expenditures, including FEMA and Coronavirus Aid Relief.
- Coordinate revisions to construction contract language for bids.
- Select and implement electronic bid portal to continue receive solicitations virtually.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 ADOPTED
Full Time	8.00	8.00	9.00	9.00
Part Time	0.50	0.50	0.00	0.00
FTE	8.50	8.50	9.00	9.00



## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	755,743	743,664	795,348	804,720	1.18%
Supplies	14,616	10,533	31,930	31,730	-0.63%
Services & Charges	561,841	627,346	661,166	770,694	16.57%
Capital Outlay	101,770	41,405	175,800	38,000	-78.38%
<b>TOTAL EXPENDITURES</b>	<b>\$1,433,970</b>	<b>\$1,422,949</b>	<b>\$1,664,244</b>	<b>\$1,645,144</b>	<b>-1.15%</b>
REVENUES-Non Tax	\$508,619	\$543,153	\$1,477,360	\$1,489,410	0.82%
Required From Taxes	\$925,351	\$879,796	\$186,884	\$155,734	-16.67%

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
GFOA* Distinguished Budget Award: # of Years Received	Annual	23	24	25	26
Unassigned Fund Balance as a % of Revenues	>12%	16.5%	17.7%	17.9%	18.0%
Debt Service as a % of Actual Expenditures	<10%	5.0%	4.3%	4.2%	4.0%
Bond Ratings:					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Average Time to Close Technology Help Desk Ticket and Project Requests in Days	45	102	93	95	95
Tech Staff per Total Staff**	<3.6%	1.2%	1.2%	1.2%	1.2%
Tech Spending per Employee**	<\$7,569	\$5,107	\$5,060	\$5,062	\$4,892
Tech Spending % of Revenue**	<4.1%	3.2%	4.0%	3.9%	3.9%

\*Government Finance Officers Association (GFOA)

\*\*Industry Standard per Ailean Inc. 2020 study on US based mid-sized organizations

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of Bids Issued	21	11	20	17
# of Requests for Proposal Issued	12	5	15	10
# of Quotes Issued	19	12	18	16
# of Networked Devices	1,075	1,185	1,250	1,325
CRAs Resolved	620	614	650	680
Average Monthly CRA Volume Processed	52	52	55	57
Information Technology Projects Completed	74	90	80	85



# Accounting

## Successes & Accomplishments

- Awarded Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) by the Government Finance Officers Association (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.
- Developed enhanced security process for verification of changes to vendor records in the Town's financial system.

## Future Goals & Initiatives

- Maintain the Town's excellence in financial reporting by regularly producing timely and accurate financial reports.
- Continue to monitor investment opportunities and rates to improve investment yield as much as practicable without compromising safety of principal.
- Work with Information Technology and Purchasing department to implement Single Use Account (SUA) for vendor payment to increase rebate revenue.
- Collaborate with Information Technology staff to implement the financial element of the document management system.
- Work with Human Resource staff to streamline and clarify procedures for applying workers' compensation payment to employee payroll.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	295,190	320,551	299,549	293,512	-2.02%
Supplies	7,273	8,056	13,100	12,500	-4.58%
Services & Charges	122,007	134,767	115,196	194,395	68.75%
Capital Outlay	17,138	13,481	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$441,609</b>	<b>\$476,855</b>	<b>\$427,845</b>	<b>\$500,407</b>	<b>16.96%</b>
<b>REVENUES-Non Tax*</b>	<b>\$1,734,842</b>	<b>\$3,159,523</b>	<b>\$1,105,432</b>	<b>\$451,248</b>	<b>-59.18%</b>
Required From Taxes	(\$1,293,233)	(\$2,682,668)	(\$677,587)	\$49,159	-107.26%

\*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 1.52% in fiscal year 2020. Interest rates have been decreasing rapidly since March 2020 with a federal funds rate of 0.08% at June 30, 2020. Rates are expected to increase slightly; therefore, the Town is estimating an average yield of 0.30% for fiscal year 2020/2021.



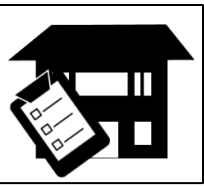
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
<b>Financial Reporting:</b>					
Issue Comprehensive Annual Financial Report	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
<b>Financial Operations:</b>					
% of Payroll Remitted by Direct Deposit	85%	85%	88%	90%	92%
% of Direct Deposit Electronic Statements	70%	65%	68%	70%	72%
<b>Investment Results*:</b>					
General Fund/Pooled Cash	1.50%	2.10%	1.51%	0.30%	0.40%
Sewer Funds - Pooled and Separately Invested	2.20%	2.40%	2.03%	0.95%	1.00%

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

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Payroll Checks Issued	1,841	1,343	1,350	1,250
Direct Deposit Advices	10,565	10,662	10,750	10,750
Vendor Payments	5,464	5,197	5,200	5,200
1099 Misc. Issued	180	190	190	190
W-2s Issued	973	950	950	950
Revenue Batches Posted	1,866	2,024	1,900	1,900
Accounts Receivable Bills Issued	447	439	440	440



# Property Assessment

## Successes & Accomplishments

- Finalized and signed 2019 Grand List on January 30, 2020.
- Provided a greater number of local businesses with access to online personal property filing application.
- Continued 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.
- During pandemic successfully guided resident's tax/assessment concerns and issues via phone, email and drop boxes.
- Assisted elderly homeowners needing to file their tax credit applications remotely, due to pandemic, via email and some door to door.

## Future Goals & Initiatives

- Assist Board of Assessment Appeals in adjudicating the appeals of the 2019 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	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	5.00	5.00	4.00	4.00
Part Time	0.00	0.00	0.67	0.67
FTE	5.00	5.00	4.67	4.67

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	356,206	363,787	350,824	356,863	1.72%
Supplies	9,665	8,239	13,100	13,100	0.00%
Services & Charges	252,725	281,739	266,809	272,470	2.12%
Capital Outlay	0	0	0	1,350	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$618,595</b>	<b>\$653,766</b>	<b>\$630,733</b>	<b>\$643,783</b>	<b>2.07%</b>



## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	20	20	20	20
Grand List Adjustments	<3,500	3,287	2,857	3,300	3,300
Coefficient of Dispersion (COD)*	<12.5%	9.57%	9.32%	10.0%	10.0%
Assessment Level (Median)	63% - 77%	70%	68.5%	66.5%	65.0%
Price Related Differential (PRD)**	0.97-1.03	1.01	1.037	1.0	1.0

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

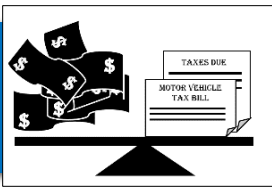
The lower the COD, the closer the assessments compare with the property sale prices.

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

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Taxable Grand List Accounts	54,118	54,412	53,705	54,000
Elderly Applications Processed	529	563	550	550
Useable Real Estate Sales	560	602	525*	625
Deeds Processed	1,039	1,078	996*	1,024
Applications to Board of Assessment Appeals	138	54	54*	50
Appeals to Superior Court	28	4	7*	3
New Construction Assessments Completed	35	29	36*	30

\*Indicates actual (not estimated) results



# Revenue Collection

## Successes & Accomplishments

- Achieved a Collection Rate of 99.41% in FY2019/2020.
- Implemented security measures in Revenue Collection Office.
- Improved customer service by adding a third workstation at the public service counter.
- Collector earned Certified Connecticut Municipal Official designation.

## Future Goals & Initiatives

- Continue to achieve a Collection Rate of greater than 99.1%.
- Train new staff members to receive the Certified Connecticut Municipal Collector designation.
- Implement Quality Data software upgrade to improve processes and reports.
- Educate citizens on the use of our online system for making payments and retrieving income tax information.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	263,580	285,509	272,683	265,102	-2.78%
Supplies	30,657	26,155	35,381	35,911	1.50%
Services & Charges	164,415	182,762	181,552	203,474	12.07%
Capital Outlay	2,010	2,259	0	7,200	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$460,662</b>	<b>\$496,685</b>	<b>\$489,616</b>	<b>\$511,687</b>	<b>4.51%</b>



## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Tax Revenue Collection Rate*	>99.1%	99.51%	99.41%	99.4%	99.4%
Personal Property	99.2%	99.2%	98.61%	99.0%	99.0%
Real Estate	99.2%	99.6%	99.57%	99.5%	99.5%
Motor Vehicle	98.5%	98.8%	98.53%	98.5%	98.5%
Sewer Collection Rate	≥97.0%	98.4%	97.49%	97.0%	97.0%

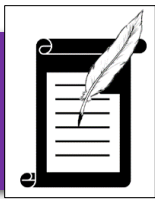
\*The FY2019 – FY2021 budgets assume a 99.1% collection rate.

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of Credit Card/E-Check Transactions processed ☐	7,748	9,980	10,250	10,800
Total Dollars for Credit Card/E-Check Transactions ☐	\$7,376,879	8,999,644	9,500,000	10,000,000
Real Estate - Non Escrow (billed)	7,532	7,698	7,602*	7,560
Real Estate - Escrow (billed)	6,425	6,260	6,929*	6,975
# of Motor Vehicle Accounts	32,098	32,226	32,555*	32,700
# of Personal Property Accounts	2,198	2,229	2,220*	2,200
# of Supplemental Motor Vehicle Accounts	5,382	5,448	5,500	5,500
# of Sewer Bills Issued	5,774	5,793	5,798*	5,805
# of Tax Liens	192	224	230	230
Lockbox Collections (excluding Escrow)	38.9%	42.1%	45.0%	47.0%

\*Indicates actual (not estimated) results





# Town Clerk

## Successes & Accomplishments

- Completed another round of the State Historic Documents Preservation Grant for the conservation and preservation of 250 of the Town's oldest permanent record property maps for public use.
- Began an historical redaction project identifying and redacting personal identifiable information on the town's land records, as a first step to reinstate online land records searching.
- Installation of space saving cabinets and shelving in the land records vault to support our ever growing permanent records storage.
- Installation of a land record drop box in the Academy Building to ensure land records are recorded in an efficient and timely manner.
- Transitioned to a new, web-based sporting license program for more efficient and timely license and permit issuance.
- During pandemic, set up a search room for title searching on the town land records in the Academy Building for continuity of operations.
- Developed ways to continue all operations using mail, drop boxes and email during the pandemic.
- Implemented the State of CT expanded absentee voting system as a response to Covid-19 pandemic.

## Future Goals & Initiatives

- Implement ongoing redaction program of land records to protect residents' personal identifiable information to enable land records searches to available online.
- Identify ideas to create more secure storage space in our existing vault to accommodate the growth of permanent records.
- Submit State Historic Grant application to continue with the next round of Town map preservation project.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	264,022	318,118	281,432	279,391	-0.73%
Supplies	13,632	10,784	15,300	15,120	-1.18%
Services & Charges	245,462	244,268	248,539	245,993	-1.02%
Capital Outlay	3,979	9,681	0	1,200	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$527,095</b>	<b>\$582,850</b>	<b>\$545,271</b>	<b>\$541,704</b>	<b>-0.65%</b>
REVENUES-Non Tax*	\$116,048	\$915,902	\$875,000	\$887,900	1.47%
Required From Taxes	\$411,047	(\$333,052)	(\$329,729)	(\$346,196)	4.99%

\*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.

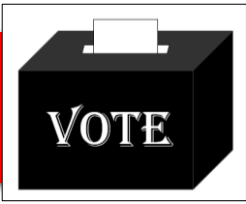


## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Land Recordings Returned Within 21 Days (Standard 30)	100%	100%	100%	95%	100%
Land Record Audit Done by Statutory 12/31 Deadline	100%	100%	100%	100%	100%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%	100%
Historic Document, Farmland Preservation, and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	85%	83.3%	75%	100%
Conveyance Tax Filing Within Statutory Deadline	100%	96%	98.14%	100%	100%

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Land Record Recording (LRR) - Documents	6,143	6,579	6,700	6,700
Land Record Recording (LRR) - Pages	24,039	29,030	30,000	29,000
Land Record Certifications ☐	200	164	75	200
Property Map Filings & Foreclosed Property Registrations	193 / 44	157/86	200/80	200/80
Dog Licenses Issued - Individual / Kennel	2,577 / 5	2,239/3	2,400/3	2,400/3
Sporting Licenses & Permits / Liquor Permits Issued ☐	656 / 53	302/40	200/40	600/50
Vital Records Received & Processed / Certified Copies Issued ☐	1,123 / 2,098	865/941	800/800	800/2,000
Marriage Licenses Issued ☐	183	125	150	150
Burial / Cremation / Disinterment Permits Issued	165 / 84 / 0	168/78/0	50/30/0	165/80/2
Notary Registrations / Notarizations / Copy Certified ☐	80 / 200 / 5	58/21/1	60/5/2	80/20/5
Absentee Ballots Issued for Election Events ☐	1,486	397	15,185	1,000
Online Credit Card Transactions - #/\$ - Dog Licenses ☐	530 / \$5,275	1,116/\$11,149	1,000/\$10,000	750/\$7,500



# Registrar of Voters

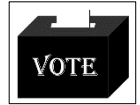
## Successes & Accomplishments

- Conducted Democratic and Republican Presidential Preference Primary and Republican Primaries in Congressional Districts 1 and 2 in August 2020. Turnout for the Democratic Primary was 43.75% with 3,596 voters out of 8,219 enrolled party members. Republican turnout was in the 21% -19% range for the Presidential Preference and Congressional primaries, respectively. Republican Registrar Lisbeth Becker participated on the Secretary of the State's CoVid19 Election Task Force established to coordinate the response to increase demand for voting by Absentee Ballot and determining best way to secure safe polls for in person voting.
- Achieved Voter turnout for the November 3, 2020 of 88.6% as compared to 85.31% in the 2016 Presidential Election.
- Increased number of new voters 8.25% between the 2016 Election and the 2020.
- Enrolled 1,842 new voters between August 12, 2020 and November 3, 2020 resulting in more than 25,500 registered voters.
- Hired and trained 80 new poll workers, recertified six moderators, and provided additional training for 55 current poll workers most of whom worked either the Primaries, the General Election or both.
- Implemented additional changes to the DMV online voter registration and address change system.
- Conducted an annual canvass of voters from January 8, 2020 through May 31, 2020.
- Participated in Registrar of Voters Annual Conference and Secretary of State (SOTS) conference on election laws and procedures as well as ROVAC Subcommittees. Lisbeth Becker served as Chair of the Technology Committee and continued her tenure on the ROVAC Board as Treasurer. Mark Dobbins joined the Education Committee representing Hartford County.
- Continued to operate as one of six beta sites for the new Virtual Workstation project and provided support to other participating towns.
- Continued to serve on the U.S. Election Assistance Commission Standards Board commencing April 2019. Appointed by Secretary of the State Merrill, Lisbeth Becker continues to serve as one of two members representing Connecticut.

## Future Goals & Initiatives

- Conduct annual canvass of voters from January 6, 2021 through May 31, 2021.
- Hire 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 May 2021 to increase online voter registration and participation in future Elections.
- Review procedures for tabulating Absentee Ballot votes in light of increased use and potential changes in the law.
- 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.
- Expand participation with local community organizations providing outreach on voter registration and education.

## Personnel & Expenditure Summary



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	119,743	85,828	129,773	124,275	-4.24%
Supplies	17,734	13,860	18,100	19,310	6.69%
Services & Charges	24,893	16,458	31,994	31,878	-0.36%
Capital Outlay	2,799	3,935	0	1,400	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$165,169</b>	<b>\$120,082</b>	<b>\$179,867</b>	<b>\$176,863</b>	<b>-1.67%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Hire, Train, and Certify Election Officials*	70	60	70	110	70

\*The increase in FY2021 reflects increased staffing needs for 2020 Presidential election.

## Activity Indicators

D= Democratic, R = Republican

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Number of Registrars	2	2	2	2
Deputy Registrars	2	2	2	2
Tabulator Technicians	5	5	5	6
Number of Elections (including Primaries)	2	1	1	2
Referendum	0		The Registrars do not estimate future figures for this item.	
Audit or Recanvas	1	1	1	1
Number of Eligible Voters	23,707	24,700	25,511	26,500
Percent Voting:				
Municipal	*	36%	*	36%
State/Federal	77%	-	88.6%	-
August Primary State	D: 34% R: 31%	*	D: 43.75% R: 21%*	*
Party Primary	*	*	*	*
Referendum	1	*	1	*

\* Not Applicable



## Legal Services

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

### Personnel & Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Services & Charges	339,034	372,118	300,000	300,000	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$339,034</b>	<b>\$372,118</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>0.00%</b>

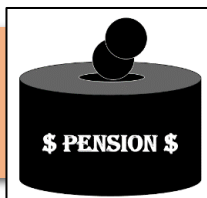


## Probate Court – Glastonbury-Hebron

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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 ADOPTED	PERCENT CHANGE
Supplies	11,683	9,489	20,600	20,600	0.00%
Services & Charges	3,321	3,390	4,200	4,200	0.00%
Capital Outlay	0	2,833	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$15,004</b>	<b>\$15,712</b>	<b>\$24,800</b>	<b>\$24,800</b>	<b>0.00%</b>



# Insurance/Pension

## Successes & Accomplishments

- Implemented PUB 2010 Mortality tables for Town pension plan.
- Effectively marketed health insurance plans to achieve cost efficiencies and consolidate to one carrier.
- Competitive process to renew workers' compensation and LAP coverages achieved \$300,000 in FY2021 budget to FY2022 budget savings, including rate protection for future year.

## Future Goals & Initiatives

- Continue plan to systematically reduce anticipated pension investment rate of return, when needed, to approximate current economic projections 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.
- 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Training & Dues	0	0	2,700	2,700	0.00%
Casualty Insurance	475,795	506,075	561,502	660,224	17.58%
Employee Related Insurance	1,435,543	1,375,043	1,648,589	1,151,734	-30.14%
Pension	32,156	40,745	17,930	187,130	943.67%
OPEB Reserve	0	0	0	0	0.00%
Claims/Services/Retro Charges	39,165	29,420	60,000	60,000	0.00%
Programs/Professional Services	47,403	56,255	70,610	56,480	-20.01%
<b>TOTAL EXPENDITURES</b>	<b>\$2,030,062</b>	<b>\$2,007,538</b>	<b>\$2,361,331</b>	<b>\$2,118,268</b>	<b>-10.29%</b>
Revenues-Non Tax*	39,628	45,912	40,000	40,000	0.00%
Required From Taxes	\$1,990,434	\$1,961,626	\$2,321,331	\$2,078,268	-10.47%

\*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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Workers' Compensation Experience Modification Factor***	<0.90	0.91	N/A	0.90	0.90
Pension Contribution (% of Budgeted Payroll)*	<10%	25.4%	27.7%	33.2%	31.7%
Pension Funded Ratio**	100.0%	70.5%	71.6%	67.3%	68.3%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

\*General Fund, Town DB and Hybrid only (excluding Police). Increase in FY2021 driven by the implementation of Pub-2010 Public Retirement Plans Mortality Tables.

\*\*FY21, 20 and 19 include actual ratio from Actuarial Valuation dated July 1, 2019, 2018 and 2017, respectively. FY22 is per Actuarial Long Range Forecast provided in Actuarial Valuation dated July 1, 2019. The reduction in the FY21 ratio is largely driven by the implementation of Pub-2010 Public Retirement Plans Mortality Tables.

\*\*\*Workers Compensation coverage was moved from CIRMA (a risk pool) to Travelers effective July 1, 2020. As a result, a Modification Factor (MOD) is not available for FY2020. A MOD will be established with Travelers, but this will not be available until FY2022. A workers' compensation modification factor shows how an organization's WC claims experience compares to other businesses of similar size and with similar job types.



## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL*	FY2020 ACTUAL**	FY2021 ESTIMATED***	FY2022 ESTIMATED****
Casualty Insurance (annual cost)	\$475,795	\$506,075	\$562,000	\$660,000
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	2.2%	5.4%	0.0% - 1.7%	0.0% - 2.5%
ConnectiCare	19.3%	14.6%	0.0% - 1.7%	N/A
Delta Dental	0.0%	0.0%	0.0%	0.0%

\*Health Insurance: actual rates used in 2018 open enrollment averaging 17.2% for the total Town.

\*\* Health Insurance: actual rates used in 2019 open enrollment averaging 13.9% for the total Town.

\*\*\* Health Insurance: actual rates used in 2020 open enrollment ranged from 0.0% to 1.7% based on plan selection for the Town.

\*\*\*\* Health Insurance: projected rates used in 2021; reflects consolidation to one health insurance provider (Anthem Blue Cross/Blue Shield).



## 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.

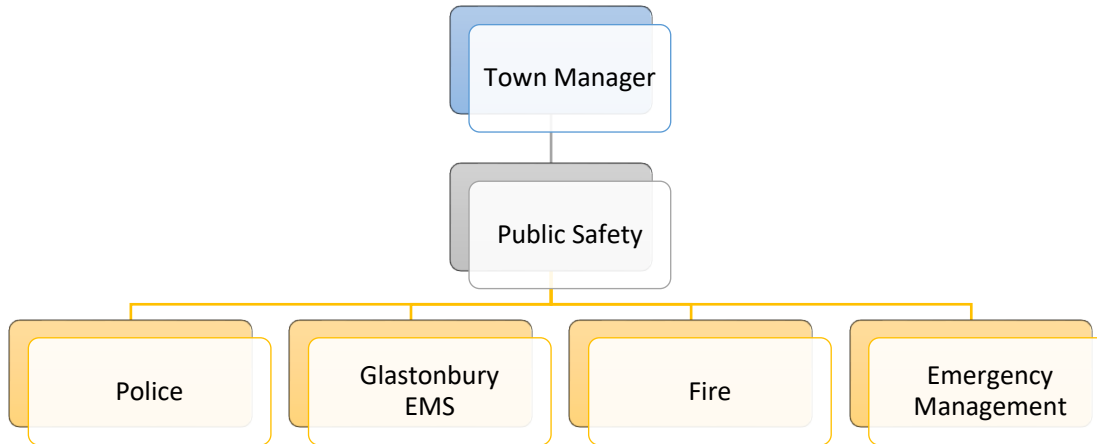
Per the Self Insurance Reserve Fund Policy, the goal is to maintain a minimum fund balance level equivalent to the total of the following components:

- 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 FY2018 through FY2021. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$5.7 million.

SELF INSURANCE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL
<b>REVENUES</b>			
Employer Contributions	16,292,746	18,619,854	18,858,480
Employee Contributions	3,710,977	3,871,925	4,155,439
Interest on Investments	8,024	68,841	74,344
<b>TOTAL REVENUES</b>	<b>20,011,747</b>	<b>22,560,620</b>	<b>23,088,263</b>
<b>EXPENDITURES</b>			
Claims Incurred	18,310,655	18,567,791	17,843,139
Administration	2,030,306	2,075,093	2,255,515
<b>TOTAL EXPENDITURES</b>	<b>20,340,961</b>	<b>20,642,884</b>	<b>20,098,654</b>
Beginning Self Insurance Fund Balance	5,309,179	4,979,965	6,897,701
Annual Change	-329,214	1,917,736	2,989,609
<b>ENDING SELF INSURANCE BALANCE</b>	<b>\$4,979,965</b>	<b>\$6,897,701</b>	<b>9,887,310</b>

# Public Safety



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	7,806,321	7,822,068	8,275,521	8,474,933	2.41%
Supplies	200,322	181,856	232,416	234,353	0.83%
Services & Charges	5,532,430	5,834,227	6,456,782	6,662,956	3.19%
Capital Outlay	534,609	336,379	449,495	392,700	-12.64%
<b>TOTAL EXPENDITURES</b>	<b>\$14,073,682</b>	<b>\$14,174,529</b>	<b>\$15,414,214</b>	<b>\$15,764,942</b>	<b>2.28%</b>

## Activities, Functions, and Responsibilities by Division

### Police Department

- Promote public safety and uphold the rule of law
- Protect life and property
- Prevent crime and preserve the peace
- Protect individual rights, liberties, and freedoms
- Investigate motor vehicle crashes, criminal violations, and Town ordinance violations
- Provide community outreach 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 4 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 staffing, equipment, and community needs for Town emergencies.
- Update information, regulations and training as applicable.
- Continue to 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) also available on the internet at [www.glastonbury-ct.gov/gemradio](http://www.glastonbury-ct.gov/gemradio).
- 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

- Recruited and selected five police officers, achieving full sworn staff levels
- Achieved Connecticut Law Enforcement reaccreditation through the Police Officer Standards & Training Council
- Migrated to latest version of Commission on Accreditation for Law Enforcement Agencies' standards
- Introduced first Hybrid cruisers into the fleet to achieve fuel efficiency and reduce carbon footprint
- Completed installation of energy efficient windows throughout police department
- Completed police department restroom renovations
- Submitted weekly public safety columns to the Glastonbury Citizen
- Conducted alcohol and sex offender registry compliance checks
- Participated in DOT highway safety grant programs, including DUI, Click It or Ticket, Distracted Driving.
- Automated accreditation, training, and general order systems to improve efficiency and accountability
- Implemented data mining software to construct interactive data and to help make data driven strategic decisions
- Consolidated false alarm process and responsibilities, improving efficiencies
- Developed plan to improve police department annex exterior security, safety, and efficiency

## Future Goals & Initiatives

- Recruit and select dispatcher candidates to achieve full Communications Unit staffing levels
- Upgrade the remaining public safety radio system components, the Automated Fingerprint Identification System equipment, and the interview room recording equipment
- Complete installation of solar-paneled car port
- Develop master plan for reconfigured site
- Provide Implicit Bias training for personnel
- Implement body camera program
- Evaluate feasibility & impact of utilizing social workers to assist Police in certain calls for assistance
- 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).

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	79.00	79.00	79.00	79.00
Part Time	2.00	1.59	1.50	3.00
FTE	81.00	80.59	80.50	82.00

## Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	7,320,987	7,334,339	7,726,422	7,870,436	1.86%
Supplies	119,994	106,960	141,435	141,435	0.00%
Services & Charges	5,004,123	5,337,348	5,968,337	6,100,733	2.22%
Capital Outlay	345,634	249,496	320,000	300,200	-6.19%
<b>TOTAL EXPENDITURES</b>	<b>\$12,790,739</b>	<b>\$13,028,144</b>	<b>\$14,156,194</b>	<b>\$14,412,804</b>	<b>1.81%</b>
REVENUES-Non Tax $\square$	\$656,113	\$469,102	\$434,597	\$454,475	4.57%
Required From Taxes	\$12,134,626	\$12,559,042	\$13,721,597	\$13,958,329	1.73%

## Performance Measures

Performance Measures	GOAL	FY2019 ACTUAL	FY2020 ACTUAL
Violent Crime Rate (Per 100,000) <sup>1</sup>	<270.5 <sup>a</sup>	55.2	46.5
Property Crime Rate (Per 100,000) <sup>2</sup>	<2,010.4 <sup>b</sup>	1,140.7	1,045.7
% Violent Crimes Cleared by Arrest <sup>3</sup>	>45.6	89.5	87.5
% Property Crimes Cleared by Arrest <sup>4</sup>	>17.6	20.1	17.5
% E911 Calls Answered <10 seconds	>90	96	95
# of Workplace Incidents	0	11	8
# of Lost Days <sup>5</sup>	0	4	10.5

Actuals are reported for fiscal years shown above; estimates are not made for future years.

<sup>1</sup> FBI National Average = 368.9 per 100,000

<sup>a</sup> FBI National Average: 25-50K population

<sup>2</sup> FBI National Average = 2,199.5 per 100,000

<sup>b</sup> FBI National Average: 25-50K population

<sup>3</sup> FBI National Average = 45.5%

<sup>4</sup> FBI National Average = 17.6%

<sup>5</sup> Lost days due to employee injuries

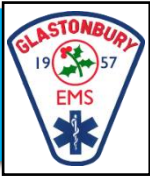
<sup>a</sup> Designates lost days from prior year's long-term workplace incident

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL
Alarm Dispatches (Burglary, Fire, & Medical)	1,617	1,487
Total Part 1 Crimes* (Murder, Homicide, Rape, Robbery, Aggravated Assault, Burglary, M/V Theft, Larceny-Theft, Arson)	412	375
Total Calls for Service/Complaints	17,845	15,482
Total Medical Calls	2,367	2,036
Total Animal Calls	577	528
Total Motor Vehicle Accidents	703	757
Accidents Involving Injury	95	93

Actuals are reported for fiscal years shown above; estimates are not made for future years.

\*FBI's Uniform Crime Index for Major Crimes



# Glastonbury EMS

## Successes & Accomplishments

- 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.
- Hired new Chief of Service
- Purchased new Ford Transit ambulance
- Began new candidate class of volunteers

## Future Goals & Initiatives

- Continue to provide high quality emergency medical pre-hospital care.
- 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	0	166	0	0	0.00%
Services & Charges	17,115	17,389	0	2,500	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$17,115</b>	<b>\$17,555</b>	<b>\$0</b>	<b>\$2,500</b>	<b>0.00%</b>
REVENUES-Non Tax	\$11,431	\$16,821	\$20,000	\$20,000	0.00%
Required From Taxes	\$5,684	\$734	(\$20,000)	(\$17,500)	-12.50%



# Fire Department

## Successes & Accomplishments

- Two probationary members received their Firefighter I certification from the Connecticut Fire Academy.
- Seven new probationary firefighters joined during the year.
- Took delivery of a new Fire Boat.
- Took delivery of a new Class A 4x4 Fire Engine, replacing a 1991 apparatus at Station 4.
- Renovation improvements at Stations 1 and 2 commenced
- Replaced the Department's self-contained breathing apparatus, which is over 15 years old.

## 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.
- 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

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	464,334	467,684	527,099	582,497	10.51%
Supplies	80,306	74,896	90,716	92,683	2.17%
Services & Charges	503,860	471,745	479,578	550,596	14.81%
Capital Outlay	184,927	85,492	126,895	91,100	-28.21%
<b>TOTAL EXPENDITURES</b>	<b>\$1,233,426</b>	<b>\$1,099,817</b>	<b>\$1,224,288</b>	<b>\$1,316,876</b>	<b>7.56%</b>
REVENUES-Non Tax <input type="checkbox"/>	<b>\$6,543</b>	<b>\$1,890</b>	<b>\$5,320</b>	<b>\$5,320</b>	<b>0.00%</b>
Required From Taxes	<b>\$1,226,883</b>	<b>\$1,097,927</b>	<b>\$1,218,968</b>	<b>\$1,311,556</b>	<b>7.60%</b>

## Performance Measures

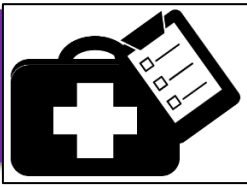


PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Average Response Time in Minutes	6-8	8	8	8	8
Insurance Service Rating*	04/4Y	04/4Y	04/4Y	04/4Y	04/4Y
Fire Training Hours	7,000	8,986	6,300	7,000	7,000
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

\*To help establish appropriate fire insurance premiums for residential and commercial properties, insurance companies need reliable, up-to-date information about a community's fire-protection services. Insurance Services Office, Inc. (ISO) provides that information through the Public Protection Classification program. ISO collects information on municipal fire-protection efforts in communities throughout the United States. ISO analyzes the relevant data using its Fire Suppression Rating Schedule and assign a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.

## Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Emergency Incidents	900	824	953	950	950
Structure Fires	N/A	12	15	10	10
Volunteer Firefighters	135	106	113	120	120



# 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. Concerts on the Green, Apple Festival and Santa's Run.
- Instituted a program with Salve Regina University and Goodwin 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 lines in Glastonbury.
- Attended Eversource electrical power safety seminars.

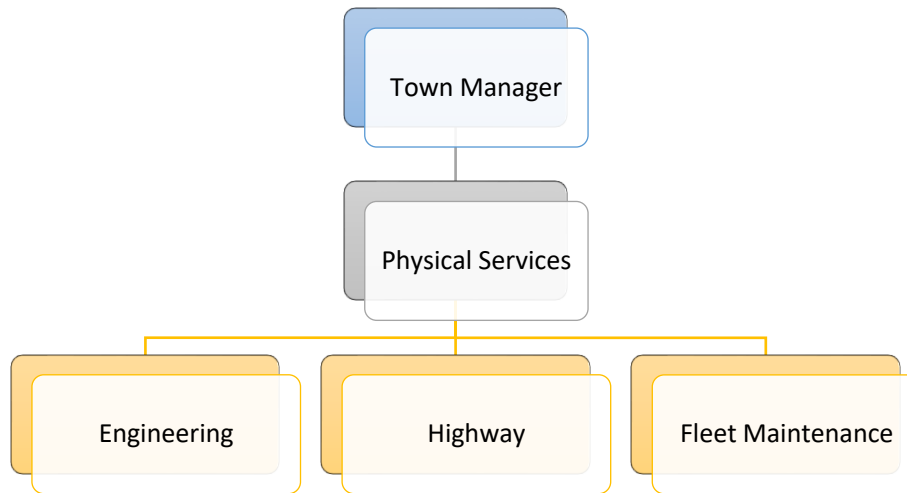
## Future Goals & Initiatives

- Collaborate with Department of Emergency Services and Public Protection (DESPP), CT Division Emergency Management Homeland Security (DEMHS), State Interoperable Committee, CT Police Chiefs, Police Association of CT and Capital Region of Governments (CROG), Emergency Planning, etc.
- Continue National Incident Management System training for ongoing staff improvement. Work to ensure receipt of Federal funds.
- Continue monthly testing of the Town Public Safety Warning Siren System.
- Maintain professional development efforts regarding Homeland Security through local, regional, & federal resources.
- Work with local Scout Troops as well as high school students. Continue to offer job shadowing and internship opportunities to Connecticut and Rhode Island college students.
- Maintain involvement with other CT towns for mutual aid purposes

## Personnel & Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	21,000	19,880	22,000	22,000	0.00%
Supplies	22	0	265	235	-11.32%
Services & Charges	7,331	7,743	8,867	9,127	2.93%
Capital Outlay	4,048	1,390	2,600	1,400	-46.15%
<b>TOTAL EXPENDITURES</b>	<b>\$32,401</b>	<b>\$29,014</b>	<b>\$33,732</b>	<b>\$32,762</b>	<b>-2.88%</b>
REVENUES-Non Tax	\$11,617	\$14,140	\$11,610	\$12,110	4.31%
Required From Taxes	\$20,784	\$14,874	\$22,122	\$20,652	-6.64%

# Physical Services



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	3,345,389	3,281,066	3,397,222	3,479,476	2.42%
Supplies	555,899	612,090	672,070	687,070	2.23%
Services & Charges	2,798,737	2,911,622	3,089,469	2,870,831	-7.08%
Capital Outlay	353,317	402,033	301,870	360,900	19.55%
<b>TOTAL EXPENDITURES</b>	<b>\$7,053,343</b>	<b>\$7,206,811</b>	<b>\$7,460,631</b>	<b>\$7,398,277</b>	<b>-0.84%</b>

## Activities, Functions, and Responsibilities by Division

### Engineering

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



## Activities, Functions, and Responsibilities by Division Cont'd

### Highway

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

### Fleet Maintenance

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



## Successes & Accomplishments

- GLASTONBURY BOULEVARD PAVEMENT REHABILITATION – Administered and inspected the construction phase of this 100 % grant-funded project which provided rehabilitation of the pavement structure over the entire length and width of Glastonbury Boulevard. Improvements also included measures which enhance pedestrian safety through installation of new signalized mid-block crossings and exclusive pedestrian crossing phases at existing signals.
- MULTI- USE TRAIL – Performed construction inspection and administration tasks associated with the Town’s second off-road Multi-Use trail section between Western Boulevard and House Street. Completion of this project provides a comfortable and safe alternative to the high volume Hebron Avenue corridor for those wishing to use non-motorized forms of transport and those who enjoy recreational activities supported by the trail.
- MATSON HILL OPEN SPACE – Completed design, permitting and construction phases associated with removal of the deteriorated concrete spillway portion of this dam on Roaring Brook. The resulting condition recreates the Roaring Brook stream channel through the former impoundment area thereby restoring the natural ecological condition.



*(Fisher Hill Bridge)*

## Future Goals & Initiatives

- MAIN STREET SIDEWALKS – Refine design alternatives for installing sidewalks through sections with steep side-slopes on the western side of Main Street between the Town-owned Cider Mill property and Red Hill Drive. Subsequent construction will connect new sections to both the north and south, thereby providing safe pedestrian access to South Glastonbury and the Town Center
- SIDEWALK REPAIR/REPLACEMENT – Continue with the multi-phased program to comprehensively address all outstanding maintenance issues associated with the Town’s extensive sidewalk network. Completion of this initiative reduces Town liability associated with sidewalk panel elevation variations and surface spalling.
- MAIN STREET RECONSTRUCTION – Complete design and permitting phases for reconstruction of Main Street between School Street and New London Turnpike. Project will include pavement structure rehabilitation, brick snow shelf replacement, traffic calming measures and decorative crosswalks to improve awareness of pedestrian crossing points. Grants covering 100% of construction costs are anticipated.



## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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

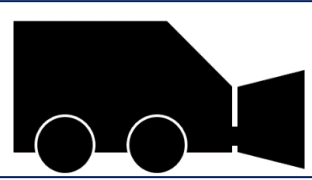
\* Administrative Assistant splits time between Engineering and Community Development; counted as part-time (0.5) in each department.

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	964,759	1,008,362	967,423	999,544	3.32%
Supplies	15,161	10,256	18,500	18,500	0.00%
Services & Charges	538,294	613,473	598,528	703,394	17.52%
Capital Outlay	6,806	42,092	28,620	49,700	73.65%
<b>TOTAL EXPENDITURES</b>	<b>\$1,525,020</b>	<b>\$1,674,183</b>	<b>\$1,613,071</b>	<b>\$1,771,138</b>	<b>9.80%</b>
REVENUES-Non Tax	\$17,120	\$15,541	\$17,500	\$17,500	0.00%
Required From Taxes	\$1,507,900	\$1,658,642	\$1,595,571	\$1,753,638	9.91%

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Permit Fees*	\$3,145	\$2,500	\$2,500	\$2,500
Permits Issued:				
Right-of-Way Permits	337	304	350	350
Sanitary Sewer Permits	63	58	50	50
Certificate of Occupancy Inspections	57	56	50	50
Call Before You Dig Requests Processed	2,675	2,630	2,500	2,500
New Town Road Accepted (Miles)	0	0	0.2	0.2
Value of Capital Improvement Projects Managed	\$2.3M	\$1.5M	\$4.0M	\$4.0M

\* Includes fees received for various map copies, GIS data, permit fees and license fees.



# Highway

## Successes & Accomplishments

- HOPEWELL SCHOOL PARKING AND ACCESS IMPROVEMENTS – Reconstructed all parking, access drive and asphalt play areas on the Hopewell School site. Storm drainage structures were replaced as necessary. Work was coordinated with Board of Education staff such that there was no interruption of regular school activities or programs.
- BIRCH MOUNTAIN ROAD PAVEMENT REHABILITATION – Rehabilitated the full-depth pavement structure over the entire 3-mile length of Birch Mountain Road. Work primarily utilized pavement reclamation processes. Ancillary tasks included utility structure repair, replacement and adjustment, curbing installation and snow shelf restoration.
- DUG ROAD STORM DRAINAGE AND ROAD IMPROVEMENTS – Installed new pipe and drainage structures on the westerly end of Dug Road to complement prior installations on Tryon Street. Collectively, this work addresses long standing flooding issues and eliminates storm related impacts to private property. Associated work improved roadway surface condition and geometric alignment.

## Future Goals & Initiatives

- FIRE COMPANY #4 PARKING AND ACCESS REHABILITATION – Reconstruct and reconfigure all paved parking and driveway access areas on the Fire Company #4 site. Work will include repair and/or replacement of drainage structures along with improved driveway geometry from Manchester Road.
- RECYCLED GRAVEL PRODUCTION – Crush and screen accumulated concrete, rock and asphalt construction debris to produce a recycled processed gravel product which can be used as roadway base material and pipe bedding.
- ANNUAL ROAD PAVING – Efficiently manage and administer the Town’s increasingly aggressive annual road paving program using a variety of surface treatment methodologies and contractual entities to accomplish such. The annual road paving program along with winter snow and ice removal constitute the largest programmatic efforts assigned to the Highway Division.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,824,821	1,712,433	1,862,231	1,913,744	2.77%
Supplies	534,570	594,727	641,410	656,410	2.34%
Services & Charges	1,637,825	1,690,224	1,800,197	1,545,116	-14.17%
Capital Outlay	322,680	356,560	255,750	293,600	14.80%
<b>TOTAL EXPENDITURES</b>	<b>\$4,319,895</b>	<b>\$4,353,944</b>	<b>\$4,559,588</b>	<b>\$4,408,870</b>	<b>-3.31%</b>

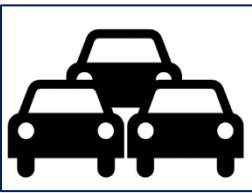
## Performance Measures



PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Lane Miles Resurfaced	20	13	21.6	24	24
Treated Road Salt: Ton/Lane Mile	0.08	0.07	.075	0.07	0.07
Snow Removal within 8 hours of Storm Cessation	100%	100%	100%	100%	100%
# of Workplace Incidents	0	2	2	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	144	73		

## Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Road Miles Plowed	N/A	24,721	16,671	40,000	40,000
Catch Basins Cleaned	500	270	290	450	450



# Fleet Maintenance

## Successes & Accomplishments

- POLICE DEPARTMENT CRUISER FLEET CONVERSION – Effectively and efficiently managed completion of cruiser fleet conversion to the Sport Utility vehicle model, thereby reducing overall operational costs as compared to vehicle models utilized previously.
- GENERAL FLEET MAINTENANCE – Continued providing efficient maintenance service for the Town’s diverse fleet consisting of approximately 275 motorized units. Technicians performed complex and routine repair work on many vehicle types including heavy construction equipment, fire apparatus, police cruisers, sedans, large trucks, commercial grade mowers, generators, compressors etc.

## Future Goals & Initiatives

- HEAVY EQUIPMENT PURCHASE – Generate vehicle specifications of all budgeted heavy equipment purchases including a new mechanical street sweeper and large trucks used in snow plowing operations.
- CNG FUELING STATION – Custom fabricate a steel canopy structure to better protect the electronic board component to the Town’s Compressed Natural Gas Fueling station. This structure will better protect the sensitive electronic parts from the weather and from UV-related deterioration.
- UNDERGROUND FUEL TANK REPLACEMENT – Coordinate necessary design and construction elements required to remove an existing underground fuel storage tank at the Police Department site. The existing unit would be replaced by an above-ground tank, thereby ensuring future compliance with applicable environmental regulations and eliminating potential Town liabilities associated with undetected underground tank leaks

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	555,810	560,271	567,568	566,188	-0.24%
Supplies	6,169	7,106	12,160	12,160	0.00%
Services & Charges	622,617	607,925	690,744	622,321	-9.91%
Capital Outlay	23,831	3,381	17,500	17,600	0.57%
<b>TOTAL EXPENDITURES</b>	<b>\$1,208,427</b>	<b>\$1,178,683</b>	<b>\$1,287,972</b>	<b>\$1,218,269</b>	<b>-5.41%</b>



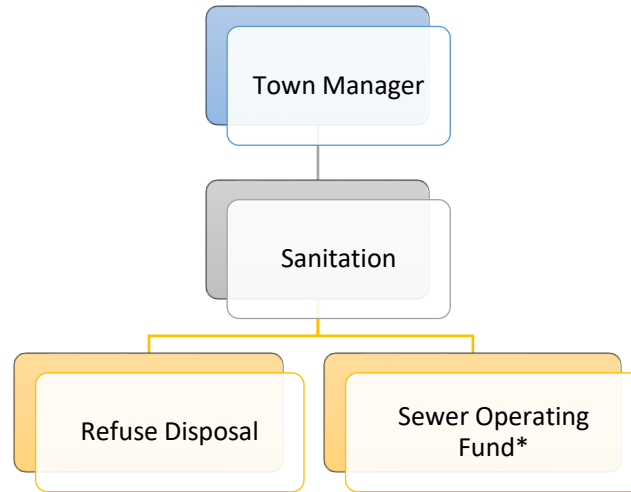
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	95%	72%	95%	95%
Cruisers	95%	91%	84%	95%	95%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.16	0.20	.18	.18
Cruisers	≤0.50	0.38	0.34	.33	.33
Non-Police Sedan Fuel Efficiency (mpg)	≥30.0	29.69	26.08	27.00	27.00
# of Workplace Injury Incidents	0	1	1	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	2	3.5		

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	273	276	276	275
# of Units in Board of Education Fleet (buses, passenger vans, maintenance, and equipment vehicles)	87	88	88	88
# Natural Gas-Fueled Vehicles / # Electric Vehicles	27 / 2	27 / 2	27 / 2	27 / 2
Road Miles Traveled by Town Fleet	1,004,053	896,221	1,000,000	1,000,000
Road Miles Traveled by Board of Education	842,835	581,620	600,000	800,00
Average Fleet Age (Industry Average 6.5 years)	10.34 years	10.34	10.60	10.60

# Sanitation



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

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	318,308	317,342	332,112	343,585	3.45%
Supplies	3,611	4,828	4,580	4,580	0.00%
Services & Charges	472,780	458,126	573,065	531,678	-7.22%
Capital Outlay	9,454	11,600	86,600	8,000	-90.76%
<b>TOTAL EXPENDITURES</b>	<b>\$804,154</b>	<b>\$791,897</b>	<b>\$996,357</b>	<b>\$887,843</b>	<b>-10.89%</b>

## 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 town-wide paper shredding event attended by 215 residents.
- Managed backyard compost bins and rain barrels sale for residents at a reduced cost through a vendor partnership, 37 compost bins and 38 rain barrels were distributed.
- Implemented a funding program plan to provide ongoing financial resources for the future phased ultimate closure of the bulky waste landfill facility.
- Successfully managed and maintained ongoing operation amidst COVID pandemic.
- Implemented mail-in Refuse permit application system.

## Future Goals & Initiatives

- Ongoing evaluation of Refuse/Recycling operations to maintain the sustainability of offsetting revenues by a minimum of 75% of operating expenses.
- Provide compost bin and rain barrel distribution program to residents.
- Maximize recycling efforts through active engagement in community and regional initiatives.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	2	2	2	2
Part Time	4.56	4.16	4.16	4.16
FTE	6.56	6.16	6.16	6.16

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	318,308	317,342	332,112	343,585	3.45%
Supplies	3,611	4,828	4,580	4,580	0.00%
Services & Charges	472,780	458,126	573,065	531,678	-7.22%
Capital Outlay	9,454	11,600	86,600	8,000	-90.76%
<b>TOTAL EXPENDITURES</b>	<b>\$804,154</b>	<b>\$791,897</b>	<b>\$996,357</b>	<b>\$887,843</b>	<b>-10.89%</b>
REVENUES-Non Tax	\$588,493	\$775,478	\$637,550	\$622,300	-2.39%
Required From Taxes	\$215,661	\$16,419	\$358,807	\$265,543	-25.99%

\* 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

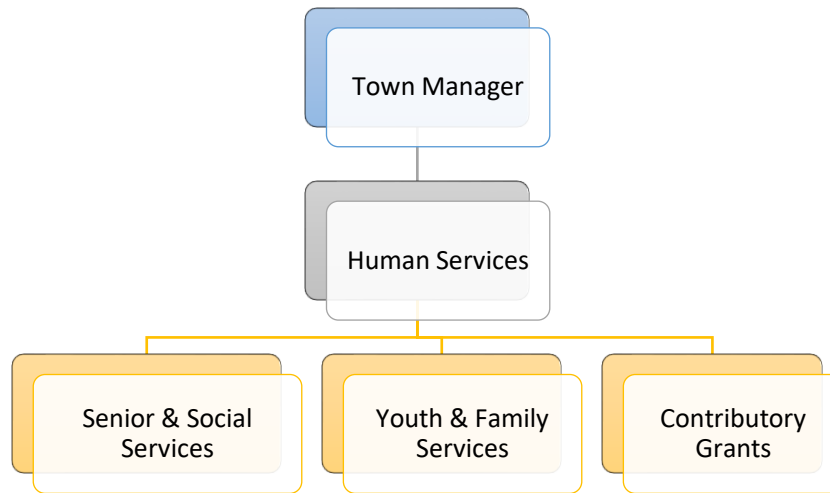
PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Tons of Solid Waste Disposed at Transfer Station	< 1,650	1,515	1,451	1,500	1,550
Revenue Offset versus Refuse Operating Budget	≥ 75%	72%	74%	75	75
# of Workplace Incidents	0	0	0	0	0
# of Lost Days	0	0	0	0	0

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Cost Per Ton for Refuse Disposed at Materials Innovation and Recycling Authority (MIRA)	\$72.00	\$83.00	\$91.00	\$95.00
# of Vehicles Attending Household Hazardous Waste Collection Events ◻	732	478**	725	725
# of Refuse Disposal Permits Issued	6,750	7,200	6,800	6,800

\*\* Only three out of six scheduled collections held due to COVID-19 pandemic.

# Human Services



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,586,462	1,583,392	1,747,186	1,701,386	-2.62%
Supplies	34,875	31,189	43,000	36,750	-14.53%
Services & Charges	1,137,172	1,072,906	1,226,897	1,308,959	6.69%
Capital Outlay	1,499	23,405	33,850	65,800	94.39%
<b>TOTAL EXPENDITURES</b>	<b>\$2,760,008</b>	<b>\$2,710,891</b>	<b>\$3,050,933</b>	<b>\$3,112,895</b>	<b>2.03%</b>

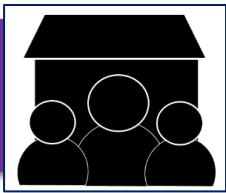
## Activities, Functions, and Responsibilities by Division

### Senior & Social Services

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

### Youth & Family Services

- Clinical Services
- School Social Work Services including supportive counseling, crisis intervention, Peer Mediation, and Peer Education at Glastonbury High School and Smith Middle School
- Youth Programs - Creative Experiences Programs, Youth Services Action Group, and Youth Advisory Council, Welles Village Activity Council
- Substance Abuse Prevention Services
- Social Club
- Truancy Assessment and Referrals
- Diversion Program



# Senior & Social Services

## Successes & Accomplishments

- Awarded grant from the North Central Area Agency on Aging to support a Chores program for seniors/disabled residents in need of household assistance.
- Received new federal grant funded Hybrid bus and renewal funding from the CT Department of Transportation to enhance Dial-A-Ride services.
- Advanced AARP Age-Friendly Livable Communities initiative, with the formation of a Core Leadership Team and action plan recommendations.
- Continued to partner with Connecticut Community Care, Inc. and Anthem Foundation to provide evidenced-based wellness programs for seniors.
- Increased intergenerational programming, and introduced an array of new programs including: Focused Meditation, Reiki, and writing and poetry classes.
- Created and implemented multiple virtual and outdoor programming options for seniors/disabled community members during the COVID closure.
- Implemented wellness phone call system and volunteer grocery & medication delivery assistance during the COVID closure.
- Provided support to eligible residents through annual assistance programs including: Utility/Winter Heat Assistance –320 households, Thanksgiving Food Program - 470 residents, Holiday program – 550 residents, Back to School Program -173 students, Food Bank - 658 residents, Renter’s Rebate Program - 310 Applications
- Social Services received a \$4,000.00 grant to provide basic needs to income eligible Glastonbury residents. Food items and grocery store gift cards were purchased to assist resident’s needs due to Covid-19.
- Glastonbury Gives, an initiative assisting residents in need, entirely supported by community donations was developed to streamline donations and to create awareness utilizing name recognition and a logo.
- Partnered with the Parks and Recreation Department to engage volunteers to sew cloth facemasks at the beginning of the pandemic when it was very difficult to secure masks. Registered residents on a weekly basis to request needed facemasks and to pick-up through a contactless drive up program. 1390 Masks were provided to residents.
- Food Bank began providing grocery store gift cards to eligible residents with a contactless drive up pick up. There was about a 20% increase in use due entirely to Covid-19.
- Modified delivery of programs to residents utilizing mail, e-mail, on-line interfaces and drop-box to ensure there was no loss of services or benefits as a result of the building closure.

## Future Goals & Initiatives

- Finalize and submit the town’s Age-Friendly Community Plan of Action to the national AARP for approval and implementation.
- Organize community volunteers to provide household chores assistance to seniors/disabled individuals.
- Increase technology and socialization access for seniors/disabled individuals by matching community resources and volunteers with those residents in need.
- Increase Evidence Based Health and Wellness and Dementia support programming.
- Deliver diverse and innovative programming for seniors in the aftermath of the COVID pandemic through various mediums.
- Upgrade/refurbish pool tables and billiards game room at the Community Center.
- Streamline new registration software program to enable participants to register and pay for programming online.
- Implement new software program for Social Services to improve tracking of interventions & assistance provided to residents.
- Distribution of File of Life to Glastonbury residents which provides critical information for first responders.
- Development of a community group consisting of members of the Interfaith Community and Board of Education to collaborate on identifying needs and responses for residents in need.
- Creating a Self-Select Food Pantry for residents. This would allow being able to provide perishable food items such as milk, eggs, butter, produce and meats.



## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	7.00	7.00	7.00	6.00
Part Time	9.80	9.80	9.80	9.80
FTE	16.80	16.80	16.80	15.80

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	867,036	849,814	788,536	794,313	0.73%
Supplies	20,240	16,624	23,250	17,000	-26.88%
Services & Charges	603,398	609,236	629,267	651,162	3.48%
Capital Outlay	1,499	17,791	24,200	57,100	135.95%
<b>TOTAL EXPENDITURES</b>	<b>\$1,492,174</b>	<b>\$1,493,465</b>	<b>\$1,465,253</b>	<b>\$1,519,575</b>	<b>3.71%</b>
REVENUES-Non Tax	\$268,542	\$229,189	\$299,728	\$281,268	-6.16%
Required From Taxes	\$1,223,632	\$1,264,276	\$1,165,525	\$1,238,307	6.24%

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Improvement Rating - Wellness Programs*	>90%	97%	97%	95%	95%
Food Service Cost vs. Contractual Cost**	<85%	85%	84%	82%	80%

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

\*\*Actual costs compared to contractual service costs.

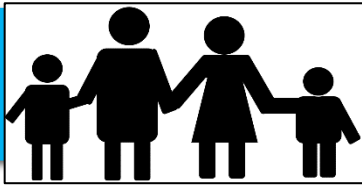
## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Senior Center Participation* ☐	36,171	24,095	5,000	20,000
Senior Lunch Participation* ☐	11,129	7,299	3,500	7,000
Dial-A-Ride Rides* ☐	18,599	12,704	1,000	5,000
Social Work Services ☐	11,922*	2,818***	2,300***	2,100***
Number of External Building Reservations**	137	85	25	100

\* Measured in units of service, FY2020, FY2021- metrics are down due to COVID-19 pandemic.

\*\*Revenue-producing building use.

\*\*\* Social Work Interventions



# Youth & Family Services

Youth & Family Services (Y&FS) is comprised of Clinical & Outreach Services, Substance Abuse Prevention, and Creative Experiences. The accomplishments and initiatives outlined below represent efforts from their individual divisions and cross-divisional projects.

## Successes & Accomplishments

- Facilitated peer support groups at all elementary schools on topics such as anger management, bullying prevention, emotional regulation, divorce, social skills, and recess behavioral management.
- Provided Peer Mediation Programs and Mindfulness Breaks at Gideon Welles and Naubuc School.
- Conducted Diversion, Truancy, Family, and Individual assessments and treatment.
- Participated in School Crisis Teams.
- Offered Peer Mediation clubs and training, and Peer Education at Smith Middle School and Glastonbury High School.
- Held a Farmer’s Market at Welles Village offering free perishable and non-perishable items.
- Provided consultation to Administration and School Counselors on truancy and substance abuse cases at Smith Middle School and Glastonbury High School.
- Provided Vaping Intervention at Smith Middle School and Glastonbury High School.
- Collaborated with the Youth Commission to increase youth community service and service based learning options.
- Provided a 12 session after school Drumming Club at Gideon Welles School.
- Collaborated with outreach staff to expand its weekly after school Social Club for students in need of social connections.
- Collaborated with Social Services to launch a Mother-Daughter Circle at Welles Village for daughters in grades 6-8.
- Conducted a Drug Take Back event with Glastonbury Police Department, collecting 83 lbs. of medication.
- Participated as a panelist at the Opioid Prevention Session hosted by the Governor’s Prevention Partnership and Representative Jill Barry.

## 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’.
- Host a psychoeducational support group for GHS students who self-identify as seeking to reduce/cease vaping.
- Facilitate a middle school girls’ group on the impact of social media, in response to trending student impacts.
- Provide community support group for parents entitled “Parenting During a Pandemic”
- Continue partnership with Senior Services to provide talks on Building Healthy Relationships and Substance Misuse Prevention.
- Submit a series of articles to the Glastonbury Citizen; topics such as “Holiday Stress and COVID”, “The Impact of COVID Fatigue On Our Youth”, “Living Through a Sustained Pandemic”.
- Explore and enhance partnership with Glastonbury Police Department and Youth & Family Services
- Offer Teacher Support Group and office hours to Glastonbury teachers to provide support during COVID-19 and beyond.
- Create Community Bereavement Group for those who have lost a child.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	12.00	11.00	11.00	11.00
Part Time	1.10	1.60	1.60	1.00
FTE	13.10	12.60	12.60	12.00

## Personnel & Expenditure Summary Cont'd



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	719,426	733,578	958,650	907,073	-5.38%
Supplies	14,635	14,565	19,750	19,750	0.00%
Services & Charges	501,196	431,093	565,053	623,720	10.38%
Capital Outlay	0	5,614	9,650	8,700	-9.84%
<b>TOTAL EXPENDITURES</b>	<b>\$1,235,257</b>	<b>\$1,184,849</b>	<b>\$1,553,103</b>	<b>\$1,559,243</b>	<b>0.40%</b>
REVENUES-Non Tax	\$56,671	\$55,996	\$65,982	\$65,982	0.00%
Required From Taxes	\$1,178,586	\$1,128,853	\$1,487,121	\$1,493,261	0.41%

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Client Satisfaction Rating	>90%	94%	95%	95%	95%
Clinical Service Waiting List (Business days between referral and first session)	<30	14	8	9	12

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Outreach Clients	953	1,000	1,050	950
Clinical Youth and Families Served	842	770	850	800
Creative Experiences Youth Programs*	N/A	N/A	N/A	15
Creative Experiences Program Participants	1,147	957	1,150	500
Substance Abuse Prevention Initiatives	2	6	23	34
Substance Abuse Prevention Participants*	N/A	N/A	N/A	460

\* Newly initiated in FY2022.

### COVID-19 Related Programs and Activities:

- Created a monthly newsletter for parents of elementary age students.
- Developed and distributed Coping Tool Bags to youth.
- Implemented online referral forms for service requests and intake forms.
- Created a weekly newsletter, Pep Talk, with resources and Q&A for parents of teenagers.
- Developed a framework and protocol, and activity structure for safe in-person summer programming.
- Provided a modified “grab & go” summer meal program at Welles Village in partnership with CRT and Glastonbury Housing Authority.
- Created wooden, painted “Thank You Hero” hearts, and placed them at all schools and select Town buildings.
- Offered a variety of socially-distanced summer programs, including arts & crafts, sports & games, game hour, theatre arts, and a weekly outdoor movie night.
- Facilitated the adoption of HIPPA compliant telehealth, Zoom, and other virtual platforms to sustain services.

# Human Services: Contributory Grants

## Contributory Grants

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
InterCommunity Inc.	9,000	9,000	9,000	9,000	0.00%
Interval House, Inc.	5,000	5,000	5,000	6,500	30.00%
KIDSAFE/Exchange Club Ctr.	5,000	5,000	5,000	5,000	0.00%
MARC, Inc.	11,168	11,168	11,168	11,168	0.00%
Amplify Inc.	2,409	2,409	2,409	2,409	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$32,577</b>	<b>\$32,577</b>	<b>\$32,577</b>	<b>\$34,077</b>	<b>4.60%</b>

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

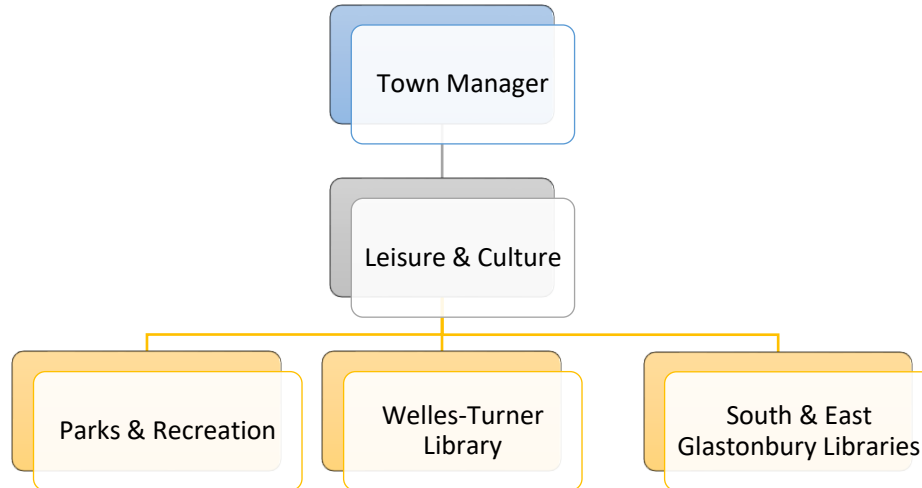
### Amplify, Inc. (Formally North Central Regional Mental Health Board, Inc.)

Effective July 1, 2019, Amplify, Inc. 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	2,832,188	2,875,960	3,051,046	3,107,801	1.86%
Supplies	171,112	141,870	199,740	199,740	0.00%
Services & Charges	2,445,358	2,223,525	2,385,995	2,508,855	5.15%
Capital Outlay	250,168	100,624	172,650	301,900	74.86%
<b>TOTAL EXPENDITURES</b>	<b>\$5,698,825</b>	<b>\$5,341,979</b>	<b>\$5,809,431</b>	<b>\$6,118,296</b>	<b>5.32%</b>

## Activities, Functions, and Responsibilities by Division

### Parks & Recreation

- Maintain 50+ athletic fields for use by youth and adult leagues and the high school interscholastic sports program.
- Maintain all grounds (250+ acres) and trees on Town properties including parks, schools, preserves, and roadside trees along rights of way. Including inspecting 16 children’s playgrounds.
- Operate 3 swimming pools and one pond used by 30,000 visitors annually for public swimming.
- Offer a wide variety of recreation programs including summer camps, after school programs, aquatics, tennis, teen center, skate park, preschool, fitness, youth sports.
- Provide a wide array of special events to enhance the quality of community life.
- Operate a public boat launch, provide rental space for kayaks and canoes and provide safe access and instruction on the CT River.
- Operate a banquet facility at the Glastonbury Boathouse in Riverfront Park.
- Manage farm leases on Town owned properties leased to farmers and agricultural entities.
- Provide oversight of a nine-hole golf course and restaurant through leases to private entities

## 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

- Successfully responded to the COVID-19 pandemic by offering virtual programming, adjusting practices in parks, safely opening Addison & Grange Pools and offering three Summer Camp programs to provide childcare.
- Developed a community mask program, a collaboration between Glastonbury Parks and Recreation and Senior/Social Services, to provide over 1,800 masks to individuals and families in the community.
- The Town provided field space for town youth sports leagues and private rentals. A total of 4,181 field reservations were processed through the end of 2020.
- Selected a new software vendor to improve the Recreation management system for Parks and Recreation & Senior Services.
- Eastbury Pond improvements including well and distribution enhancements for the Eastbury Bathhouse and an underwater aeration system to reduce algae in the swim area.
- Added sites to the remote-control system for in-ground irrigation systems for improved efficiency and productivity.
- Finalized chemical storage facility improvements at Parks Maintenance Facility and installed new water line and boiler.
- Partnered with community groups including Glastonbury Partners in Planting (GPIP) on Fire House Company 1 landscaping and irrigation reconstruction project and Glastonbury Little League on installation of new LED lighting at Ross Field.
- Began second 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.
- Coordinated oversight of installation of physical fitness play equipment at all elementary schools.

## Future Goals & Initiatives

- Continue to manage urban forest and address dead/dying trees and safety issues resulting from Gypsy moths and drought.
- Install Splash Pad at Addison Park.
- Research the feasibility of a future Disc Golf Course.
- Manage a Park Ranger program to improve experience of all patrons at facilities and ensure smooth operations as multiple user groups and individuals share access to intensely utilized facilities.
- J.B. Williams Park improvements to include widening the access drive, parking lot rehabilitation utilizing processed gravel, LED site lighting, fencing and other amenities.

## Personnel & Expenditure Summary



PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	22.00	22.00	22.00	22.00
Part Time	1.50	1.50	1.50	1.50
FTE	23.50	23.50	23.50	23.50

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	2,032,930	2,013,526	2,113,400	2,196,530	3.93%
Supplies	150,085	126,451	174,000	174,000	0.00%
Services & Charges	1,674,978	1,397,549	1,513,267	1,585,749	4.79%
Capital Outlay	228,036	87,114	150,150	292,500	94.81%
<b>TOTAL EXPENDITURES</b>	<b>\$4,086,029</b>	<b>\$3,624,640</b>	<b>\$3,950,817</b>	<b>\$4,248,779</b>	<b>7.54%</b>
REVENUES-Non Tax ◻	\$138,981	\$79,504	\$160,083	\$160,083	0.00%
Required From Taxes	\$3,947,048	\$3,545,136	\$3,790,734	\$4,088,696	7.86%

\*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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Revenue Reimbursement of Program Expenses** ◻	95.0%	107%	64%	100%	101%
Program participants indicating that program "met expectations"	≥95%	96%	97%	95%	95%
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	11	6	3	0
# of Lost Days	0	1	0	39	0

\*\*Includes the General Fund and Recreation Activity Fund

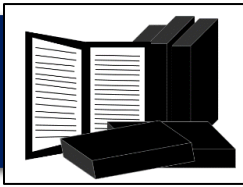
\*Data based on customer response to survey question.

## Activity Indicators

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of 9 hole rounds played at Minnechaug Golf Course* ◻	12,196	20,654	25,000	25,000
# 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	46,538	38,781	38,700	46,500
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations ◻	71,495	58,432	35,000	70,000

\*Number of annual rounds subject to weather conditions

\*Revenues were positively impacted by the COVID-19 pandemic.



# Welles-Turner Library

## Successes & Accomplishments

- Assisted with the completion of the final design phase of the library renovation/expansion project.
- Launched three new digital services: *Creativebug* (creative DIY service), *Kanopy* (streaming video service) and *PressReader* (digital newspaper service).
- Implemented *Treat Yourself*, an online reader's advisory service. Visit the library web page and let the librarians know your personal reading preferences and they will select appropriate titles.
- Presented 335 programs for all ages attracting 6,441 participants. Programs included early childhood literacy programs, lectures, music and crafts.
- Replaced 11 public computers.
- 

## 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 are not limited to: site mapping software, software or service to allow remote printing for the public, and library applications.
- Continue to build and market online resources (digital download services and other databases) to help patrons meet their educational, recreational, and business needs.
- Develop the makerspace program.
- Continue to maintain public computers per retention schedule established by Information Technology Department.

## Personnel & Expenditure Summary

### Welles-Turner Library

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
<b>Full Time</b>	10.00	10.00	10.00	10.00
<b>Part Time</b>	15.94	15.94	15.94	15.94
<b>FTE*</b>	25.94	25.94	25.94	25.94

\* As calculated by State Library.

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
<b>Personal Services</b>	799,258	862,433	937,646	911,271	-2.81%
<b>Supplies</b>	21,027	15,420	25,740	25,740	0.00%
<b>Services &amp; Charges</b>	755,379	810,976	857,728	908,106	5.87%
<b>Capital Outlay</b>	22,132	13,510	22,500	9,400	-58.22%
<b>TOTAL EXPENDITURES</b>	<b>\$1,597,796</b>	<b>\$1,702,339</b>	<b>\$1,843,614</b>	<b>\$1,854,517</b>	<b>0.59%</b>
<b>REVENUES-Non Tax <math>\Delta</math></b>	<b>\$107,660</b>	<b>\$95,462</b>	<b>\$113,000</b>	<b>\$98,000</b>	<b>-13.27%</b>
<b>Required From Taxes</b>	<b>\$1,490,136</b>	<b>\$1,606,877</b>	<b>\$1,730,614</b>	<b>\$1,756,517</b>	<b>1.50%</b>

## Performance Measures - WTML



PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Library visits per capita*	>5.3	6.9	3.38	7.0	7.0
Circulation per capita*	>6.7	10.1	7.84	10.0	10.0
Residents with library cards*	>40%	41%	38.4%	40%	40%
% of circulation using self-check out	90%	88%	86%	90%	90%
Program attendance per capita*	0.60	0.33	.18	.60	.60
Public Internet sessions per capita*	0.99	0.62	.46	.70	.70

\*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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
# of In-Person Library Visits ◻	239,304	116,659	240,000	240,000
# of Online Library Visits	214,596	129,821	175,000	175,000
Total circulation (books, media, digital downloads) ◻	350,155	270,066	350,000	350,000
Total programs ◻	425	335	425	450
Total program attendance ◻	11,699	6,441	12,000	14,000
Total public internet sessions*	21,492	16,117	25,000	25,000
Room Use (Friends Room, Glastonbury Room, Other)	422	564	425	425
Study Room Use	3,264	2,772	3,000	3,500

\*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, and story times).

## Personnel & Expenditure Summary - South Glastonbury Library

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>0.00%</b>



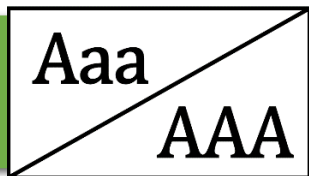
## East Glastonbury Future Goals & Initiatives

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

## Personnel & Expenditure Summary - East Glastonbury Library

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Contributory Grant	7,500	7,500	7,500	7,500	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>0.00%</b>





# 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 \$154M. By comparison, debt as of the end of fiscal year 2021/22 is estimated at \$48.1 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2022 proposed budget, the Town's debt service payments represent approximately 4% 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 (last rated July 2020) and Aaa by Moody's Investors Service (last rated November 2020).
- Issued the following:
  - \$10.39m General Obligation Bonds for sale at public bidding to finance Library Renovation and prior land acquisitions.
  - \$10.015m General Obligation Refunding Bonds for sale at public bidding, generating over \$875k of savings over the life of the bonds.

## Future Goals & Initiatives

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

## Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Town	2,896,325	3,038,057	3,064,063	3,437,703	12.19%
Education	5,096,543	3,629,100	3,513,493	3,192,039	-9.15%
Sewers	0	175,000	175,000	107,000	-38.86%
Other	160,788	315,000	324,243	300,000	-7.48%
<b>TOTAL EXPENDITURES</b>	<b>\$8,153,656</b>	<b>\$7,157,157</b>	<b>\$7,076,799</b>	<b>\$7,036,742</b>	<b>-0.57%</b>
Grant Reimbursement	\$0	\$0	\$0	\$0	0.00%
<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Required from Taxes	\$8,153,656	\$7,157,157	\$7,076,799	\$7,036,742	-0.57%

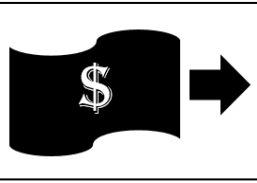
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Bond Ratings					
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Debt Service as % of Actual Expenditures	< 10.00%	5.0%	4.3%	4.2%	4.0%
% of Debt Retired within Ten Years	> 60%	90%	89%	90%	80%
Ratio of Net Debt to Full Value Grand List	< 2.50%	1.1%	1.0%	0.8%	0.9%

## Activity Indicators

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

ACTIVITY INDICATORS	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,300	\$1,190	\$1,030	\$1,160
Outstanding Long Term Debt at June 30 (in thousands)	\$38,505	\$35,865	\$30,725	\$35,090
Bond Anticipation Notes at June 30 (in thousands)	\$1,350	\$6,395	\$0	\$3,000



# 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
EXPENDED	0	0	0	0	0.00%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

### 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
To Capital Reserve	5,860,000	6,000,000	5,750,000	5,750,000	0.00%
To Capital Projects	56,500	0	0	0	0.00%
To Dog Fund	45,000	45,000	45,000	45,000	0.00%
To Special Revenue Funds (Sewer Operating)	175,000	0	0	0	0.00%
To Other Funds	0	0	0	0	0.00%
To OPEB Fund	713,719	771,598	810,000	742,000	-8.40%
<b>TOTAL</b>	<b>\$6,850,219</b>	<b>\$6,816,598</b>	<b>\$6,605,000</b>	<b>\$6,537,000</b>	<b>-1.03%</b>



# 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 2021/2022: January 2021**

To: The Citizens of Glastonbury

This letter of transmittal highlights the budget priorities for Glastonbury Public Schools for the 2021-2022 school year. We are currently operating under the most unusual circumstances we have ever experienced. We are presently spending money to keep our students and staff safe during a global pandemic. At the same time, we do not know if we will remain in school, at least under our hybrid model, for part or all of the remaining school year. The budget herein reflects the hope that Covid-19 will not affect the new school year nor the resources necessary for supporting student learning.

The three goals in 2020-21 have been to maintain student and staff safety, provide quality instruction for student learning under difficult circumstances, and to keep our students and staff emotionally well. As we look to the next school year, we will continue to reimagine education to meet this moment. Certainly, there will be some backtracking to be sure our students have "caught up" in their learning. We also need to frame our teaching and learning in a way that enhances student motivation, self-confidence, and emotional well-being.

In addition, we will continue our work to enhance the STEAM initiatives at Glastonbury High School, preparing students for their future in the areas of science, technology, math and engineering. You will see money allocated to provide more suitable rooms and equipment in these areas.

Our LINKS program continues to be a source of pride for us. Not only does it allow our students to remain in Glastonbury as opposed to being outplaced to other towns or states, it saves us over \$1 million dollars in tuition costs each year.

A new initiative last year was the direct result of the coronavirus and the need to support teachers and community members so they could work. The Early Learning Center (ELC) at Eastbury opened in September serving eight infants, eight toddlers and sixteen pre-school children. The ELC has been successful and has even grown to accommodate more young children. We expect to continue this program, at no cost to Glastonbury taxpayers, next year.

In our budget book, we now include our Capital Improvement Program projects. The major project for next year is one we have been planning for several years - the replacement of the locker facilities at our turf field at GHS. The present facility is fifty years old, too small, and not handicapped accessible. We foresee the new facility meeting the needs of our town for many decades into the future.

The Superintendent's Proposed Budget was 2.48%. The Board reduced that budget to a 2.07% increase, reducing athletic uniforms, classroom furniture in elementary schools, and health care premiums. This is the lowest budget increase by a Board of Education since 1992. Both the Superintendent and the Board of Education recognize the hardships caused by the COVID-19 pandemic and the importance of helping Glastonbury taxpayers recover from the strain it has caused. We plan to use this very modest increase to continue to provide the very best for Glastonbury students.

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

Alan B. Bookman  
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	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
FTE	788.8	795.4	796.9	798.95

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Instruction	53,421,561	54,372,088	55,769,403	56,851,063	1.94%
Support Services Instruction	19,056,224	19,562,470	20,345,803	20,841,493	2.44%
Operations	13,213,201	13,342,155	13,174,723	13,537,186	2.75%
Community Services	361,347	330,108	367,422	370,822	0.93%
Fringe Benefits	20,781,889	21,516,109	22,096,695	22,466,841	1.68%
<b>TOTAL EXPENDITURES</b>	<b>\$106,834,222</b>	<b>\$109,122,930</b>	<b>\$111,754,046</b>	<b>\$114,067,405</b>	<b>2.1%</b>
REVENUES-Non Tax	\$7,837,338	\$7,533,394	\$6,097,612	\$5,794,473	-5.0%
Required From Taxes	\$98,996,884	\$101,589,536	\$105,656,434	\$108,272,932	2.5%

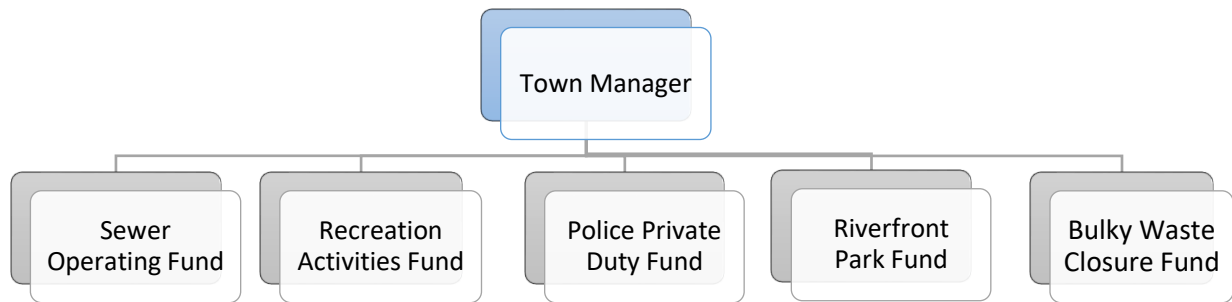
# Education Expenditures Report by Program



PROGRAM NAME	FY 19/20 ADOPTED	FY 20/21 ADOPTED	FY 21/22 PROPOSED
Art	1,188,508	1,238,241	1,271,616
Elementary Education	15,077,806	15,703,806	15,965,617
English/Reading & Language Arts	4,320,148	4,370,635	4,550,472
Mathematics	2,703,601	2,765,611	2,867,425
Science	3,533,399	3,644,036	3,621,041
History/Social Sciences	2,280,935	2,355,012	2,431,334
Career and Vocational Education	1,602,645	1,668,487	1,663,443
P.A.C.E./Math Science Resource	607,555	604,257	628,530
World Languages and ELL	4,436,982	4,516,924	4,574,500
Health/Physical Education	2,107,226	2,096,400	2,172,517
Music	1,740,497	1,800,281	1,863,931
Special Education	14,291,854	14,686,863	14,910,296
Agriscience and Technology	324,832	318,850	330,341
<b>TOTAL INSTRUCTION</b>	<b>54,215,988</b>	<b>55,769,403</b>	<b>56,851,063</b>
School Counseling	3,363,189	3,620,715	3,728,804
Health Services	775,478	806,762	825,318
Libraries/Media Centers	1,347,198	1,233,698	1,175,498
Program/Staff Development	662,500	602,500	615,000
Athletics/Clubs	1,829,954	1,920,558	1,909,422
Elementary Operations	2,265,018	2,335,652	2,355,316
Secondary Operations	2,778,425	2,722,592	2,825,654
System-wide Support Services	2,812,303	3,290,567	3,575,804
Technology Support Services	3,650,133	3,812,759	3,830,677
<b>TOTAL SUPPORT SERVICES/INSTRUCTION</b>	<b>19,484,198</b>	<b>20,345,803</b>	<b>20,841,493</b>
Operations/Maintenance	6,698,947	6,848,273	6,989,533
Utilities	2,374,490	2,497,354	2,660,655
Pupil Transportation	3,827,149	3,829,096	3,886,998
<b>TOTAL SUPPORT SERVICES/OPERATION</b>	<b>12,900,586</b>	<b>13,174,723</b>	<b>13,537,186</b>
Community Services	373,559	367,422	370,822
<b>TOTAL COMMUNITY SERVICES</b>	<b>373,559</b>	<b>367,422</b>	<b>370,822</b>
Fringe Benefits and Substitutes	21,725,515	22,096,695	22,466,841
<b>GRAND TOTALS</b>	<b>\$108,699,846</b>	<b>\$111,754,046</b>	<b>\$114,067,405</b>

# **Special Revenue Funds**

# Special Revenue



EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	1,866,099	1,774,779	1,881,730	1,951,945	3.73%
Supplies	80,566	103,048	88,925	94,475	6.24%
Services & Charges	2,021,757	1,872,610	2,380,022	2,300,734	-3.33%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Transfer to General Fund	0	0	0	0	0.00%
Capital Outlay	8,701	5,086	79,000	17,000	-78.48%
<b>TOTAL EXPENDITURES</b>	<b>\$5,125,801</b>	<b>\$4,904,202</b>	<b>\$5,579,677</b>	<b>\$5,514,154</b>	<b>-1.17%</b>

## 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
  - Enrichment Programs
  - Preschool and Parent/Child Programs
  - Vacation Programs
  - Special Events
  - 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.

### Bulky Waste Closure Fund

The Town-owned and operated Bulky Waste Landfill is projected to close in 2 phases over the next 10-12 and 50+ years respectively. A closed fund was established in FY2021 to build a reserve for future closure costs. Revenues from yearly sale of fill from the landfill, surcharge on user tip fees, and annual capital funding will be deposited to the account.

### 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 62 lbs. compared to monthly permit of 98 lbs., a 36.7% favorable variance, resulting in \$16,960 payment from the state.
- Sustained sewer use rate within lowest ¼ percentile among towns with similar populations served.
- Managed construction phase and completed construction of Cider Mill Pump Station replacement.
- Maintained no increase in sewer use billing rate.
- Completed work with the Metropolitan District Commission (MDC) in sewer use billing database to bridge MDC account number changes to ensure accounts are billed correctly.
- Successfully managed and maintained ongoing operations amidst COVID pandemic.

## Future Goals & Initiatives

- Review energy cost saving measures at the treatment plant as outlined in energy audit report and implement as funding allows.
- Review sewer connection billing database for billing accuracy.
- Evaluate and implement feasible increased technology use to improve overall efficiencies.

## Personnel & Expenditure Summary

PERSONNEL	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED
Full Time	9.00	9.00	9.00	9.00
Part Time	0.00	0.00	0.00	0.52
FTE	9.00	9.00	9.00	9.52

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	685,003	638,477	733,050	725,142	-1.08%
Supplies	72,587	95,194	81,625	82,675	1.29%
Services & Charges	1,068,328	1,024,799	1,240,767	1,207,026	-2.72%
Debt Service	1,148,679	1,148,679	1,150,000	1,150,000	0.00%
Capital Outlay	8,701	5,086	51,000	9,000	-82.35%
<b>TOTAL EXPENDITURES</b>	<b>\$2,983,298</b>	<b>\$2,912,235</b>	<b>\$3,256,442</b>	<b>\$3,173,843</b>	<b>-2.54%</b>
<b>REVENUES-Non Tax*</b>	<b>\$3,259,950</b>	<b>\$3,170,642</b>	<b>\$3,256,442</b>	<b>\$3,173,843</b>	<b>-2.54%</b>
Required From Taxes	(\$276,652)	(\$258,407)	\$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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Total Sewer Use Rate per ccf	*	\$3.15	\$3.15	\$3.20	\$3.25
• Operations and Capital Funding		\$2.37	\$2.38	\$2.43	\$2.48
• Debt Service - Clean Water Fund Repayment		\$0.78	\$0.77	\$0.77	\$0.77
Treatment Plant Sludge Solids Concentration	6.00%	6.6%	6.21%	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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Treatment Plant Gallons of Sludge Disposed	2,821,000	2,418,000	2,500,000	2,500,000
Treatment Plant Average Daily Flow in Million Gals	2.63	2.44	2.50	2.50
Estimated ccf usage	856,738	861,617	865,000	865,000

# Recreation Activities Fund

## Successes & Accomplishments

- Introduced a new Healthy Harvest afterschool cooking program for children
- Successfully operated multiple summer camps including Camp Discovery, Camp Sunrise, Gymnastics and Playground Camp while making health and safety modifications for COVID
- Switched numerous programs over to a virtual format to allow for a continuation of programs when in person was not possible due to safety concerns with COVID
- Adjusted Schedule of Fees and Charges to maintain the self-supporting status of programs
- Offered swim team practices program outdoors at Addison Pool during COVID

## Future Goals & Initiatives

- Build programming back up to pre COVID participation numbers.
- Introduced new Holiday programs – Holiday Letters and Holiday Decorating Contest
- Continue to introduce new fitness classes consistent with current trends
- Implement additional Dog Park improvements including water access
- Continue to offer virtual programs to accommodate those who cannot attend in person classes

## Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	733,596	654,103	817,094	857,665	4.97%
Supplies	0	0	0	0	0.00%
Services & Charges	582,742	481,487	755,452	687,425	-9.00%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$1,316,337</b>	<b>\$1,135,591</b>	<b>\$1,572,546</b>	<b>\$1,545,090</b>	<b>-1.75%</b>
<b>REVENUES-Non Tax*</b>	<b>\$1,410,471</b>	<b>\$1,487,716</b>	<b>\$1,572,546</b>	<b>\$1,545,090</b>	<b>-1.75%</b>
Required from Taxes	(\$94,134)	(\$352,125)	\$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 efficient operation and high collection rate for contracted police services.
- Continue effective traffic management assistance for major reconstruction and road improvement projects.

## Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	346,096	382,050	216,000	250,000	15.74%
Supplies	0	0	0	0	0.00%
Services & Charges	250,264	227,512	234,000	234,000	0.00%
Transfers to General Fund	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$596,360</b>	<b>\$609,563</b>	<b>\$450,000</b>	<b>\$484,000</b>	<b>7.56%</b>
<b>REVENUES-Non Tax*</b>	<b>\$574,253</b>	<b>\$684,687</b>	<b>\$450,000</b>	<b>\$484,000</b>	<b>7.56%</b>

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

# Bulky Waste Closure Fund

The Town-owned and operated Bulky Waste Landfill is projected to close in 2 phases over the next 10-12 and 50+ years respectively. A closed fund was established in FY2021 to build a reserve for future closure costs. Revenues from yearly sale of fill from the landfill, surcharge on user tip fees, and annual capital funding will be deposited to the account.

# Riverfront Park Fund

## Successes & Accomplishments

- Continued successful L.L. Bean partnership and initiated a new partnership offering river cruises with Slipaway River Tours.
- Hosted 67 events at the Boathouse including 34 weddings between 7/1/19 – 3/1/20.
- Hosted a community Holiday Fair for the second year.
- Performed caterer selection for a new 3 year term beginning in 2021
- Offered outdoor ceremony packages as an alternative “socially distanced” wedding option during the summer.
- The boat launch had its busiest year with 575 boaters.

## Future Goals & Initiatives

- Generate more revenue for Boathouse bookings through chair rentals and increased wedding fees.
- The Boathouse will host River Church Glastonbury Sunday services during the off-season.
- Possibly invest in a tent for outdoor weddings should the restriction on indoor gatherings continue into spring.
- Advertise RFP for Rental Equipment vendor.
- Installation of cameras at the Boathouse.

## Expenditure Summary

EXPENDITURES	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Personal Services	101,405	100,148	115,586	119,138	3.07%
Supplies	7,978	7,854	7,300	11,800	61.64%
Services & Charges	120,423	138,811	149,803	172,283	15.01%
Capital Outlay	0	0	28,000	8,000	-71.43%
<b>TOTAL EXPENDITURES</b>	<b>\$229,806</b>	<b>\$246,814</b>	<b>\$300,689</b>	<b>\$311,221</b>	<b>3.50%</b>
<b>REVENUES-Non Tax* ☐</b>	<b>\$253,200</b>	<b>\$207,062</b>	<b>\$300,689</b>	<b>\$311,221</b>	<b>3.50%</b>

\* 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.

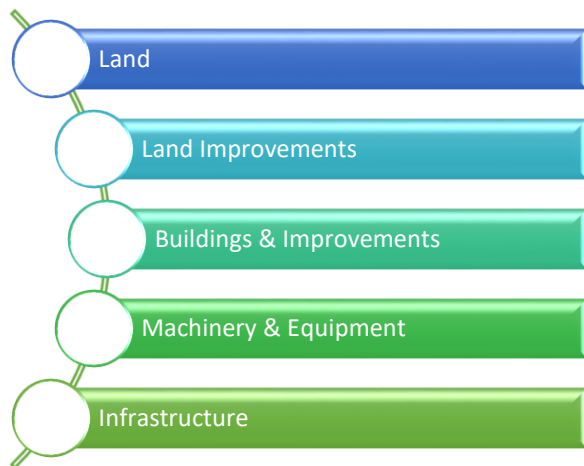
PERFORMANCE MEASURES	GOAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ESTIMATED	FY2022 ESTIMATED
Boat Rental Storage (indoor)	35	10	11	10	10
Boat Rental Storage (outdoor)	16	24	32	32	32
Boat Launch Passes Sold	120	117	114	120	120
GHS Crew Regattas Hosted ☐	4	4	1	4	4
# of Banquet Facility Reservations ☐	90	94	67	50	100
Operating Rev. as % of Op. Expenditures ☐	≥100%	118%	84%	50%	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>
<b><i>No later than January 29</i></b>	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.
<b><i>On or about February 1</i></b>	Town Council shall recommend preliminary capital improvement priorities to the Board of Finance.
<b><i>On or about February 15</i></b>	Board of Finance shall recommend CIP to Town Council.
<b><i>No later than March 27</i></b>	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	FY2019 ADOPTED	FY2020 ADOPTED	FY2021 ADOPTED	FY2022 PROPOSED	PERCENT CHANGE
Capital Reserve	\$5,750,000	\$6,000,000	\$5,750,000	\$5,750,000	-
Appropriations/Expenditures*	\$6,315,000	\$9,707,000	\$6,605,000	\$9,886,300	49.7%

\*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 – 2021/2022**

A summary of Town Manager proposed FY2021/2022 projects is available on the following pages.

## CIP Improvement Program | Town Manager Proposed 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.

	TM Proposed	Aligns with objectives for...		
		Sustainability	Economic Development	Livable Communities
<b>Infrastructure and Major Equipment Care &amp; Maintenance</b>	<b>\$6,805,600</b>			
Road Overlay	\$1,600,000		X	
Sidewalk Repair and Maintenance	\$250,000	X		X
Heavy Equipment	\$170,000			
General Storm Drainage Improvements	\$100,000	X		
Pavement Restoration - Town & Education Facilities	\$200,000			X
Main Street Reconstruction*	\$1,860,600	X		X
Public Safety Communications	\$380,000			X
Self-Contained Breathing Apparatus (SCBA)	\$400,000			
Multi-School Locker Replacement	\$460,000			
GHS - New Field House [High School Athletic Building]	\$360,000	X		X
Smith Middle School Auxiliary Gym Floor Replacement	\$100,000			X
Gideon Welles School Design - Roof Replacement	\$50,000			
Tree Management	\$125,000	X		X
Addison Park Renovations	\$70,000	X		X
Riverfront Park & Boathouse	\$90,000		X	X
Winter Hill Farm	\$110,000		X	X
Town Hall / Academy Renovations & Building Security	\$25,000			
Building Roofs	\$30,000			
Underground Fuel Storage Tank Replacement	\$375,000			
Bulky Waste Closure Fund	\$50,000	X		
<b>Ongoing Projects</b>	<b>\$1,185,000</b>			
Property Revaluation	\$130,000			
Energy / Sustainability	\$50,000	X		
Disaster & Emergency Preparedness	\$250,000			X
Main Street Sidewalks	\$380,000	X	X	X
Bicycle / Pedestrian Improvements	\$75,000	X		X
New Sidewalk Construction	\$300,000	X		X

*Continued on next page...*

**CIP Improvement Program | Town Manager Proposed Projects Continued (page 2 of 2)**

	TM Proposed	Aligns with objectives for...		
		Sustainability	Economic Development	Livable Communities
<b>New Projects</b>	<b>\$1,895,700</b>			
Bell Street Sidewalks*	\$775,000	X		X
Gateway Corporate Park Sidewalks*	\$940,700	X	X	X
Pickle Ball Courts	\$80,000			X
Education - Feasibility Analysis / Cost Estimating	\$100,000			
<b>Total Capital Reserve</b>	<b>\$9,886,300</b>			
<i>*Less Pending/Approved Grants (Main St. Reconstruction, Bell Street, Gateway)</i>	\$3,401,300			
<b>Net Capital Reserve</b>	<b>\$6,485,000</b>			

**Other Projects – Sewer Sinking Fund and Town Aid**

- Fiber Optics: \$25,000
- Eastbury Pump Station: \$75,000
- Sanitary Sewer Force Main: \$150,000
- Town Aid Road: \$461,000±

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

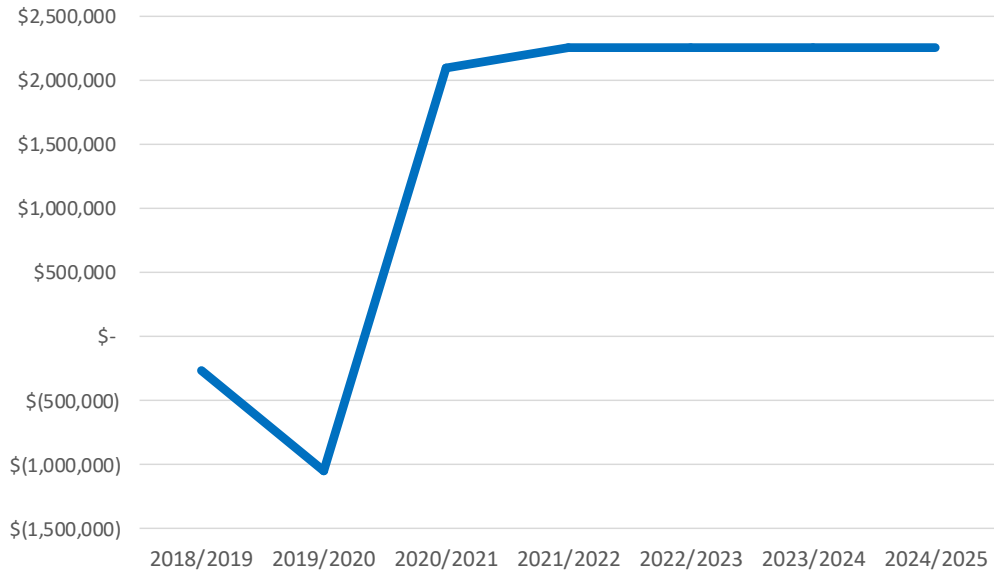
DESCRIPTION	ACTUAL 2018/2019	ACTUAL 2019/2020	ADOPTED & ESTIMATED* 2020/2021	TOWN MANAGER PROPOSED 2021/2022	PROJECTED			
					2022/2023	2023/2024	2024/2025	
<b>REVENUES</b>								
Interest on Investments	\$ 190,450	\$ 168,229	\$ 36,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	
<b>OTHER REVENUES</b>								
<b>GRANT FUNDING:</b>								
Eastern Blvd. Bridge Grant 80%	137,691	23,453	-	-	-	-	-	-
Local Bridge Grant - Fisher Hill 80%	253,687	200,392	1,904,666	144,333	-	-	-	-
STEAP Grant - Facilities Building	143,793	-	-	-	-	-	-	-
Local Accident Reduction - Hebron Ave/House Roundabout	1,495,486	-	100,000	-	-	-	-	-
Multi Purpose Trail	-	1,228,030	-	-	-	-	-	-
LOCIP	234,189	202,033	202,650	202,650	202,650	202,650	202,650	202,650
Main Street Traffic Signals	103,650	-	-	-	-	-	-	-
House/Griswold/Harris Intersection	136,232	-	19,318	-	-	-	-	-
Eticket Software Installation	10,476	-	-	-	-	-	-	-
Glastonbury Boulevard	-	2,187,819	-	-	-	-	-	-
Mill Street Bridge	-	-	144,000	80,000	1,680,000	-	-	-
Splash Pad (Rotary Club)	-	-	100,000	125,000	-	-	-	-
Main Street Sidewalks	-	-	300,000	-	-	-	-	-
Main Street Reconstruction	-	-	-	1,860,600	-	-	-	-
GHS Cafeteria Grant	-	-	500,000	-	-	-	-	-
Municipal Grants in Aid	240,799	240,799	240,799	240,799	240,799	240,799	240,799	240,799
Miscellaneous	330	-	-	-	-	-	-	-
Bell Street Sidewalks	-	-	-	600,000	-	-	-	-
Gateway Sidewalks	-	-	-	940,700	-	-	-	-
GW - Roof Design / Roof Replacement	-	-	-	-	-	666,029	-	-
Subtotal Grant Funding	2,756,334	4,082,526	3,511,433	4,194,082	2,123,449	1,109,478	443,449	
<b>OTHER FUNDING:</b>								
Farmland Preservation Fees	12,069	11,577	12,000	12,000	12,000	12,000	12,000	12,000
Cedar Ridge H2O	250,000	-	-	-	-	-	-	-
PD Tower Lease (increase 3% per year)	18,000	37,080	38,000	39,000	40,000	41,000	41,000	41,000
Subtotal Other Funding	280,069	48,657	50,000	51,000	52,000	53,000	53,000	
<b>TOTAL REVENUES</b>	<b>\$ 3,226,853</b>	<b>\$ 4,299,412</b>	<b>\$ 3,597,433</b>	<b>\$ 4,295,082</b>	<b>\$ 2,275,449</b>	<b>\$ 1,262,478</b>	<b>\$ 596,449</b>	
<b>ESTIMATED PROJECT CLOSE OUTS</b>	-	-	969,062	-	-	-	-	
<b>TRANSFERS IN</b>								
General Fund Budgeted	5,860,000	6,000,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
From Debt Service	-	174,000	-	-	-	-	-	-
Capital Projects Fund: Closed Projects	94,085	233,838	51,434	-	-	-	-	-
<b>ESTIMATED REVENUES &amp; TRANSFERS</b>	<b>\$ 9,180,938</b>	<b>\$ 10,707,250</b>	<b>\$ 10,367,929</b>	<b>\$ 10,045,082</b>	<b>\$ 8,025,449</b>	<b>\$ 7,012,478</b>	<b>\$ 6,346,449</b>	
<b>DEDUCTIONS</b>								
<b>CAPITAL IMPROVEMENT PROJECTS</b>								
<b>Authorized or Proposed - July 1**</b>	<b>\$ 6,315,000</b>	<b>\$ 9,707,000</b>	<b>\$ 6,605,000</b>	<b>\$ 9,886,300</b>	<b>\$ 8,025,449</b>	<b>\$ 7,012,478</b>	<b>\$ 6,346,449</b>	
Appropriation for Cotton Hollow Mill	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	
Possible Repayment of Grant Receipts***	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	
Fisher Hill Bridge Replacement	-	1,450,000	-	-	-	-	-	
Public Water Service Uranium	-	50,000	-	-	-	-	-	
Appropriation for Multi-Use Trail (Lotcip Grant)	-	253,000	-	-	-	-	-	
Appropriation for Hebron Avenue (Lotcip Grant)	-	26,806	-	-	-	-	-	
Outdoor Pool (Grange)	350,000	-	-	-	-	-	-	
Cedar Ridge Public Water Project	250,000	-	-	-	-	-	-	
PD - Tower Lease to Public Comm. Project	18,000	-	-	-	-	-	-	
<b>TOTAL DEDUCTIONS</b>	<b>\$ 6,933,000</b>	<b>\$ 11,486,806</b>	<b>\$ 7,230,000</b>	<b>\$ 9,886,300</b>	<b>\$ 8,025,449</b>	<b>\$ 7,012,478</b>	<b>\$ 6,346,449</b>	
<b>Period Increase (decrease)</b>	<b>\$ 2,247,938</b>	<b>\$ (779,556)</b>	<b>\$ 3,137,929</b>	<b>\$ 158,782</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Unreserved Fund Balance Beginning</b>	<b>\$ (2,515,257)</b>	<b>\$ (267,319)</b>	<b>\$ (1,046,875)</b>	<b>\$ 2,091,054</b>	<b>\$ 2,249,836</b>	<b>\$ 2,249,836</b>	<b>\$ 2,249,836</b>	
<b>Unreserved Fund Balance Ending</b>	<b>\$ (267,319)</b>	<b>\$ (1,046,875)</b>	<b>\$ 2,091,054</b>	<b>\$ 2,249,836</b>	<b>\$ 2,249,836</b>	<b>\$ 2,249,836</b>	<b>\$ 2,249,836</b>	

\* Includes Anticipated Grants to be Received.

\*\* Net project costs equal capital funding for FY2023, FY2024, and FY2025.

\*\*\* Estimate of possible repayment to the State for grant proceeds that exceed actual project expenditures for Multi-Purpose Trail and Glastonbury Boulevard.

**CAPITAL RESERVE FUND BALANCE RESERVES**



**Notes**

Blue line assumes net project costs equal capital funding for FY2023, FY2024, and FY2025.



## CIP | Debt Service Detail Overview

Date of Issue	Interest Rate	Description	Original Issue	Proj. Principal Outstanding July 1, 2021	2021 - 2022 Payments		Total
					Principal	Interest	
<b>GENERAL TOWN BONDS</b>							
Nov. 1, 2011	2.5% to 4.5%	Saglio and Nayaug	3,730,000	1,925,000	195,000	74,975	269,975
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	2,870,000	690,000	225,000	28,300	253,300
Oct. 10, 2013	3% to 4.625%	Riverfront Park Phase II	8,950,000	6,615,000	445,000	265,296	710,296
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	3,095,000	1,782,700	12,100	50,344	62,444
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	5,705,000	4,311,000	585,000	155,688	740,688
Feb. 25, 2020	5.00%	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds	2,531,000	1,927,000	494,000	96,350	590,350
July 24, 2020	2.46%	2020 GO Bonds Series B for Library Renovation and Various Land	10,390,000	10,390,000	515,000	291,550	806,550
Dec. 10, 2020	3% to 5%	2020 Refunding of 2011 Series A Bonds	-	4,000	4,000	100	4,100
		<b>Total General Town Bonds</b>	<b>\$37,271,000</b>	<b>\$27,644,700</b>	<b>\$2,475,100</b>	<b>\$962,603</b>	<b>\$3,437,703</b>
<b>SCHOOL BONDS</b>							
Jul. 12, 2012	2.875% to 5%	Refunding of 2006 & 2007 Bonds (Police Com., Land, Elm. & High School)	11,675,000	4,970,000	1,245,000	205,957	1,450,957
May 15, 2014	2.125% to 3%	Refunding of 2004, 2007 & Partial 2009 Bonds	6,385,000	1,812,300	17,900	47,157	65,057
Jul. 26, 2018	2% to 5%	Refunding of 2009 Series A & Partial 2009 Series B Bonds; 2018 Series A Land	830,000	409,000	210,000	15,200	225,200
Feb. 25, 2020	5.00%	2020 Refunding of 2010 Refunding of 2004 & 2005 Bonds	5,574,000	4,273,000	1,066,000	213,650	1,279,650
Dec. 10, 2020	3% to 5%	2020 Refunding of 2011 Series A Bonds	1,120,000	1,116,000	121,000	50,175	171,175
		<b>Total School Bonds</b>	<b>\$25,584,000</b>	<b>\$12,580,300</b>	<b>\$2,659,900</b>	<b>\$532,139</b>	<b>\$3,192,039</b>
<b>TOTAL ALL BONDS</b>			<b>\$62,855,000</b>	<b>\$40,225,000</b>	<b>\$5,135,000</b>	<b>\$1,494,742</b>	<b>\$6,629,742</b>

### NOTES PAYABLE COSTS:

Sewer Note Repayment	\$107,000
Temporary Note Repayment	
Bond Anticipation Note Interest	\$240,000
Principal Payment of Outstanding BANS	-
Total Temporary Note Repayment	\$240,000
Debt Administrative Costs - Estimate for issuance of authorized/unissued Allowance for Temporary Interest (i.e. Potential Land Acquisitions)	\$60,000
	-
<b>TOTAL TOWN, EDUCATION &amp; OTHER DEBT RELATED COSTS</b>	<b>\$7,036,742</b>

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

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	2020 Refunding of 2011 Series A Bonds	2020 GO Bonds Series B for Library Renovation and Various Land	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
2022-Principal										
Interest	6,629,742	5,135,000	125,000	515,000	1,560,000	795,000	30,000	445,000	1,470,000	195,000
2023-Principal										
Interest	6,396,363	5,120,000	120,000	515,000	1,820,000	530,000	30,000	450,000	1,460,000	195,000
2024-Principal										
Interest	6,254,242	5,210,000	120,000	520,000	1,905,000	530,000	585,000	450,000	905,000	195,000
2025-Principal										
Interest	5,094,495	4,280,000	120,000	520,000	915,000	535,000	585,000	500,000	910,000	195,000
2026-Principal										
Interest	4,030,344	3,400,000	125,000	520,000	-	540,000	575,000	530,000	915,000	195,000
2027-Principal										
Interest	2,986,325	2,475,000	125,000	520,000	-	135,000	975,000	530,000	-	190,000
2028-Principal										
Interest	2,340,615	1,910,000	125,000	520,000	-	135,000	410,000	530,000	-	190,000
2029-Principal										
Interest	2,269,755	1,910,000	130,000	520,000	-	135,000	405,000	530,000	-	190,000
2030-Principal										
Interest	1,802,213	1,505,000	130,000	520,000	-	135,000	-	530,000	-	190,000
2031-Principal										
Interest	1,618,213	1,375,000	-	520,000	-	135,000	-	530,000	-	190,000
2032-Principal										
Interest	1,380,107	1,185,000	-	520,000	-	135,000	-	530,000	-	-
2033-Principal										
Interest	1,343,469	1,190,000	-	520,000	-	140,000	-	530,000	-	-
2034-Principal										
Interest	1,304,357	1,190,000	-	520,000	-	140,000	-	530,000	-	-
2035-Principal										
Interest	747,500	660,000	-	520,000	-	140,000	-	-	-	-
2036-Principal										
Interest	732,900	660,000	-	520,000	-	140,000	-	-	-	-
2037-Principal										
Interest	718,300	660,000	-	520,000	-	140,000	-	-	-	-
2038-Principal										
Interest	703,613	660,000	-	520,000	-	140,000	-	-	-	-
2039-Principal										
Interest	688,838	660,000	-	520,000	-	140,000	-	-	-	-
2040-Principal										
Interest	536,250	660,000	-	520,000	-	-	-	-	-	-
2041-Principal										
Interest	525,525	520,000	-	520,000	-	-	-	-	-	-
	48,103,166	48,103,166	1,353,150	12,924,275	6,928,750	5,643,948	4,083,000	8,554,408	6,284,885	2,330,750
<b>Principal Total</b>		<b>40,225,000</b>	<b>1,120,000</b>	<b>10,390,000</b>	<b>6,200,000</b>	<b>4,720,000</b>	<b>3,595,000</b>	<b>6,615,000</b>	<b>5,660,000</b>	<b>1,925,000</b>
<b>Interest Total</b>		<b>7,878,166</b>	<b>233,150</b>	<b>2,534,275</b>	<b>728,750</b>	<b>923,948</b>	<b>488,000</b>	<b>1,939,408</b>	<b>624,885</b>	<b>405,750</b>
<b>Total</b>	<b>48,103,166</b>	<b>48,103,166</b>	<b>1,353,150</b>	<b>12,924,275</b>	<b>6,928,750</b>	<b>5,643,948</b>	<b>4,083,000</b>	<b>8,554,408</b>	<b>6,284,885</b>	<b>2,330,750</b>

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

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	2022 Proj. \$3m Land at 2.5%	2020 Refunding of 2011 Series A Bonds	2020 GO Bonds Series B for Library Renovation and Various Land	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
2022-Principal		5,135,000	-	125,000	515,000	1,560,000	795,000	30,000	445,000	1,470,000	195,000
Interest	6,629,742	1,494,742	-	50,275	291,550	310,000	170,888	97,501	265,296	234,257	74,975
2023-Principal		5,270,000	150,000	120,000	515,000	1,820,000	530,000	30,000	450,000	1,460,000	195,000
Interest	6,621,363	1,351,363	75,000	44,150	270,950	232,000	137,763	96,863	251,030	175,457	68,150
2024-Principal		5,360,000	150,000	120,000	520,000	1,905,000	530,000	585,000	450,000	905,000	195,000
Interest	6,475,492	1,115,492	71,250	38,150	250,250	141,000	111,263	90,329	235,843	117,057	60,350
2025-Principal		4,430,000	150,000	120,000	520,000	915,000	535,000	585,000	500,000	910,000	195,000
Interest	5,311,995	881,995	67,500	32,150	229,450	45,750	86,663	77,532	218,593	71,807	52,550
2026-Principal		3,550,000	150,000	125,000	520,000	-	540,000	575,000	530,000	915,000	195,000
Interest	4,244,094	694,094	63,750	26,025	208,650	-	63,669	62,325	198,618	26,307	44,750
2027-Principal		2,625,000	150,000	125,000	520,000	-	135,000	975,000	530,000	-	190,000
Interest	3,196,325	571,325	60,000	19,775	187,850	-	50,422	39,075	177,153	-	37,050
2028-Principal		2,060,000	150,000	125,000	520,000	-	135,000	410,000	530,000	-	190,000
Interest	2,546,865	486,865	56,250	13,525	167,050	-	47,132	18,300	155,158	-	29,450
2029-Principal		2,060,000	150,000	130,000	520,000	-	135,000	405,000	530,000	-	190,000
Interest	2,472,255	412,255	52,500	7,150	148,850	-	43,672	6,075	132,633	-	21,375
2030-Principal		1,655,000	150,000	130,000	520,000	-	135,000	-	530,000	-	190,000
Interest	2,000,963	345,963	48,750	1,950	133,250	-	39,875	-	109,313	-	12,825
2031-Principal		1,525,000	150,000	-	520,000	-	135,000	-	530,000	-	190,000
Interest	1,813,213	288,213	45,000	-	117,650	-	35,825	-	85,463	-	4,275
2032-Principal		1,335,000	150,000	-	520,000	-	135,000	-	530,000	-	-
Interest	1,571,357	236,357	41,250	-	102,050	-	31,775	-	61,282	-	-
2033-Principal		1,340,000	150,000	-	520,000	-	140,000	-	530,000	-	-
Interest	1,530,969	190,969	37,500	-	89,050	-	27,650	-	36,769	-	-
2034-Principal		1,340,000	150,000	-	520,000	-	140,000	-	530,000	-	-
Interest	1,488,107	148,107	33,750	-	78,650	-	23,450	-	12,257	-	-
2035-Principal		810,000	150,000	-	520,000	-	140,000	-	-	-	-
Interest	927,500	117,500	30,000	-	68,250	-	19,250	-	-	-	-
2036-Principal		810,000	150,000	-	520,000	-	140,000	-	-	-	-
Interest	909,150	99,150	26,250	-	57,850	-	15,050	-	-	-	-
2037-Principal		810,000	150,000	-	520,000	-	140,000	-	-	-	-
Interest	890,800	80,800	22,500	-	47,450	-	10,850	-	-	-	-
2038-Principal		810,000	150,000	-	520,000	-	140,000	-	-	-	-
Interest	872,363	62,363	18,750	-	37,050	-	6,563	-	-	-	-
2039-Principal		810,000	150,000	-	520,000	-	140,000	-	-	-	-
Interest	853,838	43,838	15,000	-	26,650	-	2,188	-	-	-	-
2040-Principal		670,000	150,000	-	520,000	-	-	-	-	-	-
Interest	697,500	27,500	11,250	-	16,250	-	-	-	-	-	-
2041-Principal		670,000	150,000	-	520,000	-	-	-	-	-	-
Interest	683,025	13,025	7,500	-	5,525	-	-	-	-	-	-
2042-Principal		150,000	150,000	-	-	-	-	-	-	-	-
Interest	153,750	3,750	3,750	-	-	-	-	-	-	-	-
	51,890,666	51,890,666	3,787,500	1,353,150	12,924,275	6,928,750	5,643,948	4,083,000	8,554,408	6,284,885	2,330,750
<b>Principal Total</b>		<b>43,225,000</b>	<b>3,000,000</b>	<b>1,120,000</b>	<b>10,390,000</b>	<b>6,200,000</b>	<b>4,720,000</b>	<b>3,595,000</b>	<b>6,615,000</b>	<b>5,660,000</b>	<b>1,925,000</b>
<b>Interest Total</b>		<b>8,665,666</b>	<b>787,500</b>	<b>233,150</b>	<b>2,534,275</b>	<b>728,750</b>	<b>923,948</b>	<b>488,000</b>	<b>1,939,408</b>	<b>624,885</b>	<b>405,750</b>
<b>Total</b>	<b>51,890,666</b>	<b>51,890,666</b>	<b>3,787,500</b>	<b>1,353,150</b>	<b>12,924,275</b>	<b>6,928,750</b>	<b>5,643,948</b>	<b>4,083,000</b>	<b>8,554,408</b>	<b>6,284,885</b>	<b>2,330,750</b>

# Appendix

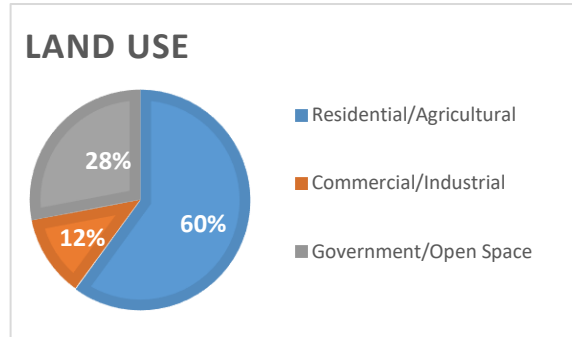
# Appendix A | COMMUNITY PROFILE/KEY STATISTICS

## 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.

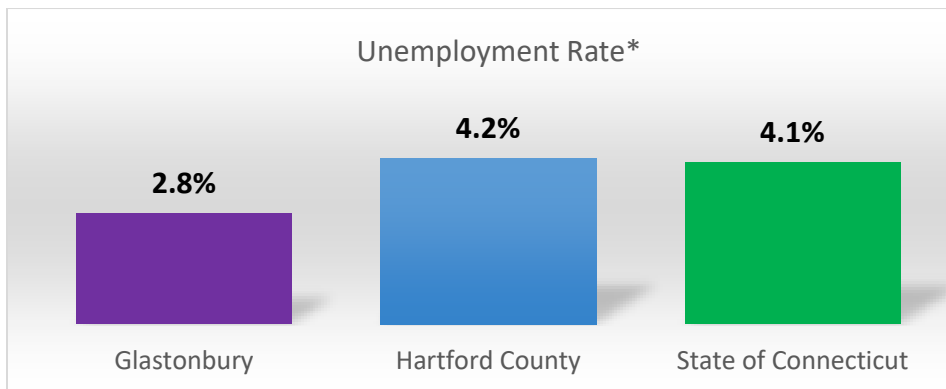
## DEMOGRAPHICS

Land Area: 51 sq. miles



## ECONOMICS\*

DEMOGRAPHIC	#
POPULATION (2020)	34,810
MEDIAN AGE	46
# OF HOUSEHOLDS	13,587±
HOUSEHOLD MEDIAN INCOME	\$111,645



## Major Employers in Glastonbury\*

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

## Top 5 Taxpayers (2018 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: 2019 CERCO Profile: <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2019/glastonbury-2019.pdf>

### Bond Rating (2020)

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 (35)  
Commercial Buildings (5)  
Other (3,060)

### 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)

\*These figures are as of FY2021.

## 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
<b>Glastonbury**</b>	<b>34,491</b>	<b>36.00</b>	<b>99.50%</b>	<b>23,876,227</b>	<b>3,717</b>	<b>60,080</b>	<b>Aaa</b>
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

🏠 **COVID-19 Pandemic Indicator:** This symbol is included throughout the document to denote revenue and expenditure items that have been, or may potentially be affected by the COVID-19 pandemic (e.g. in FY2020/21 and/or FY2021/22).

### 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.

**COVID-19 pandemic:** COVID-19 is a respiratory virus caused by a new strain of coronavirus. In March 2020, a COVID-19 outbreak was declared a Public Health Emergency of International Concern by the World Health Organization, and on March 13, 2020, the President of the United States declared a national emergency. On March 24, 2020, the Town of Glastonbury declared a local state of emergency. This step allowed the Town Manager to exercise emergency powers as needed to help the community and better positioned the Town to access emergency federal aid. The COVID-19 pandemic continues to affect travel, commerce, and financial markets globally.

## 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 25<sup>th</sup> 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 purpose 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 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 | COMPARATIVE BUDGET IMPACT – HISTORICAL

	ADJUSTED 2017-2018	ADOPTED 2018-2019	ADOPTED 2019-2020	ADOPTED 2020-2021	PROPOSED 2021-2022
<b>Appropriations/Expenditures</b>					
Town	40,558,462	42,016,003	43,334,025	44,995,304	45,761,196
Debt	8,975,000	8,459,085	7,157,157	7,076,799	7,036,742
Transfers:					
Capital Reserve	5,000,000	5,750,000	6,000,000	5,750,000	5,750,000
Dog Fund	45,000	45,000	45,000	45,000	45,000
OPEB Trust	0	713,719	771,598	810,000	742,000
Other	687,804	0	0	0	0
Sub-total Transfers	5,732,804	6,508,719	6,816,598	6,605,000	6,537,000
Debt and Transfers	14,707,804	14,967,804	13,973,755	13,681,799	13,573,742
Education	103,394,967	105,366,982	108,699,846	111,754,046	114,067,405
Total Appropriations	\$158,661,233	\$162,350,789	\$166,007,626	\$170,431,149	\$173,402,343
<b>APPROPRIATION % INCREASE</b>	<b>1.8%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.7%</b>	<b>1.7%</b>
<b>FINANCED BY:</b>					
Licenses/Permits	\$1,051,100	\$1,126,100	\$1,150,800	\$1,280,600	\$1,298,100
Intergovernmental Revenues	8,872,279	7,052,570	6,781,043	6,905,560	6,642,399
Charges/Services	1,526,290	1,416,570	1,436,765	1,441,663	1,400,303
Other	1,588,072	1,784,841	2,474,251	1,843,251	1,148,867
Use/Fund Balance	575,000	575,000	575,000	975,000	975,000
Taxes/non-current	1,952,000	2,152,000	2,302,000	2,352,000	2,352,000
Total Non-Tax Revenues	\$15,564,741	\$14,107,081	\$14,719,859	\$14,798,074	\$13,816,669
% Increase	-2.3%	-9.4%	4.3%	0.5%	-6.6%
<b>CURRENT TAXES REQUIRED<sup>(1)</sup></b>	<b>\$145,034,165</b>	<b>\$148,093,708</b>	<b>\$151,287,767</b>	<b>\$155,633,075</b>	<b>\$159,585,674</b>
% Increase	3.7%	2.1%	2.2%	2.9%	2.5%
<b>GRAND LIST - Stated in Thousands<sup>(2)</sup></b>	<b>\$3,969,656</b>	<b>\$4,174,264</b>	<b>\$4,229,420</b>	<b>\$4,279,214</b>	<b>\$4,311,800</b>
<b>MILL RATE - Real Estate/Personal Property</b>	<b>37.45</b>	<b>36.00</b>	<b>36.36</b>	<b>36.90</b>	<b>37.59</b>
<b>MILL RATE - Motor Vehicles</b>	<b>32.00</b>	<b>36.00</b>	<b>36.36</b>	<b>36.90</b>	<b>37.59</b>
% Increase (Decrease) on RE/PP	2.88%	-3.87%	1.00%	1.49%	1.87%
% Increase (Decrease) on MV	-7.51%	12.50%	1.00%	1.49%	1.87%

### Notes

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

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

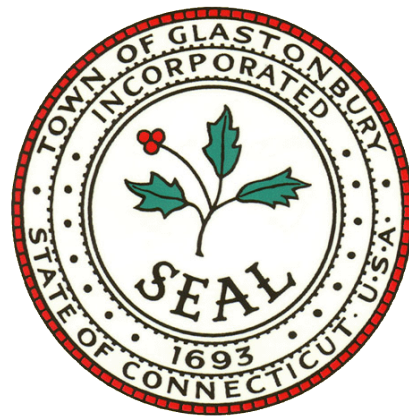
DEPARTMENT	Division	FY2018	FY2019	FY2020	FY2021	FY2022
<b>GENERAL GOVERNMENT</b>	Town Manager	3	3	3	3	3
	Human Resources	4	3	3	3	3
	Facilities Maintenance	12	12	12	12	12
<b>COMMUNITY DEVELOPMENT</b>	Community Development	3.5	3.5	3.5	3.5	3.5
	Building Inspection	4	4	4	4	4
	Fire Marshal	2	2	2	2	2
	Health	5	5	5	5	5
<b>ADMINISTRATIVE SERVICES</b>	Financial Administration	8	9	9	9	9
	Accounting	4	4	4	4	4
	Property Assessment	5	5	5	4	4
	Revenue Collection	4	4	4	4	4
	Town Clerk	4	4	4	4	4
<b>PUBLIC SAFETY</b>	Police	77	79	79	79	79
	Fire	2	2	2	2	2
<b>PHYSICAL SERVICES</b>	Engineering	11.5	11.5	11.5	11.5	11.5
	Highway	22	22	22	22	22
	Fleet Maintenance	6	6	6	6	6
<b>SANITATION</b>	Refuse Disposal	2	2	2	2	2
<b>SEWER OPERATING FUND</b>	Water Pollution	9	9	9	9	9
<b>HUMAN SERVICES</b>	Senior & Social Services	8	8	7	7	6
	Youth & Family Services	11	11	11	11	11
<b>LEISURE/CULTURE</b>	Parks & Recreation	22	22	22	22	22
	Welles Turner Library	10	10	10	10	10
	<b>Total Town Government</b>	<b>239</b>	<b>241</b>	<b>240</b>	<b>239</b>	<b>238</b>
	<b>Total Education (FTE)</b>	<b>801</b>	<b>789</b>	<b>795</b>	<b>797</b>	<b>799</b>
	<b>TOTAL TOWN &amp; EDUCATION</b>	<b>1,040</b>	<b>1,030</b>	<b>1,035</b>	<b>1,036</b>	<b>1,037</b>

# Index

Accounting	62	General Government	36
Administrative Services Department	56	Glastonbury EMS	79
Budgeted Funds	17	Glossary	138
Building Inspection	50	Grand List	11
Capital Improvement Program (CIP)	122	Health	54
Criteria/Purpose	123	Highway	87
Process	124	Human Resources Department	41
Town Manager Proposed Projects	128	Human Services	94
Capital Outlay	9	Insurance/Pension	73
Capital Reserve Fund	130	Legal Services	72
Community Development Department	46	Leisure & Culture	101
Community Development Division	48	Libraries	105
Community Profile/Key Statistics	136	East Glastonbury Library	107
Comparative Budget – Historical	144	South Glastonbury Library	106
Contributory Grants	99	Welles-Turner Memorial Library (WTML)	105
Intercommunity, Inc.	99	Mill Rate	12, 30
Interval House	99	Organizational Chart	15
KidSafe	100	Parks & Recreation	103
MARC, Inc.	100	Physical Services	83
Amplify, Inc. (NCRMH)	100	Police Department	77
Debt Service	108	Principal Officials	14
Debt Service Detail	132	Probate Court	72
Debt - Long-Term Amortization Schedules:		Property Assessment (Assessor’s Office)	64
Excludes Authorized/Unissued Bonds	133	Public Safety	75
Includes Authorized/Unissued Bonds	134	Refuse Disposal	92
Education	111	Registrars’ of Voters	70
Mission & Beliefs	111	Revenue Collection	66
Program Expenditures	113	Revenues	30
Emergency Management (Civil Preparedness)	82	Sanitation	91
Employees - Comparative History (F/T)	145	Self Insurance	74
Engineering	85	Senior & Social Services	95
Facilities Maintenance	44	Special Revenue Funds	114
Financial Administration	60	Sewer Operating Fund	117
Financial Indicators (Towns/Cities)	137	Recreation Activities Fund	119
Financial Policies	21	Police Private Duty Fund	120
Fire Department	80	Riverfront Park Fund	121
Fire Marshal	52	Bulky Waste Closure Fund	120
Fleet Maintenance	89	Town Clerk	68
General Fund	23	Town Council	38
Fund Balance & Estimated Operational Results	32	Town Manager	39
Revenues and Appropriations/Expenditures	24	Town Manager Letter	4
Revenues & Transfers Summary	25	Transfers – Out	110
Expenditures & Transfers Summary	28	Youth & Family Services	97
Balance Sheet	34		

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# Town of Glastonbury