



# Town of Glastonbury, CT

Proposed General Fund Budget: FY2024-2025

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# **Town Manager's Letter**



# Town of Glastonbury

TOWN MANAGER'S OFFICE • (860) 652-7500 • Jonathan.Luiz@glastonbury-ct.gov

January 23, 2024

Dear Board of Finance Members:

## INTRODUCTION

This letter and the attached materials constitute the Town Manager's Proposed Budget for Fiscal Year 2024-2025. The Proposed Budget strikes a balance between funding valued services, investing in needed capital projects, and establishing a mill rate that keeps Glastonbury an affordable place to live.

For purposes of general review, the Proposed Budget can be broken down into the following categories: 1) Operating Expenditures; 2) Debt Service; 3) Capital Budget; and 4) Revenues & Mill Rate.

## OPERATING EXPENDITURES

The total proposed operating budget for FY 25 (Town & BOE combined) totals \$188,977,545, which is a 3.4% increase over the adopted FY 24 budget. The total spending increase of \$6,272,314 is allocated as follows: \$4,678,680 to the Board of Education (BOE), \$1,558,256 to the Town Operating Budget, and \$35,378 to Debt and Transfers.

The proposed Town Operating Budget totals \$50,362,500, which is an increase of 3.19% or \$1,558,256 over the current fiscal year. The proposed spending increase can be apportioned over 8 primary funding categories:

Primary Funding Category	TM Proposed		
	Adopted 2024	2025	Change
Wages	\$ 24,267,208	\$ 25,506,618	\$ 1,239,410
Insurance	\$ 5,757,527	\$ 5,799,476	\$ 41,949
Pension	\$ 9,046,362	\$ 9,217,622	\$ 171,260
Data Processing and Technology	\$ 1,109,804	\$ 1,183,971	\$ 74,167
Contractual Services	\$ 1,270,785	\$ 1,323,750	\$ 52,965
Utilities and Fuel	\$ 2,066,109	\$ 2,106,597	\$ 40,488
Capital Outlay	\$ 1,339,694	\$ 1,354,640	\$ 14,946
All Others	\$ 3,946,755	\$ 3,869,826	\$ (76,929)
<b>Total Budget Increase</b>	<b>\$ 48,804,244.00</b>	<b>\$ 50,362,500.00</b>	<b>\$ 1,558,256.00</b>

**Wages** are increasing due to several factors: 1) General wage increases for union and non-union staff (\$500K); 2) Adding part-time Fire Marshal staff that will conduct state-mandated inspections (\$62K); 3) Increasing compensation for members of the Fire Department (\$270K); and 4) Fully funding part-time positions dedicated to the Engineering, Senior Center, Library and Facilities Departments (\$185K). **Insurance** costs are increasing overall. Medical insurance costs are decreasing \$76,979 or 1.82% due to a decrease of 5% in the health insurance renewal as a result of good claims experience. No premium holidays are scheduled in FY 25, so the budget reflects a restoration of the \$206,000 reserve drawdown that was included in the FY 24 Adopted

Budget. Liability Auto Property insurance and Workers' Compensation insurance costs are increasing in line with the market, averaging about 7.5%. **Pension costs**, which include contributions to both the defined pension and contribution plans, are up about \$171,260. **Data Processing & Technology** increases are attributable to cyber security investments and the conversion to Microsoft 365. **Contractual Services** cost increases are being driven by general inflation, greater need for ground water testing and tree care. **Utilities and Fuel** expenses are impacted by higher electricity and natural gas costs. However, we will spend less on unleaded gasoline. **Capital Outlay**, which is part of the Town Operating Budget, is essentially flat.

**DEBT SERVICE**

Glastonbury's Debt Service is scheduled to decrease from \$7,096,470 in FY 24 to \$5,275,632 in FY 25. Of the \$1,820,838 reduction, \$955,500 of that is attributable to the Town's decision made in the fall of 2023 to call a bond. As of now, Debt Service is forecasted to decline further over the next several years. At the conclusion of the FY 25 budget process, staff and I will work with the Town's Financial Advisor to evaluate the need to pursue bond issuances in the future.

**CAPITAL BUDGET**

The proposed Town and BOE Capital Budget totals \$11,171,924 (\$3,060,000 for the BOE and \$8,111,924 for the Town). The net funding request is \$7,670,838 after factoring in an offset of \$329,803 from recently closed out capital projects, \$1,338,780 of grant reimbursements and the utilization of \$1,832,503 in American Rescue Plan Act (ARPA) funding. Of the total ARPA funds allocated to FY 25, \$874,479 is allocated from transfers of existing projects and \$1,008,024 is the balance of unallocated ARPA funds.

Please note that the proposed FY 25 increase in CIP funding is nearly identical to the FY 25 decrease in Debt Service payments. I believe now is an ideal time to invest more funding in the Town's capital program. The proposal is reasonable when one considers both the lineup of future capital projects and the recent history of CIP funding. The chart below tracks recently budgeted transfers into the CIP. Given inflation, we would need to budget at least \$7.17M in FY 25 in order to match the purchasing power of the \$6M funded in FY 20.



## REVENUES & MILL RATE

At this time, the Assessor projects that the Grand List effective October 1, 2023 will grow by only 0.26% over the previous year. While the growth will result in an additional \$440,000 of revenue, this is relatively little growth when compared to recent years. There are two reasons for this. First, there is minimal commercial real estate growth. Second, the Grand List reflects motor vehicle assessments depreciating for the first time in three years, reflective of current market conditions. As a result, the overall assessed value of motor vehicles will decrease almost 3% or \$10.5M.

Budgeted revenue from non-property tax sources such as permit fees, investment income, delinquent taxes and intergovernmental revenues is projected to decrease on a budget-to-budget basis by \$1,688,359 or 9.27%. The decrease is driven by the elimination of the State Motor Vehicle Tax Reimbursement Grant totaling \$2,255,024. The loss of the grant is rooted in the 2022 property revaluation which resulted in the Grand List growing, and in turn, facilitated the mill rate to decrease below the State mill rate cap on motor vehicles of 32.46. Therefore, there is no State grant reimbursement due to Glastonbury in FY 25. Town Clerk Recording Fees were also reduced in the proposed budget (\$136,200) to better reflect the current expectations of that line item. Offsetting these budgeted decreases, are increases of \$600,000 from investment income and \$118,375 from fees charged by Community Development (Building, Land Use, Fire Marshal, Health).

Given the Town's proposed FY 25 expenditures and anticipated revenues from non-property tax sources, the mill rate is proposed to increase from 31.01 to 32.45. The new mill rate is an increase of 4.64% and would generate an increased tax levy of \$7,960,673. When using the average value of a residential home of \$342,000, the impact to the taxpayer would increase by \$345 annually. The proposed budget maintains an anticipated successful tax collection rate of 99.15%.

The Town's Unassigned Fund Balance is currently forecasted to end this fiscal year at \$33.3M dollars, which would be 17.6% of the FY 2024-2025 budget proposal which is well above the Town's policy minimum of 16%. This forecast includes the two appropriations of Unassigned Fund Balance that were approved by the Board of Finance and Town Council in the current fiscal year. The proposed budget keeps the "Opening Cash" use of Unassigned Fund Balance consistent with FY 24 level of \$775,000 despite my preference to step down the use of Opening Cash over a period of years.

## CONCLUSION

The next step in the budget process is the initial presentation of the Town Manager Proposed FY 25 Budget at the Annual Town Meeting on January 23, 2024 followed by further presentations to the Board of Finance and Town Council to review all proposed expenditures and revenues, ask questions, conduct a public hearing on February 6<sup>th</sup> (Board of Finance) and March 20<sup>th</sup> (Town Council), and make changes as applicable.

I look forward to this budget process with the Town Council, Board of Finance, and residents. In the meantime, please contact me if you have any initial questions related to this budget proposal, which will also be posted on the Town website.

Sincerely,



Jonathan Luiz  
Glastonbury Town Manager

Attachments



## Principal Officials

The following individuals held the positions noted as of January 23, 2024.

### Town Council

Thomas Gullotta, Chairman  
Jennifer Wang, Vice Chairman  
Deborah Carroll  
Kurt Cavanaugh  
John Cavanna  
Mary LaChance  
Jacob (Jake) McChesney  
Lawrence Niland  
Whit Osgood

### Board of Finance

Constantine Constantine, Chairman  
Jared Soper, Vice Chairman  
Susan Karp  
Robert Lynn  
James Zeller  
Kevin Graff

### Town Administration

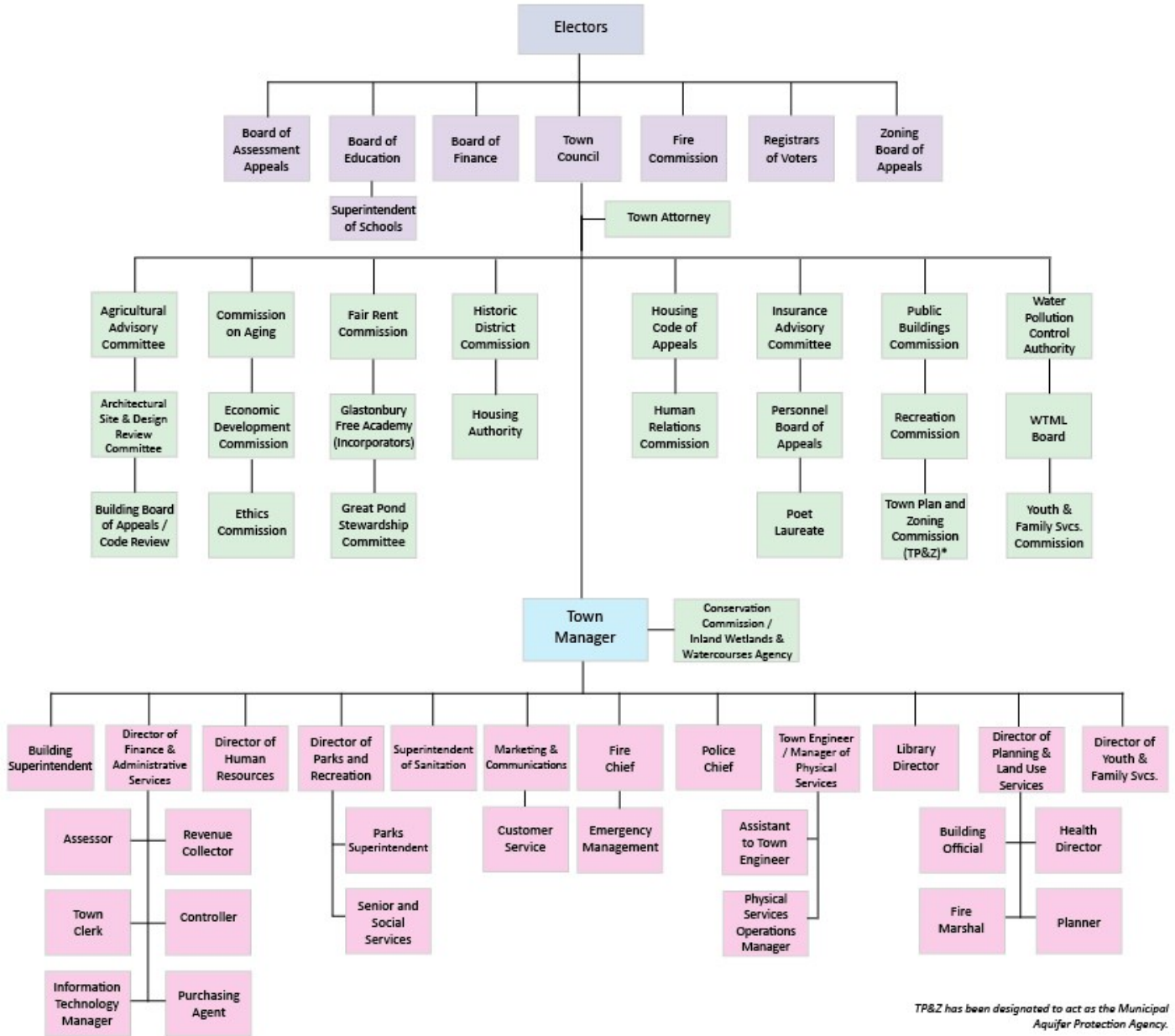
Jonathan Luiz, Town Manager  
Marshall Porter, Chief of Police  
Keri Rowley, Director of Finance & Administrative Services  
Daniel Pennington, Town Engineer / Manager of Physical Services  
Shelley Caltagirone, Director of Planning & Land Use Services  
Sherri Tanguay, Director of Human Resources

### Board of Education

Douglas Foyle, Ph.D., Chair  
Julie Thompson, Vice Chair  
Kali Cavanaugh, Secretary  
Alison Couture  
Jennifer L. Faust  
Jenn Jennings  
David Peniston, Jr.  
Matthew Saunig

Dr. Alan Bookman, Ph.D., Superintendent  
Matthew Dunbar, Assistant Superintendent  
Kate Lund, Assistant Superintendent  
Kimberly Brown, Administrator for Pupil Services  
Karen Bonfiglio, Business Manager

# Glastonbury Staff Organizational Chart

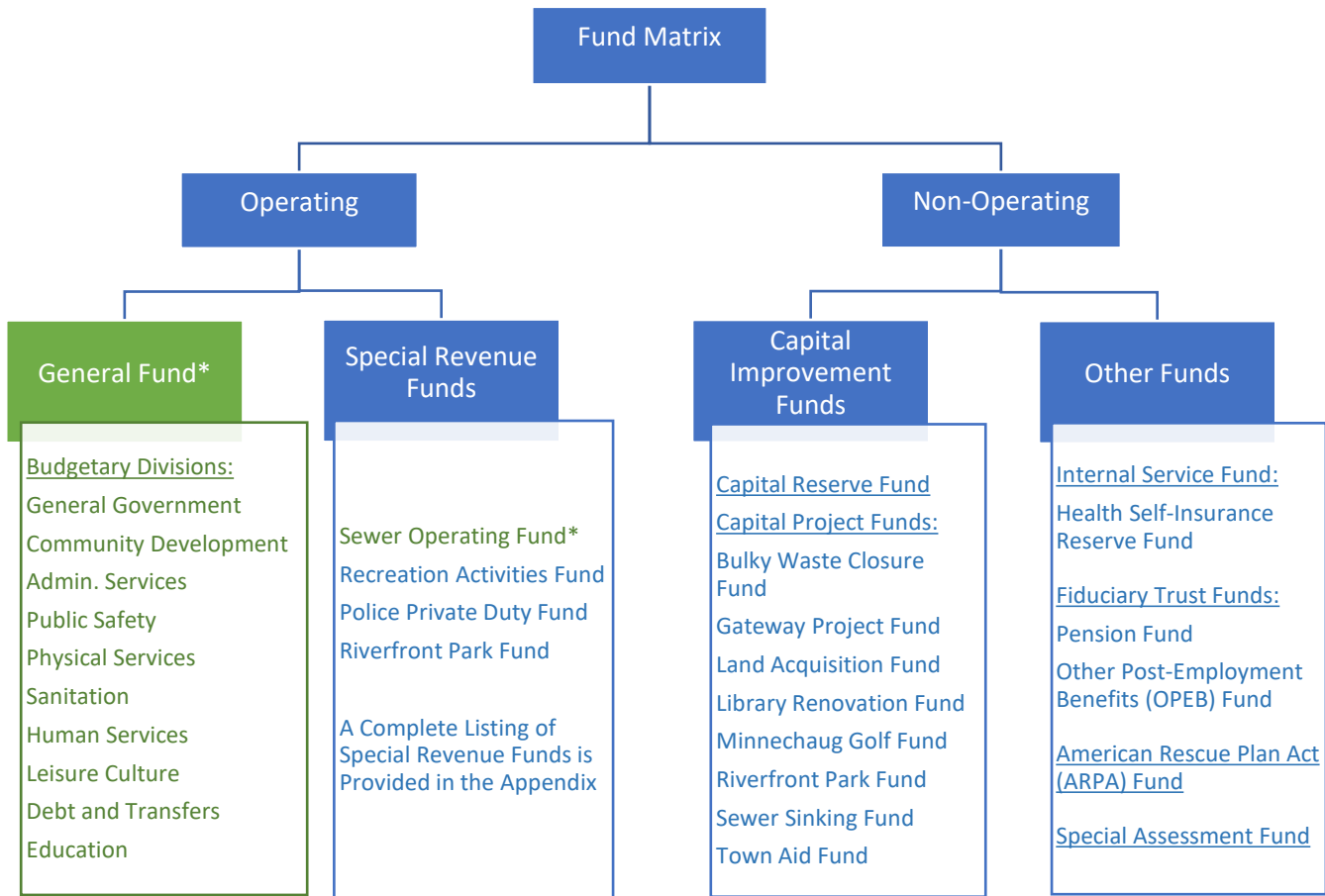


*TP&Z has been designated to act as the Municipal Aquifer Protection Agency.*

# Overview

# Organization Fund Structure

The Town has numerous funds used to account for various activities, which are classified as Operating and Non-Operating.



*\*Legally Adopted Budget*

## Operating Funds:

### **General Fund**

The General Fund is the Town’s main operating fund and is used to account for and report all financial resources not accounted for and reported in another fund. The General Fund accounts for the normal, recurring activities of the Town, which are funded principally by property taxes, user fees, and grants from other governmental units. The General Fund contains budgetary divisions such as General Government, Community Development, etc.

Legally adopted budgets are prepared and employed for management control in the General Fund and the Sewer Operating Fund. This budget document focuses primarily on the General Fund, but also provides information for other funds of interest to the public.

### **Special Revenue Funds**

Special Revenue Funds account for operating activities and are used to report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service, capital projects, or programs accounted for in the General Fund.

A legally adopted budget is established for the Sewer Operating Fund. The Sewer Operating Fund accounts for the operations of the Waste Water Treatment Plant. Sewer use fees are set by the Water Pollution Control Authority. Proceeds are used to operate and maintain the facility and pay debt service for loans.

# Organization Fund Structure

## Operating Funds Continued:

### Special Revenue Funds Continued

Other Special Revenue Funds are subject to significant fluctuation and therefore do not have legally adopted budgets. Instead, operational budgets are used to manage funds with high levels of activity, including the Recreation Activities, the Police Private Duty, and the Riverfront Park Funds.

A list of all Special Revenue Funds and their purposes is provided in the Appendix. Additionally, the notes within the Annual Comprehensive Financial Report (ACFR) contain financial information for each fund. ([Link to ACFR](#))

## Non-Operating Funds:

### Capital Improvement Funds

Capital Improvement Funds account for financial resources used to acquire, replace, or renovate major capital/fixed assets. These items are generally not recurring in nature and are not included in the regular operating budget process. The projects are authorized pursuant to the “Criteria for the Capital Improvement Program” and are funded through a combination of grants, debt service subject to referendum approval, annual funding to the Capital Reserve fund, community donations, and other funding sources as applicable. The Town Council and Board of Finance may consider a transfer of funds from the General Fund – Unassigned Fund Balance to the Capital Reserve – Unassigned Fund balance during the year as conditions support. Wastewater Treatment projects are typically funded through the Sewer Operating and Sewer Sinking funds.

A complete listing of Capital Projects Funds and their functions is provided in the Appendix.

### Other Funds

The Town uses an Internal Service Fund for the Health Self-Insurance Reserve Fund. This fund accounts for the costs of providing and administering health and dental insurance benefits to employees and retirees of the Town and Board of Education. Funding is provided by contributions by the Town, Board of Education, Housing Authority, and plan participants.

The Town maintains two Fiduciary Trust Funds which are used to report resources that are required to be held in trust for the members and beneficiaries of Pension and Other Post-Employment Benefit Plans (OPEB). Pension and OPEB contributions are recognized in the period in which the contributions are due. Benefits are recognized when due and payable in accordance with the terms of each plan. The Town has made a formal commitment to provide contributions to the Pension and OPEB Trust Funds.

The Town also has the American Rescue Plan Act Fund, which accounts for activities pertaining to the American Rescue Plan Act Grant. On March 11, 2021, President Biden signed into law the \$1.9 trillion American Rescue Plan Act of 2021, which provides state and local government aid. The Town expects to receive \$10.2M in Federal Funding as a result of this Act. The available balance in unallocated ARPA monies totals approximately \$1.2M of the Town’s \$10.2M in total funding. More detail on ARPA fund appropriations can be found within the budget document.

In addition, the Town maintains the Special Assessment Fund for the Sewer Sinking Fund, which accounts for the collection of sewer assessments levied against properties connected to the Town’s sewer system.

Additional information for these funds is available in the Annual Comprehensive Financial Report (ACFR). ([Link to ACFR](#))

# Functional Relationships

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

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

# General Fund Structure

The account structure of the General Fund is summarized below and allows management to control and review by account, division, and department.

## 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, 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 Services 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>	Office & operating supplies, professional development and training, highway drainage, grounds and roadside materials, and snow/ice removal materials.
<b>Services &amp; Charges</b>	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>	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. May also 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.

# Budget Process

The Town Budget is a cyclical process that occurs annually as described below.



## Planning Mid-Fall to early January

- The formal process begins in September for the following July 1. (This is earlier than most Connecticut towns.)
- The Town Manager (TM) requests information from each Department, such as: operating results, factors influencing operations, goals and objectives, operational and capital needs for the coming years, etc.
- A series of meetings between the TM, Finance Director, and Division/Department Directors are held to review this information. Based on these reviews, the TM develops a recommended Operating and Capital Program.

## Capital Improvement Workshop Mid-January

- The Town Manager presents a five-year Capital Improvement Program (CIP) Plan at a joint workshop meeting of the Town Council, Board of Finance (BOF), and Board of Education.
- The presentation includes recommended projects and a financing plan with various funding options.
- The CIP Plan, recommended by the Town Manager, is developed in accordance with the CIP Criteria. This Criteria is also reviewed annually by the BOF and approved by the Town Council.

## Annual Town Meeting Late January

- The Operating Budget is presented to the Town Council, BOF, and residents at the Annual Town Meeting.

## Board of Finance (BOF) Early to Mid-February

- The BOF holds a series of public workshops to review the Town and Board of Education Operating budgets, as well as the CIP Plan with funding options. Each workshop provides the opportunity for public comment.
- The recommended budget is created with much focus on current and future debt levels and long-range mill rate projections.
- BOF creates and forwards its proposed annual Town budget to the Council.

During these meetings, much time is devoted to reviewing and discussing the influence the budget will have on the mill rate, and the impact said mill rate will have on residential, motor vehicle, and personal property taxes.

## Town Council Late February through March

- The Council conducts a series of budget workshops with the Town and Board of Education, which include public comment sessions.
- A final budget hearing is held, giving residents further opportunity for comment.
- Following the public hearing, the Council makes recommendations regarding the Operating and Capital budgets, including adjustments to operating budgets, final approval of CIP projects, and the desired funding mechanism (i.e. pay-as-you-go / cash, or issue debt) for said projects.
- The adopted budget is created with much focus on current and future debt levels and long-range mill rate projections.
- The Council votes to adopt the budgets, which are effective July 1 of that year.



# Budget Process Continued

Throughout these public meetings, much time is devoted to discussing Town-wide goals and objectives, identifying opportunities to increase efficiency and effectiveness, and analyzing the impact of related costs on the community. In fact, 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>



Throughout the year, management monitors budgets closely to calculate and understand the drivers of variances between actual results and budgeted expectations. When appropriate, options to correct or offset variances are identified, discussed, and implemented. This process also helps to inform the coming year budget.

The Town establishes budgets in accordance with Connecticut General Statutes and provisions of the Town Charter. The Town Charter outlines the process and responsibilities associated with the Town budget, and may be reviewed in the Town Clerk’s office or on the Town website [\(Link to the Charter\)](#). The pertinent budgetary requirements Sections include:

602 Departmental Estimates	606 Council Action on the Budget
603 Duties of the Manager on the Budget	607 Referendum on the Budget
604 The School Budget	608 Fixing the Tax Rate
605 Duties of the Board of Finance on the Budget	609 Effect of Adoption of Town Budget

The coming fiscal year budget followed the schedule outlined on the next page.

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

# BASIS OF ACCOUNTING

The General Fund budget and financial statements, as reported in the Annual Comprehensive Report (ACFR), are developed using the modified accrual basis of accounting, in accordance with generally accepted accounting principles (GAAP).

Modified accrual accounting recognizes revenues when they are measurable and available. Revenues are considered to be available when collected within the current period or soon enough thereafter (e.g. within 60 days of the end of the current fiscal year) to be used to pay liabilities of the current period. Most expenditures are reported in the same manner as accrual accounting, recognized when incurred. However, the following are recognized when due: principal and interest on general long-term debt and compensated absences.

In addition to recognizing expenditures when incurred or due, the Town also uses encumbrance accounting to reserve a portion of the applicable budgeted appropriation for commitments made for goods or services which have not yet been received. For example, purchase orders, contracts, or other commitments are recorded as encumbrances in order to reserve a portion of the applicable appropriation. Once the goods have been received or service performed, the encumbrance is taken down and the expenditure is recorded.

At fiscal year-end, remaining encumbrances are carried forward to the following fiscal year as budgetary adjustments. This allows for commitments made in one fiscal year, to be fulfilled and recorded as an expenditure in the subsequent fiscal year. Most unexpended and unencumbered appropriations lapse at fiscal year-end, with the exception of those for General Fund capital outlay purchases 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. Unencumbered appropriations for Capital Projects Funds do not lapse; they are carried from one fiscal year to the next. Capital Project Funds are reviewed and closed, as appropriate.

## Financial Policies

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

POLICY	CRITERIA	FY2024-25 BUDGET	In Compliance
Adherence to: Process Outlined on the following page to Amend the Budget Cash Management Policies Pension and Other Post-Employment Benefits Trust Fund Policies Technology Replacement Schedule Loss Control Mitigation Practices	N/A N/A N/A N/A N/A	N/A N/A N/A N/A N/A	✓ ✓ ✓ ✓ ✓
Debt Policies: Ratio of Net Debt to Equalized Full Value Grand List is Less Than 2.5% Net Debt is Less Than 2.5% of Equalized Full Value Grand List (i.e. <\$135M) Annual Debt Service Shall Not Exceed 10% of Respective Year Budget Protect Standard & Poor’s Rating Protect Moody’s Investors Service Rating	< 2.5% < \$135M ≤ 10% AAA Aaa	0.5% \$28.2M 2.8% AAA Aaa	✓ ✓ ✓ ✓ ✓
Capital Reserve Unassigned Fund Balance Equivalent to \$1M	≥ \$1.0M	\$1.4M	✓
Maintain a Minimum General Fund Unassigned Fund Balance of 16% of the Subsequent Year’s General Fund Operating Revenues	≥ 16%	17.2%	✓

# Financial Policies Continued

## 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 that do 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 and Town Council approval. Such appropriations also include a public hearing process.

## 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 while considering 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.

## 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 to the Town Manager on losses within their area of responsibility, the preventative action taken, and training provided to their employees to mitigate losses.

# Financial Policies Continued

## 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. Also, annual Debt Service shall not exceed 10% of the respective year budget.

Glastonbury’s policy is to protect the quality of Standard & Poor’s and Moody’s ratings by adhering to sound financial policies. In June 2023, Moody’s Investors Service issued a Credit Opinion of ‘Aaa stable’ and S&P assigned its ‘AAA/Stable’ long-term rating to Glastonbury.

Rating Description	Moody’s	Standard & Poor’s (S&P)
<b>Prime</b>	<b>Aaa</b>	<b>AAA</b>
High Grade	Aa1, Aa2, Aa3	AA+, AA, AA-
Upper Medium Grade	A1, A2, A3	A+, A, A-
Lower Medium Grade	Baa1, Baa2, Baa3	BBB+, BBB, BBB-

**← Glastonbury**

## 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, an appropriation and transfer from the General Fund to the Capital Reserve fund is considered during each fiscal year budget process. 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.

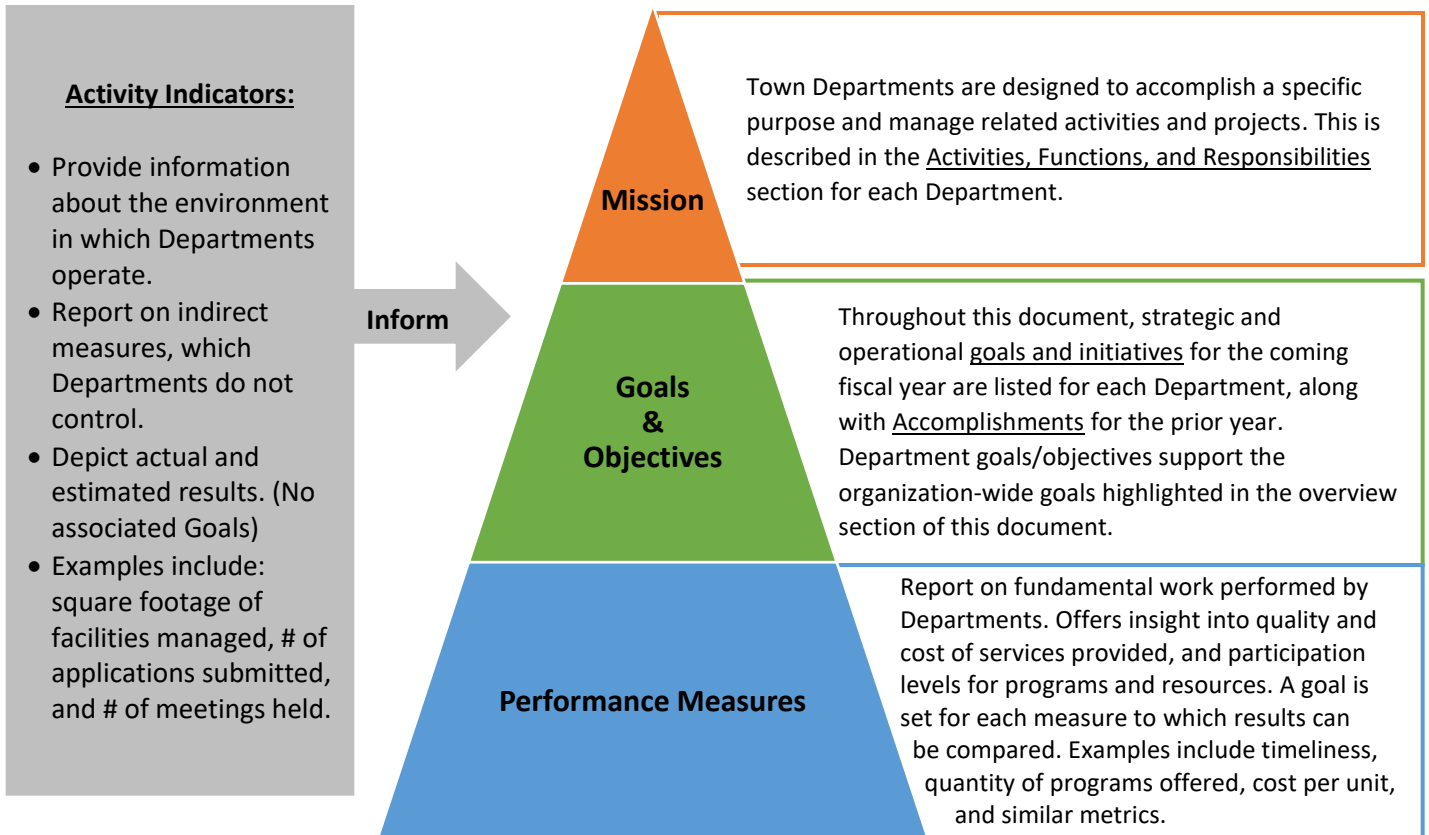
## Use of Fund Balance Policy

The Town Council and Board of Finance adhere to a policy whereby the Town shall maintain a minimum Unassigned Fund Balance of 16% 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 16% will generally be limited to one-time, non-recurring purposes; receipt of one-time non-recurring revenues will generally 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 16% 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 16% level within the two fiscal years following the fiscal year in which the event occurred.

# Performance Measures

Town staff work diligently throughout the year to identify and respond to the ongoing and evolving community needs. Staff stay informed of such needs through a series of efforts including: public meetings, serving as liaisons to boards and commissions, citizen feedback surveys, social media, research of emerging trends and issues, and participation in associations and special interest groups. Identified topics are discussed, prioritized, and considered when reviewing and updating the Town’s strategic goals and initiatives.

The General Fund Department Details section of this Budget document contains information specific to each Department. The following chart defines and depicts the relationship between each Department’s Mission, Goals and Objectives, Performance Measures, and Activity Indicators. Throughout the budget process and this document, each division provides:





**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.

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

DESCRIPTION	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>REVENUES</b>						
Taxes	163,548,948	164,830,796	166,844,482	174,805,155	7,960,673	4.8%
Licenses & Permits	1,369,645	1,652,806	1,474,750	1,577,250	102,500	7.0%
Intergovernmental	8,799,840	11,203,830	9,548,129	7,295,368	(2,252,761)	-23.6%
Charges for Services	1,573,403	1,539,961	1,580,928	1,470,033	(110,895)	-7.0%
Other*	1,630,726	3,790,276	2,481,941	3,054,739	572,798	23.1%
Use of Fund Balance	875,000	-	775,000	775,000	-	0.0%
<b>TOTAL REVENUES</b>	<b>177,797,562</b>	<b>183,017,670</b>	<b>182,705,231</b>	<b>188,977,545</b>	<b>6,272,314</b>	<b>3.4%</b>
<b>APPROPRIATIONS/EXPENDITURES</b>						
<b>TOWN</b>						
General Government	3,736,574	3,753,479	3,993,846	3,898,852	(94,994)	-2.4%
Community Development	2,508,734	2,525,264	2,631,956	2,866,827	234,871	8.9%
Administrative Services	6,541,079	6,423,024	6,768,482	7,057,907	289,425	4.3%
Public Safety	16,566,846	16,115,419	16,690,446	17,112,310	421,864	2.5%
Physical Services	7,545,639	7,080,479	7,649,937	8,001,485	351,548	4.6%
Sanitation	957,950	1,002,038	957,996	994,309	36,313	3.8%
Human Services	3,362,023	3,182,003	3,636,400	3,686,281	49,881	1.4%
Leisure & Culture	6,258,850	6,242,650	6,475,181	6,744,529	269,348	4.2%
<b>TOTAL TOWN</b>	<b>47,477,695</b>	<b>46,324,356</b>	<b>48,804,244</b>	<b>50,362,500</b>	<b>1,558,256</b>	<b>3.2%</b>
<b>DEBT &amp; TRANSFERS OUT</b>	<b>13,382,486</b>	<b>14,442,808</b>	<b>13,632,922</b>	<b>13,668,300</b>	<b>35,378</b>	<b>0.3%</b>
<b>EDUCATION</b>	<b>116,937,381</b>	<b>117,443,773</b>	<b>120,268,065</b>	<b>124,946,745</b>	<b>4,678,680</b>	<b>3.9%</b>
<b>TOTAL APPROPRIATIONS/ EXPENDITURES</b>	<b>177,797,562</b>	<b>178,210,937</b>	<b>182,705,231</b>	<b>188,977,545</b>	<b>6,272,314</b>	<b>3.4%</b>

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

DESCRIPTION	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>TAXES</b>						
<b>Tax Revenues</b>						
Current Levy	161,196,948	161,380,276	164,492,482	172,453,155	7,960,673	4.8%
Auto Supplemental	1,500,000	1,526,598	1,500,000	1,500,000	-	0.0%
Delinquent Motor Vehicle Fees	-	14,694	-	-	-	0.0%
Prior Years	500,000	1,008,088	500,000	500,000	-	0.0%
Interest & Fees	350,000	898,011	350,000	350,000	-	0.0%
Miscellaneous Fees	2,000	3,130	2,000	2,000	-	0.0%
<b>TOTAL TAXES</b>	<b>163,548,948</b>	<b>164,830,796</b>	<b>166,844,482</b>	<b>174,805,155</b>	<b>7,960,673</b>	<b>4.8%</b>
<b>LICENSES &amp; PERMITS</b>						
<b>Licenses&amp; Permits</b>						
Building Inspection Fees	800,000	1,049,387	900,000	951,600	51,600	5.7%
Town Clerk Fees	91,000	108,069	91,250	79,650	(11,600)	-12.7%
Physical Services Fees	18,500	19,662	19,500	19,500	-	0.0%
Refuse Permit Fees	350,000	377,438	350,000	367,500	17,500	5.0%
Health	106,145	96,051	110,000	139,200	29,200	26.5%
Fire Marshal	4,000	2,200	4,000	19,800	15,800	395.0%
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>1,369,645</b>	<b>1,652,806</b>	<b>1,474,750</b>	<b>1,577,250</b>	<b>102,500</b>	<b>7.0%</b>
<b>INTERGOVERNMENTAL</b>						
<b>HousAuth In-Lieu Tax</b>						
Housing Auth Welles Vill	89,000	100,178	91,000	91,000	-	0.0%
Other Housing Projects	125,100	130,140	128,900	128,900	-	0.0%
	<b>214,100</b>	<b>230,318</b>	<b>219,900</b>	<b>219,900</b>	<b>-</b>	<b>0.0%</b>
<b>St Conn In-Lieu Taxes</b>						
St/CT Pilot	46,915	47,450	47,424	47,450	26	0.1%
Municipal Revenue Sharing	-	730,936	-	-	-	0.0%
Disability Exemption	2,700	2,389	2,700	2,500	(200)	-7.4%
Veterans Exemption	9,000	7,876	9,000	6,000	(3,000)	-33.3%
St/CT Telephone Access	72,000	74,570	62,000	74,000	12,000	19.4%
State Stabilization Grant	385,930	385,930	385,930	385,930	-	0.0%
Miscellaneous State Grant	-	-	-	-	-	0.0%
	<b>516,545</b>	<b>1,249,150</b>	<b>507,054</b>	<b>515,880</b>	<b>8,826</b>	<b>1.7%</b>
<b>ST Educ Entitlements</b>						
Magnet School Transportation	-	17,700	-	-	-	0.0%
ECS Cost Sharing Grant	5,379,255	5,384,537	5,655,724	5,655,724	-	0.0%
Spec Educ Excess/Agency	-	1,437,187	-	-	-	0.0%
Vocational Agriculture	298,519	400,720	298,519	298,519	-	0.0%
	<b>5,677,774</b>	<b>7,240,144</b>	<b>5,954,243</b>	<b>5,954,243</b>	<b>-</b>	<b>0.0%</b>



## General Fund | Summary of Revenues and Transfers Continued (page 2 of 3)

DESCRIPTION	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>Admin Services</b>						
ST/CT Motor Vehicle Grant	1,790,125	1,790,125	2,255,024	-	(2,255,024)	-100.0%
ST/CT Historical Document Pres	7,500	7,500	7,500	8,000	500	6.7%
	<b>1,797,625</b>	<b>1,797,625</b>	<b>2,262,524</b>	<b>8,000</b>	<b>(2,254,524)</b>	<b>-99.6%</b>
<b>Public Safety</b>						
Regional Dispatch Reimbursement	160,000	180,543	160,000	160,000	-	0.0%
Police Grants	245,475	258,162	245,475	245,475	-	0.0%
Civil Preparedness	12,110	11,104	12,110	12,110	-	0.0%
State Fire Service	20,000	43,500	25,000	25,000	-	0.0%
Volunteer Ambul Reimbursements	25,000	3,241	20,000	20,000	-	0.0%
	<b>462,585</b>	<b>496,550</b>	<b>462,585</b>	<b>462,585</b>	<b>-</b>	<b>0.0%</b>
<b>Human Services</b>						
Dial A Ride Grant	51,278	35,213	52,820	52,820	-	0.0%
Housing Auth Resident Services	47,990	50,000	47,990	50,000	2,010	4.2%
Youth & Family ST Grant	31,942	39,257	31,942	31,940	(2)	0.0%
NCAA Grant	-	6,048	9,072	-	(9,072)	
State Grants	-	59,525	-	-	-	
	<b>131,210</b>	<b>190,044</b>	<b>141,824</b>	<b>134,760</b>	<b>(7,064)</b>	<b>-5.0%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>8,799,840</b>	<b>11,203,830</b>	<b>9,548,129</b>	<b>7,295,368</b>	<b>(2,252,761)</b>	<b>-23.6%</b>
<b>CHARGES FOR SERVICES</b>						
<b>Charges for Services</b>						
Planning & Zoning	14,000	8,630	13,000	32,500	19,500	150.0%
Town Clerk Recording Fees	269,900	138,754	266,200	130,000	(136,200)	-51.2%
Town Clerk Conveyance Fee	700,000	768,673	700,000	700,000	-	0.0%
Educ/Community Serv Fees	30,000	28,278	30,000	30,000	-	0.0%
Solid Waste Tip Fees	235,000	229,367	235,000	246,750	11,750	5.0%
Sewer Inspection Fees	2,000	-	-	-	-	
Parks/Rec Swimming Fees	129,800	162,270	135,200	145,700	10,500	7.8%
Parks/Rec Program Fees	34,283	36,250	33,808	36,008	2,200	6.5%
Subdivision OT Inspection	1,000	-	-	-	-	
Fire Watch Services	5,320	3,741	5,320	3,500	(1,820)	-34.2%
Health Soil Tests	2,000	1,800	2,500	4,775	2,275	91.0%
Senior Ser Programs	65,000	116,060	76,600	82,500	5,900	7.7%
Senior Nutrition Program	32,000	11,076	30,000	30,000	-	0.0%
Library Fines	25,000	14,703	25,000	10,000	(15,000)	-60.0%
Notary Services	5,100	5,415	5,300	5,300	-	0.0%
Passport Processing	23,000	14,945	23,000	13,000	(10,000)	-43.5%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>1,573,403</b>	<b>1,539,961</b>	<b>1,580,928</b>	<b>1,470,033</b>	<b>(110,895)</b>	<b>-7.0%</b>

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

DESCRIPTION	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>OTHER REVENUES*</b>						
<b>Other Revenues</b>						
Probate Court Reimbursements	2,480	2,480	2,480	2,480	-	0.0%
Interest on Investments	620,000	2,635,829	1,500,000	2,100,000	600,000	40.0%
Lease Interest Income	-	3,191	-	-	-	
Lease Revenue	-	73,997	-	-	-	
Land Sales & Rentals	266,308	269,257	272,172	286,270	14,098	5.2%
Miscellaneous	57,500	60,847	20,000	20,000	-	0.0%
Educ Student Activities	200	-	200	200	-	0.0%
Educ Vo Ag Tuition	365,989	388,911	365,989	365,989	-	0.0%
Education Tuition/Other	-	3,850	-	-	-	
Purchasing - Auction Sales	40,000	65,523	40,000	20,000	(20,000)	-50.0%
PhyServ Refunds & Sales	3,500	1,257	2,500	2,500	-	0.0%
Refuse Recycling	48,600	76,650	58,350	73,850	15,500	26.6%
Claims Reimbursements	40,000	60,143	40,000	40,000	-	0.0%
Public Safety Police	68,000	49,539	68,000	55,000	(13,000)	-19.1%
Youth & Family Services	33,400	18,331	27,500	27,500	-	0.0%
Library Trustee Account	40,000	46,683	40,000	40,000	-	0.0%
Clinical Fees	750	850	750	750	-	0.0%
Library Miscellaneous	10,000	5,134	10,000	10,200	200	2.0%
Purchasing Card Rebates	9,000	19,966	9,000	10,000	1,000	11.1%
Attorney Fees Reimbursed	25,000	-	25,000	-	(25,000)	-100.0%
Utilities Reimbursed	-	7,838	-	-	-	0.0%
Unrealized Gain/(Loss) on Inventory	-	-	-	-	-	0.0%
ICMA Administrative Allowance	-	-	-	-	-	0.0%
<b>TOTAL OTHER REVENUES</b>	<b>1,630,726</b>	<b>3,790,276</b>	<b>2,481,941</b>	<b>3,054,739</b>	<b>572,798</b>	<b>23.1%</b>
<b>TRANSFERS IN</b>						
<b>Transfers In From</b>						
Capital Projects	875,000	-	-	-	-	
General Fund	-	-	775,000	775,000	-	0.0%
<b>TOTAL TRANSFERS IN</b>	<b>875,000</b>	<b>-</b>	<b>775,000</b>	<b>775,000</b>	<b>-</b>	<b>0.0%</b>
<b>GRAND TOTAL REVENUE AND TRANSFERS</b>	<b>177,797,562</b>	<b>183,017,670</b>	<b>182,705,231</b>	<b>188,977,545</b>	<b>\$6,272,314</b>	<b>3.4%</b>

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

DEPARTMENT	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>TOWN</b>						
<b>GENERAL GOVERNMENT</b>						
TOWN COUNCIL	154,692	155,085	165,192	165,501	309	0.2%
TOWN MANAGER	814,047	866,002	846,684	759,476	(87,208)	-10.3%
HUMAN RESOURCES	800,295	867,872	1,008,475	1,029,216	20,741	2.1%
FACILITIES MAINTENANCE	1,967,540	1,864,520	1,973,495	1,944,659	(28,836)	-1.5%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,736,574</b>	<b>3,753,479</b>	<b>3,993,846</b>	<b>3,898,852</b>	<b>(94,994)</b>	<b>-2.4%</b>
<b>COMMUNITY DEVELOPMENT</b>						
COMMUNITY DEVELOPMENT	747,452	674,750	773,812	792,651	18,839	2.4%
BUILDING INSPECTION	593,540	640,549	682,320	726,962	44,642	6.5%
FIRE MARSHAL	375,417	427,606	372,389	520,412	148,023	39.7%
HEALTH	792,325	782,358	803,435	826,802	23,367	2.9%
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>2,508,734</b>	<b>2,525,264</b>	<b>2,631,956</b>	<b>2,866,827</b>	<b>234,871</b>	<b>8.9%</b>
<b>ADMINISTRATIVE SERVICES</b>						
FINANCIAL ADMINISTRATION	1,826,459	1,867,218	2,048,767	2,092,657	43,890	2.1%
ACCOUNTING	515,607	504,031	469,215	477,625	8,410	1.8%
PROPERTY ASSESSMENT	662,127	632,592	679,535	656,662	(22,873)	-3.4%
REVENUE COLLECTION	495,132	412,489	455,334	473,522	18,188	4.0%
TOWN CLERK	592,610	581,208	610,065	609,632	(433)	-0.1%
VOTER REGISTRATION	203,847	194,564	236,593	287,665	51,072	21.6%
LEGAL SERVICES	300,000	373,097	300,000	300,000	-	0.0%
PROBATE SERVICES	24,800	17,676	24,800	24,800	-	0.0%
INSURANCE/PENSIONS	1,920,497	1,840,150	1,944,173	2,135,344	191,171	9.8%
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>6,541,079</b>	<b>6,423,024</b>	<b>6,768,482</b>	<b>7,057,907</b>	<b>289,425</b>	<b>4.3%</b>
<b>PUBLIC SAFETY</b>						
POLICE	15,058,422	14,564,605	15,203,166	15,225,826	22,660	0.1%
VOLUNTEER AMBULANCE	3,175	2,977	700	700	-	0.0%
FIRE	1,473,759	1,517,580	1,453,393	1,852,526	399,133	27.5%
CIVIL PREPAREDNESS	31,490	30,257	33,187	33,258	71	0.2%
<b>TOTAL PUBLIC SAFETY</b>	<b>16,566,846</b>	<b>16,115,419</b>	<b>16,690,446</b>	<b>17,112,310</b>	<b>421,864</b>	<b>2.5%</b>
<b>PHYSICAL SERVICES</b>						
ENGINEERING	1,744,221	1,771,087	1,736,257	1,887,112	150,855	8.7%
HIGHWAY	4,597,674	4,153,115	4,614,539	4,830,853	216,314	4.7%
FLEET MAINTENANCE	1,203,744	1,156,277	1,299,141	1,283,520	(15,621)	-1.2%
<b>TOTAL PHYSICAL SERVICES</b>	<b>7,545,639</b>	<b>7,080,479</b>	<b>7,649,937</b>	<b>8,001,485</b>	<b>351,548</b>	<b>4.6%</b>

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

DEPARTMENT	2023 Adopted	2023 Actual	2024 Adopted	2025 Proposed	Increase (Decrease)	% Increase (Decrease)
<b>SANITATION</b>						
REFUSE DISPOSAL	957,950	1,002,038	957,996	994,309	36,313	3.8%
<b>TOTAL SANITATION</b>	<b>957,950</b>	<b>1,002,038</b>	<b>957,996</b>	<b>994,309</b>	<b>36,313</b>	<b>3.8%</b>
<b>HUMAN SERVICES</b>						
HEALTH GRANTS	36,000	31,000	36,000	36,000	-	0.0%
YOUTH/FAMILY SERVICES	1,799,038	1,671,779	2,025,542	2,041,988	16,446	0.8%
SENIOR & COMMUNITY SERVICES	1,526,985	1,479,225	1,574,858	1,608,293	33,435	2.1%
<b>TOTAL HUMAN SERVICES</b>	<b>3,362,023</b>	<b>3,182,003</b>	<b>3,636,400</b>	<b>3,686,281</b>	<b>49,881</b>	<b>1.4%</b>
<b>LEISURE &amp; CULTURE</b>						
PARKS/RECREATION	4,351,497	4,249,294	4,498,598	4,584,792	86,194	1.9%
WELLES TURNER LIBRARY	1,892,353	1,978,356	1,956,583	2,139,737	183,154	9.4%
SOUTH GLASTONBURY LIBRARY	7,500	7,500	10,000	10,000	-	0.0%
EAST GLASTONBURY LIBRARY	7,500	7,500	10,000	10,000	-	0.0%
<b>TOTAL LEISURE &amp; CULTURE</b>	<b>6,258,850</b>	<b>6,242,650</b>	<b>6,475,181</b>	<b>6,744,529</b>	<b>269,348</b>	<b>4.2%</b>
<b>TOTAL TOWN</b>	<b>47,477,695</b>	<b>46,324,356</b>	<b>48,804,244</b>	<b>50,362,500</b>	<b>1,558,256</b>	<b>3.2%</b>
<b>DEBT SERVICE &amp; TRANSFERS OUT</b>						
<b>DEBT SERVICE*</b>	<b>6,902,429</b>	<b>6,726,751</b>	<b>7,096,470</b>	<b>5,275,632</b>	<b>(1,820,838)</b>	<b>-25.7%</b>
<b>TRANSFERS OUT</b>						
CAPITAL RESERVE FUND	5,650,000	6,279,000	5,850,000	7,670,368	1,820,368	31.1%
DOG FUND	45,000	45,000	45,000	45,000	-	0.0%
OPEB FUND	785,057	785,057	641,452	677,300	35,848	5.6%
SEWER OPERATING	-	107,000	-	-	-	0.0%
LAND ACQUISITION	-	-	-	-	-	0.0%
CONTINGENCY	-	-	-	-	-	0.0%
CAPITAL PROJECTS FUND	-	500,000	-	-	-	0.0%
<b>TOTAL TRANSFERS OUT</b>	<b>6,480,057</b>	<b>7,716,057</b>	<b>6,536,452</b>	<b>8,392,668</b>	<b>1,856,216</b>	<b>28.4%</b>
<b>TOTAL DEBT SERVICE &amp; TRANSFERS OUT</b>	<b>13,382,486</b>	<b>14,442,808</b>	<b>13,632,922</b>	<b>13,668,300</b>	<b>35,378</b>	<b>0.3%</b>
<b>EDUCATION</b>	<b>116,937,381</b>	<b>117,443,773</b>	<b>120,268,065</b>	<b>124,946,745</b>	<b>4,678,680</b>	<b>3.9%</b>
<b>GRAND TOTAL EXPENDITURES AND TRANSFERS</b>	<b>\$ 177,797,562</b>	<b>\$ 178,210,937</b>	<b>\$ 182,705,231</b>	<b>\$ 188,977,545</b>	<b>\$ 6,272,314</b>	<b>3.43%</b>

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

The exhibit below depicts the actual, adopted, and projected operating results and fund balance. During the budget process, the most recently audited fund balance is used as a base from which gains/losses are applied to yield a projected fund balance.

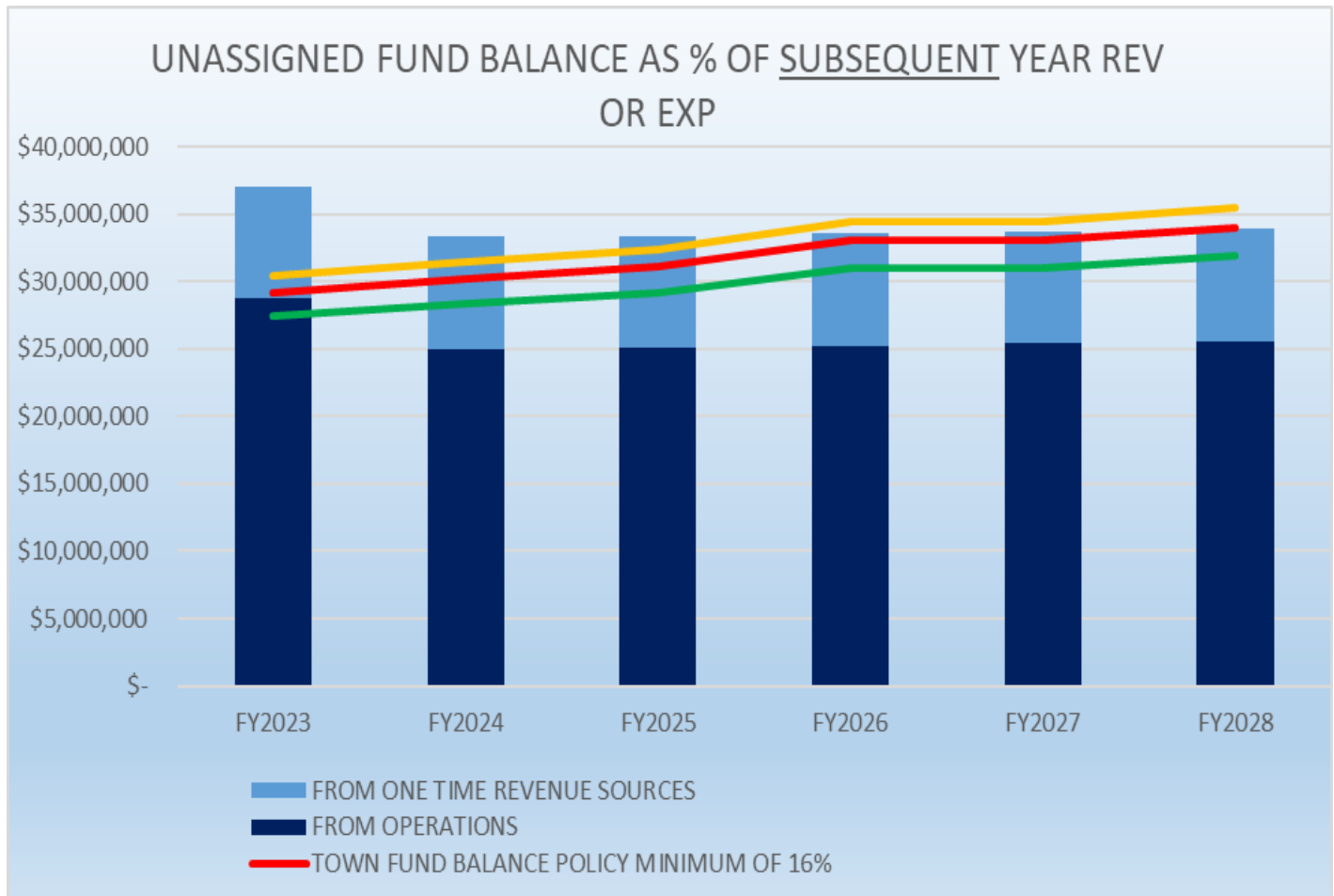
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	ACTUALS	ESTIMATED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<b>ACTUAL/PROJECTED OPERATING RESULTS:</b>						
JULY 1, FUND BALANCE	\$37,599,351	\$37,093,094	\$33,330,180	\$ 33,405,180	\$ 33,580,180	\$ 33,755,180
REVENUES & TRANSFERS IN	183,017,681					
EXPENDITURES & TRANSFERS OUT	(178,210,945)					
<b>ACTUAL NET GAIN/(LOSS) ON OPERATIONS</b>	<b>4,806,736</b>					
NET GAIN/(LOSS) ON OPERATIONS	-	-	750,000	750,000	750,000	750,000
MUNICIPAL REVENUE SHARING ACCOUNT (MRSA)		952,086	-	-	-	-
<b>ACTUAL/ESTIMATED FUND BALANCE ENDING - JUNE 30</b>	<b>\$42,406,087</b>	<b>\$38,045,180</b>	<b>\$34,080,180</b>	<b>\$ 34,155,180</b>	<b>\$ 34,330,180</b>	<b>\$ 34,505,180</b>
<b>EXPENDITURE ACTUALS &amp; ESTIMATES</b>	<b>\$177,797,562</b>	<b>\$182,705,231</b>	<b>\$188,977,545</b>	<b>\$ 194,646,871</b>	<b>\$ 200,486,277</b>	<b>\$ 206,500,866</b>
	<b>ADOPTED BUD</b>	<b>ADOPTED BUD</b>	<b>PROPOSED BUD</b>	<i>Estimated @ 3%</i>		
<b>FUND BALANCE:</b>						
<b>TOTAL FUND BALANCE - JUNE 30</b>	<b>\$42,406,087</b>	<b>\$38,045,180</b>	<b>\$34,080,180</b>	<b>\$ 34,155,180</b>	<b>\$ 34,330,180</b>	<b>\$ 34,505,180</b>
Allocate Reserves - Pension \$1.24m, \$910K Debt, \$600K Cap Reserve	-	(2,750,000)				
Allocated Reserves - BOE HVAC/Air Quality Improvement Project		(1,190,000)				
<i>Non Spendable (estimated)</i>	(286,083)					
<i>Assigned for Education surplus carried to Subsequent year</i>	(3,645,945)					
<i>Assigned for Capital Outlay in Subsequent year</i>	(256,034)					
<i>Assigned for Continued Appropriations</i>	(349,931)					
<i>Non-spendable &amp; Assigned for EDU Surplus, Capital Outlay, Approp.</i>	(4,537,993)					
<i>Assigned for Subsequent Year BUD (Transfer In from General Fund)</i>	(775,000)	(775,000)	(675,000)	(575,000)	(575,000)	(575,000)
<b>UNASSIGNED FUND BALANCE - JUNE 30</b>	<b>\$37,093,094</b>	<b>\$33,330,180</b>	<b>\$33,405,180</b>	<b>\$ 33,580,180</b>	<b>\$ 33,755,180</b>	<b>\$ 33,930,180</b>
<b>UNASSIGNED FUND BALANCE AS % OF SUBSEQUENT YEAR REV OR EXP</b>	<b>20.3%</b>	<b>17.6%</b>	<b>17.2%</b>	<b>16.7%</b>	<b>16.3%</b>	<b>16.0%</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 unassigned fund balance (UFB) from these two sources. In addition, the UFB is compared to the Town's policy of 16% of the subsequent year's General Fund operating revenues, Standard & Poor's (S&P) suggested minimum balance of 15% as a percentage of expenditures, and the Government Finance Officers Association (GFOA) best practice of no less than two months of regular General Fund operating revenues, or 16.7%.



**Note:**

- One Time Revenue Sources in FY23 and beyond: \$8.3M (\$0.6M sale of Williams Street and \$8.5M sale of Gateway, less \$0.7M cost to extend Western Blvd.).
- The Town's policy of maintaining a minimum Unassigned Fund Balance of 16% of the subsequent year's General Fund operating revenues equates to \$30.2M of the FY25 Proposed Budget.
- S&P's suggested minimum Unassigned Fund Balance for very strong rated communities of greater than 15% of expenditures equals \$28.4M of the FY25 Proposed Budget.
- The GFOA's best practice of maintaining a minimum Unassigned Fund Balance of no less than two (2) months of regular General Fund operating revenues or expenditures, equates to 16.7% or \$31.5M of the FY25 Proposed Budget.

## General Fund | Comparative Balance Sheet – General Fund

	FY2022	FY2023
<b>ASSETS</b>		
Cash and cash equivalents	\$ 34,895,114	\$ 39,091,986
Receivables:		
Property taxes	1,697,517	1,837,069
Intergovernmental	313,861	519,886
Other	80,189	-
Lease Receivable	-	298,443
Inventory	237,160	253,281
Investments	8,285,867	7,807,498
Other assets	38,642	32,802
<b>TOTAL ASSETS</b>	<b>\$ 45,548,350</b>	<b>\$ 49,840,965</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE</b>		
<b>Liabilities:</b>		
Accounts and other payables	\$ 4,526,744	\$ 5,534,669
Due to other funds	554,600	-
Due to developers for escrow deposits	807,661	655,053
Due to others for escrow deposits	111,831	124,648
Unearned revenue	49,775	52,365
<b>Total Liabilities</b>	<b>6,050,611</b>	<b>6,366,735</b>
<b>Deferred inflows of resources:</b>		
Unavailable revenue - property taxes	1,520,163	607,290
Unavailable revenue - other	80,906	300,080
Advance tax payments	297,319	160,773
<b>Total deferred inflows of resources</b>	<b>1,898,388</b>	<b>1,068,143</b>
<b>Fund Balance:</b>		
Nonspendable	275,802	286,083
Assigned	4,106,775	5,026,910
Unassigned	33,216,774	37,093,094
<b>Total Fund Balance</b>	<b>37,599,351</b>	<b>42,406,087</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCE</b>	<b>\$ 45,548,350</b>	<b>\$ 49,840,965</b>

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

	FY2024 Adopted Budget	% of Budget
Property Taxes	\$174,805,155	92.5%
Licenses and Permits	\$1,577,250	0.8%
Intergovernmental Revenues	\$7,295,368	3.9%
Charges for Services	\$1,470,033	0.8%
Other Revenues	\$3,054,739	1.6%
Use of Fund Balance	\$775,000	0.4%
<b>Adopted Operating Budget</b>	<b>\$188,977,545</b>	<b>100.0%</b>

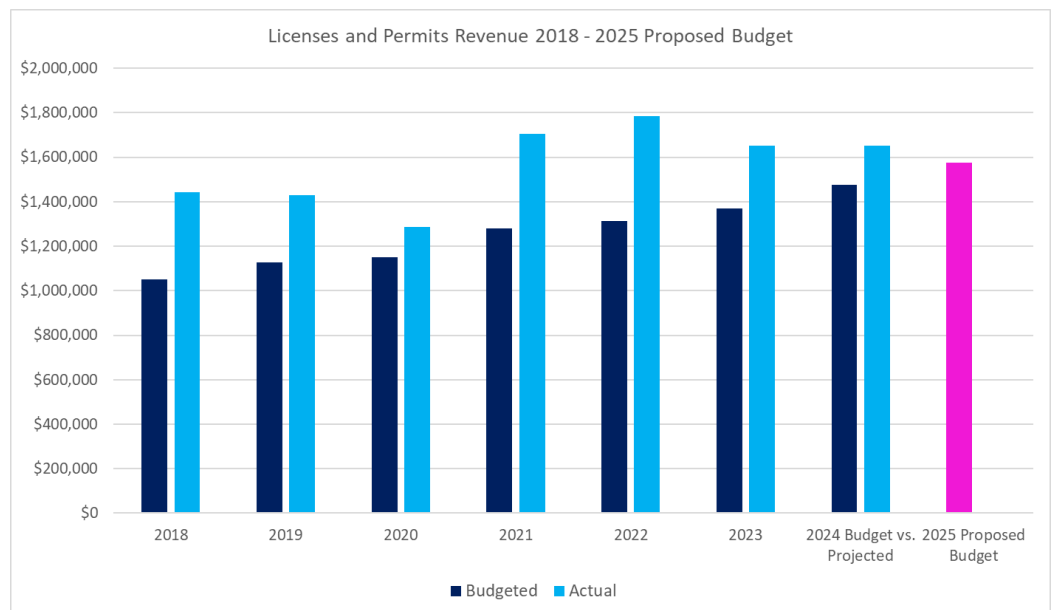
Revenues to support the adopted FY 2024/2025 general fund operating budget total \$188,977,545, representing an increase of \$6,272,314 or 3.43% over the FY 2023/2024 adopted budgeted revenues.

**Property Taxes** - Per Connecticut State Statutes, 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, 2023 is estimated to be \$5.4 billion, representing an increase of 0.26% from 2022. Individually, the real estate segment increased 0.68%, the personal property decreased -3.43% and the motor vehicle list decreased -2.39% over the net 2022 net totals.

Fiscal Year	Mill Rate	Collection Rate
Adopted 2024	31.01	99.15%
Proposed 2025	32.45	99.15

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. A change in the assumed combined collection rate of ten basis points (e.g. 0.10%) equates to approximately \$175,000.

**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 \$1,577,250, an increase of \$102,500 over the previous year.





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

**Intergovernmental Revenues** - Revenue of \$7,295,368 is anticipated from various state and federal grants. This amount represents a decrease of \$2,252,761 from the previous year due to the loss of \$2.26 million from the State Motor Vehicle (MV) Reimbursement. 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. The budget assumed that ECS payments would be sustained in FY 2024/2025.

**Charges for Services** - Revenue of \$1,470,033 in this category represents a decrease of \$110,895 from the FY 2023/2024 budget. This represents revenue collected from conveyance fees, solid waste tipping fees, and Town Clerk recording fees. The decrease is largely due to a reduction in volume of Town Clerk recording fees.

**Other Revenues** – Revenue in this category increased \$572,798, mainly as a result of an increase of interest on investments. An average assumed rate of return of 3.75% and 4.0% was used to estimate investment income for FY2024 and FY2025, respectively. 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 3.87% in FY2023. The Town uses various CD and money market programs to maximize earnings. The high and low earnings rate of these investments ranges from 0.10% to 5.44% currently. The average rate earned for FY2023 was 3.24% 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 FY2025 budget.

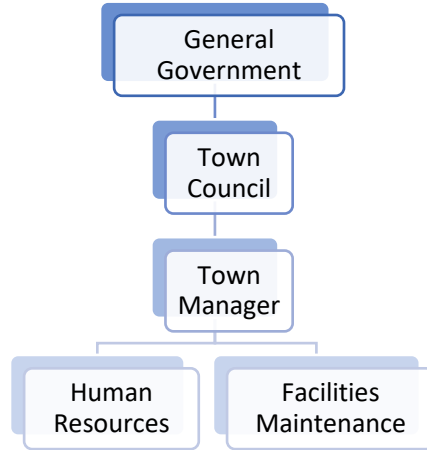
### Revenues by Activity/Program

Revenues by Activity/Program	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	Percent Change
Taxes - Current Levy	\$159,102,461	\$161,380,276	\$164,492,482	\$172,453,155	4.9%
Building Inspection Fees	1,177,109	1,049,387	900,000	951,600	5.7%
Accounting - Investment Income	234,764	2,635,829	1,500,000	2,100,000	40.0%
Town Clerk	1,373,060	1,024,086	1,065,150	917,850	-13.8%
Insurance/Pension/Claims Reimbursed	120,104	60,143	40,000	40,000	0.0%
Refuse Disposal	695,769	683,455	643,350	688,100	7.0%
Senior & Social Services	297,237	385,189	306,482	315,320	2.8%
Parks & Recreation	137,664	198,519	169,008	181,708	7.5%
Education	7,596,271	7,661,183	6,350,432	6,350,432	0.0%

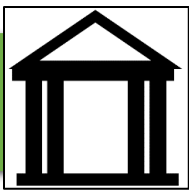
**General Fund  
Department Details**

# General Government

The General Government Division includes the Town Council, from a budgetary perspective, as well as the Human Resources and Facilities Maintenance Departments, both of which are managed by the Town Manager Department.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	1,734,526	1,974,682	1,920,772	2,014,396	4.87%
Supplies	41,104	48,151	189,535	158,875	-16.18%
Services & Charges	1,642,993	1,715,572	1,798,389	1,658,331	-7.79%
Capital Outlay	47,590	15,074	85,150	67,250	-21.02%
<b>TOTAL EXPENDITURES</b>	<b>\$3,466,212</b>	<b>\$3,753,479</b>	<b>\$3,993,846</b>	<b>\$3,898,852</b>	<b>-2.38%</b>



## Mission and Responsibilities

The mission of the Town Council is to uphold the Town of Glastonbury Vision statement:

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

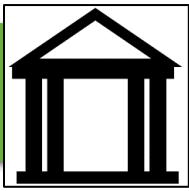
The Town Council is the Charter-designated legislative body of the Town. The nine (9) Council members are elected for two-year terms by elections held in November of odd-numbered years.

Responsibilities and activities performed by the Town Council can be summarized as follows:

- Adopt the annual Operating and Capital budgets
- Appoint Town officials and citizens to various local and regional boards, commissions, and agencies
- Enact ordinances and resolutions necessary for the proper governing of the Town's affairs
- Serve as the Zoning Authority
- Establish policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizen
- Represent the Town at official functions

## Successes & Accomplishments

- Following a lengthy process that featured public input, adopted a Budget for Fiscal Year 2023-24.
- Asked voters to authorize \$3,000,000 of borrowing for the Town's Reserve for Land Acquisition and Preservation. The referendum question, which passed overwhelmingly, was the 13<sup>th</sup> time since 1988 that voters had authorized borrowing money for this fund. The previous 12 referendums approved a total of \$34 million.
- Acquired several properties as part of the Town's land preservation efforts, and specifically:
  - 30± acre "Baldwin Parcel" located off Sherwood Drive and Westledge Road for \$565,000;
  - 23± acre "Rose's Berry Farm" off Matson Hill Road for \$1.09 Million; and
  - 11.3± acre "Buckingham/McVey Parcel" located off Wood Pond Road and Cotswold Close for \$150,000.
- Appropriated \$155,000 of American Rescue Plan Act (ARPA) grant monies that was ultimately used to support 31 Glastonbury small businesses. \$5,000 was allocated per grant recipient for the support, growth and/or maintenance of the business.
- Adopted a Right to Farm Ordinance, and a Bamboo Ordinance.
- Amended Section 3.27 of the Building Zone Regulations to prohibit cannabis establishments.
- Established a Semiquincentennial Subcommittee in anticipation of the Town recognizing the USA's 250<sup>th</sup> birthday on 7/4/26.
- Recognized and honored retiring Town Manager Richard Johnson for over 42 years of excellent public service to the Town.
- Appointed Jonathan Luiz as Town Manager following a national recruitment process that featured significant public input.
- Using ARPA money, helped the Housing Authority of Glastonbury's acquire 55 Nye Road. The Council later approved an application from the Housing Authority to change the zoning on the property to accommodate 64 units of Affordable Housing.
- Using federal ARPA money, acquired a commercial building at 50 Nye Road that the Town has the option to continue leasing to commercial tenants and/or be utilized by the general government and possibly even the School District in the future.
- Utilized \$2,750,000 from General Fund Unassigned Fund Balance for the purpose of shoring up the Capital Reserve Fund (\$600,000), paying off early debt maturing in 2025 (\$910,000), and contributing extra to the Pension Fund (\$1,240,000).
- Utilized \$1,190,000 from General Fund Unassigned Fund Balance as a municipal match for a State School HVAC grant.
- Adopted Town Center Design Guidelines with edits suggested by the Architectural and Site Design Review Committee.
- Re-programmed / re-appropriated \$220,000 of unspent ARPA monies from the Nye Road project to a Farm Assistance Program.
- In effort to increase affordable housing, amended the Building Zone Regulations to include Inclusionary Zoning requirements.
- Appointed a new Fire Marshal, following a competitive and open search.



## Future Goals & Initiatives

- Pursue the creation of additional affordable housing in Glastonbury.
- Consider amendments to the Building Zone Regulations with respect to Commercial and Recreational Vehicle Parking restrictions in Residential Zones.
- Consider amendments to the Building Zone Regulations for the purpose of establishing a Main Street Commercial Corridor Flood Zone and expanding the Town Center Village District Overlay Zone.
- Pursue the establishment of a privately funded mural on the Town Hall.
- Continue to monitor crime statistics in Glastonbury and pursue appropriate responses via the Town budget, police activities, and/or legislative initiatives.
- Enact Capital and Operating Budgets for FY 2024-25 consistent with the Town’s long-term objectives and financial policies.
- Pursue opportunities to preserve open space and farms.
- Sell two remaining Town-owned parcels within the Corporate Gateway area.
- Plan for improvements to and for the future use of the 50 Nye Road property.

## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	19,852	12,664	30,000	30,000	0.00%
Supplies	2,847	4,031	7,675	7,675	0.00%
Services & Charges	116,887	138,390	127,517	122,626	-3.84%
Capital Outlay	0	0	0	5,200	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$139,586</b>	<b>\$155,085</b>	<b>\$165,192</b>	<b>\$165,501</b>	<b>0.19%</b>



## Mission and Responsibilities

The Town Manager is the chief executive and administrative officer of the Town. Major areas of responsibility include:

- Budget preparation, administration, and fiscal management
- Personnel management; employee and labor relations
- Grants and contract administration and management, as well as management of legal affairs with the Town Attorney
- Implementation and management of policies established by the Town Council
- Project management
- Land acquisition and preservation and economic development
- Communications with residents, general public, businesses, and other governmental entities
- Maintaining overall management responsibility for all aspects of municipal government operations
- Providing recommendations to the Town Council on all phases of municipal administration

## Successes & Accomplishments

- **Energy Efficiency:** The Town received special recognition as part of the 30th anniversary of the Energy Star Program. This recognition is presented to communities nationwide with certain threshold number of buildings/accounts enrolled in the program. For Glastonbury, some 36 structures of which 4 have achieved the Energy Star designation. The Town Hall has received the US EPA Energy Star Award with a score of 99 out of 100. This signifies Town Hall is more energy efficient than 99 percent of similar buildings nationwide.
- **Substance Abuse Prevention:** The Town concluded its participation in the National Opioid Settlement process, and as a result will receive a total of 18 payments totaling \$476,309.03 over the next several years. These funds will be utilized by The Town's Youth and Family Services Department on substance abuse prevention activities.
- **Library Renovation & Expansion:** The Town substantially completed a \$6.5 million renovation and expansion project at the Welles-Turner Memorial Library. The project, which was authorized by voters in November of 2018, provides approximately 3,700 square feet of new space including an expansion to the Teen and Children's areas and a dedicated makerspace, as well as renovations to the existing library. The Second Century Fund contributed \$1 million towards the project and the Friends of Welles-Turner Memorial Library contributed \$100,000. Additionally, the Town of Glastonbury was awarded a \$1 million grant from the Connecticut State Library to support the endeavor.
- **Climate Leader Designation:** Glastonbury was one of five communities across the state to achieve the inaugural Climate Leader Designation (CLD). This new Designation recognizes communities who continue to reduce harmful greenhouse gasses through a variety of initiatives.
- **Budget Surplus:** Glastonbury received a \$730,000± grant payment through the State Municipal Revenue Sharing Account. Out of an abundance of caution, the Town did not budget the revenue since the State had not been consistent with providing it to municipalities in the past. The \$730,000 grant payment, along with record high interest income, has driven the Town to experience an overall budget surplus in Fiscal Year 2022-2023.
- **Wellspring Award from the Connecticut Age Well Collaborative:** The Town of Glastonbury was selected as one of four recipients of the inaugural Wellspring Awards, an honor presented by the Connecticut Age Well Collaborative. This new award recognized organizations that are fostering ideas and innovation in support of aging, dementia, and disabled inclusivity, and are inspiring other communities to promote similar activities. The Collaborative cited the success of Glastonbury's Age-Friendly Glastonbury program, which is a town-wide effort to address the diverse and evolving needs of community members of all ages, particularly in the areas of transportation, outdoor spaces, and housing.
- **Public, Educational and Governmental Programming and Educational Technology Investment Account (PEGPETIA) Grant:** Glastonbury was awarded a \$95,804 PEGPETIA grant which will be used to upgrade the Riverfront Community Center (RCC) PA and sound system. The upgrade will allow us to conduct remote and hybrid meetings, as well as provide the ability to share equipment between Council Chambers, Town Hall Meeting Room A, and the RCC.



## Successes & Accomplishments Continued

- **Bicycle Friendly Community Award Designation:** The League of American Bicyclists has renewed Glastonbury's designation as a Bronze-Level Bicycle Friendly Community. This award is presented to communities with strong commitments to bicycling. This designation is valid for four years. Automated License Plate Readers (ALPR): The Town funded and installed 17 license plate readers at selected locations/intersections.
- **AAA Bond Ratings Affirmed:** Glastonbury's Triple A bond rating was affirmed by Moody's (Aaa) as well as S&P Global Ratings (AAA). Those are the highest ratings available. Moody's credit opinion referenced the Town's "robust reserves and liquidity supported by stable property tax revenues" and "low leverage and fixed costs" referencing their manageable debt and pension liabilities. Moody's report also mentioned "management's conservative budgetary practices" as a credit strength. Additionally, Moody's report highlighted the "strong resident incomes and property wealth". S&P's rating report mirrored many of Moody's sentiments and also mentioned the Town's "well-embedded and comprehensive policies and practices, including a long-term financial and capital plan, and formalized policies for investments, debt, and reserves, supported by a very strong institutional framework" and "annual surpluses, supporting a high reserve and liquidity position" as key characteristics to the maintenance of the AAA rating.
- **Outstanding Achievement Awards:** Several Town employees were given outstanding achievement awards in recognition of their service to the Town. The award recipients were Jeanne Theleen (Youth and Family Services); Police Sgt. Brandon Ritchie; Kirsten Smith (Library); Tonia Branson (Library); and Dave Burr (WPC). These employees have distinguished themselves by providing outstanding service, achieving a significant accomplishment, performing high quality work on a program or project, and/or contributing to teamwork.
- **Outreach to Glastonbury Farmers:** To support the local farmers who were adversely impacted by heavy rainfall and flooding in 2023, the Town Manager's Department shared information about State resources available to farmers. Information was shared in the form of press releases on the town website and social media pages, email blasts to farmers and letters mailed to farmers via the postal service.
- **Town Employees Receive Training on the State's Freedom of Information Act:** The State of Connecticut Freedom of Information Commission's Russell Blair conducted a Freedom of Information workshop in the Town Hall for the benefit of Glastonbury Town employees. All Department Directors and Division Managers were required to attend or watch the video recording. In addition, supervisors were encouraged to invite departmental employees that would benefit.
- **Small Town Economic Assistance Program (STEAP) Grant:** The Town was awarded a \$500,000 STEAP grant award for the Nye Road affordable housing development. Grant funds are for construction of new parking areas.
- **Wall of Honor Open House – Veterans Day:** The Town hosted an open house reception at the Town Hall for the purpose of formally unveiling the recently updated Wall of Honor. Following a community outreach campaign, the Wall was updated to incorporate an additional 38 service men and women and was relocated to the main lobby to better showcase our heroes.
- **Urban and Community Forestry Planning Grant Application:** The Town of Glastonbury received a grant application to the State requesting funding to develop a Comprehensive Forest Action Plan (The Plan). The Plan will serve as a decision-making tool to prioritize locations, issues, and goals to strategically manage, conserve, and enhance open space and forest land for habitat, resilience, and recreation.
- **Safe Streets for All Grant:** The Town was awarded a U.S. DOT Safe Streets for All Grant totaling \$96,000. The grant will help the Town develop a comprehensive safety action plan.



## Future Goals & Initiatives

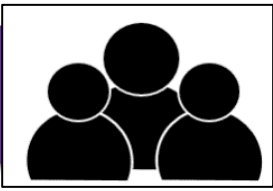
- Continue to pursue properties for the Town Council to consider acquiring for preservation purposes (forests, farms, open space, etc.).
- Through Department Directors, successfully manage capital projects that have already been funded.
- Develop a Town budget for FY2025 that supports valued services, provides for the care and maintenance of facilities, funds the Town’s short and long-term obligations, and is sensitive to upward movement of the mill rate.
- Assist the Town Council with ordinances, regulations, and other legislative actions.
- Encourage and support town-wide initiatives to improve service delivery, cost effectiveness, and customer service.
- Work with Community Development Staff to effectuate Building Zone Regulation amendments sought by the Town Council.
- Aggressively pursue grant opportunities that accomplish the Town Council’s general goals and objectives.
- Develop strong relationships with leaders of bordering municipalities.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	3.00	3.00	3.00	3.00
Part Time	0.50	0.50	0.50	0.50
FTE	3.50	3.50	3.50	3.50

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	408,460	566,987	415,015	417,093	0.50%
Supplies	11,178	10,937	142,860	112,000	-21.60%
Services & Charges	291,636	288,078	286,909	228,483	-20.36%
Capital Outlay	26,866	0	1,900	1,900	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$738,140</b>	<b>\$866,002</b>	<b>\$846,684</b>	<b>\$759,476</b>	<b>-10.30%</b>





## Mission and Responsibilities

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.

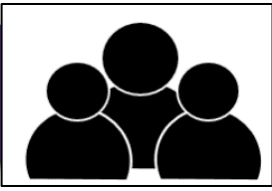
Human Resources activities and functions include:

- Employee selection, including new hire recruitment and internal promotions; administration of Affirmative Action Plan
- 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
- Risk mitigation
- Record keeping
- Maintaining compliance with state and federal employment laws and related guidelines
- Policy review and development

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

## Successes & Accomplishments

- Implemented Educational Internship Program
- Created pension estimation tools to simplify/expedite process and confirm actuary data
- Conducted numerous benefits audits, including, Dependents, Premiums-deductions, ACA, Health Savings Account participation/funding, Mission Square terminations, Supplemental life plans, Pension plan participation, Pension plan beneficiaries
- Implemented Wellness Program, distributing Fitbits to all full and part-time staff members; offered 2 walking challenges
- Initiated weekly benefits email updates to highlight news, deadlines
- Updated prescription safety eyeglass program
- Promulgated 3 administrative policies
- Managed 53 recruitments, hired 68 (7, officials/administrators) and promoted 21 employees
- Reviewed probation status of 46 new and promoted staff members
- Administered 14 family/medical leaves of absence; conducted 2 interactive processes for applicants/employees with disabilities
- Administered 28 new pension payments
- Created 2 new defined contribution plans; changed 2 pension vesting schedules and executed 3 pension amendments
- Conducted 1 benefits survey and 12 compensation surveys



## Successes & Accomplishments Continued

### Customer Service Center (CSC)

- Enhanced “one-stop-shopping” opportunities at the CSC by making Youth & Family Services’ theater production tickets available at Town Hall.
- Supported Town Clerk and Registrars of Voters staff with election activities, including providing absentee ballot applications and voting district/location information to residents.
- Coordinated system-wide participation in fundraising for charitable organizations including the Breast Friends Fund and Connecticut Cancer Foundation
- Assisted many departments with different initiatives, including sanitation with rollout of home compost pails, Human resources with holiday events, and Community Development with updating of IWWA permit spreadsheets
- Worked with Town Officials in Veterans Open Day (11/11/2023) at Town Hall for our newly updated wall of honor

## Future Goals & Initiatives

- Adopt Retirement Income Plan 2024 Restatement; develop and publish related Retirement Income Plan summary plan descriptions for each retirement plan group.
- Implement Medicare Advantage Plan for retirees to improve coverage while reducing costs to retirees and the Town.
- Complete physical and electronic record reconfigurations.
- Update, draft, implement, and introduce policies including Hiring, and Leave of Absence
- Revise and implement new employee orientation program
- Develop and implement supervisory training program for Glastonbury leaders

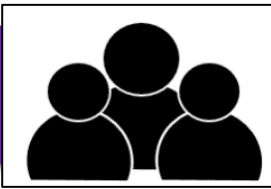
### Customer Service Center (CSC)

- Provide notary services to Town Hall visitors on a revenue-positive basis.
- Process passport applications on an ongoing appointment basis and through seasonal/special events.
- Promote Town assistance programs at the CSC to help generate interest and contributions – e.g. Food Bank, Holiday Programs, Police Department outreach initiatives, Leisure/Culture programming, etc.
- Provide face masks, literature, and other public health resources through the CSC.
- Continue to expand opportunities to highlight Town news and events in the Customer Service Center.
- Update the Wall of Honor Veterans display, (located on the lower level of Town Hall), to recognize local veterans.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time – Human Resources	3.00	3.00	4.00	4.00
Part Time – Customer Service Center	1.27	1.27	N/A*	N/A*
Full Time – Customer Service Center*	N/A	N/A	1.00	1.00
<b>FTE</b>	<b>4.27</b>	<b>4.27</b>	<b>5.00</b>	<b>5.00</b>

*\*In November 2022, the Town Manager approved a change in the Customer Service Representative (CSR) role from 2 part-time positions to 1 full-time position. This is a strategic shift due to the ongoing attrition rate and the breadth of organizational knowledge required for success in this role. The two part-time positions became vacant at the same time, and through attrition, the role transitioned to full time.*



## Personnel & Expenditure Summary Continued

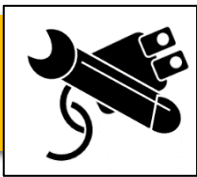
EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	345,540	392,835	433,929	466,273	7.45%
Supplies	10,520	13,867	19,800	19,800	0.00%
Services & Charges	358,159	461,170	547,996	543,143	-0.89%
Capital Outlay	4,500	0	6,750	0	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$718,719</b>	<b>\$867,872</b>	<b>\$1,008,475</b>	<b>\$1,029,216</b>	<b>2.06%</b>
<b>REVENUES – Non-Tax</b>	<b>13,035</b>	<b>12,635</b>	<b>13,000</b>	<b>0</b>	<b>-100.00%</b>
Required from Taxes	\$705,684	\$855,237	\$995,475	\$1,029,216	3.39%

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Workers' Compensation Claims	<25	22	25	This division does not estimate these measures for future years.	
Total Cost (\$) of Workers' Compensation Claims $\square$	<\$175,000	\$201,000	\$41,440		
# of Employee Training Programs	5	3	16		
% Probation success rate, full-time employees	>85%	88%	90%		

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Total Number of Participants in Training Sessions for Fiscal Year	120	232	299	300
Number of Full & Part Time Recruitments per year (Parks & Recreation seasonal NOT included)	62	53	70	60
Number of Full-Time Budgeted Positions	237	241	245	245
Revenue from Passport Processing Services $\square$	\$13,035	\$12,635	\$13,000	\$13,000
# of Passport Applications Processed $\square$	361	343	300	300
Notary Services Revenue $\square$	\$3,080	\$2,680	\$3,000	\$3,000



## Mission and Responsibilities

The mission of the Facilities Maintenance Department is to provide comprehensive operations and maintenance management of all municipal buildings and facilities to ensure cost effective operations, high quality customer service, and exceptional working environments. The Department manages all capital building construction projects for the Town and the Board of Education.

Activities and functions of the Facilities Maintenance staff include:

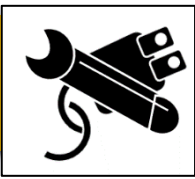
- Perform in-house maintenance, repair, custodial services, and improvements for 323K+ sq. feet of facilities
- Manage all utilities, communications services, and accounts for all Town Departments, valued at over \$1.5 million annually
- Provide staff support to the Public Buildings Commission
- Oversee an average of \$5.75+ million valued construction work annually
- Manage 26+ facilities services and consultant contracts annually

## Successes & Accomplishments

- Purchase Agreement for Renewable Energy Certificate covering 50% of Town electrical use.
- Achieved \$486,414.83 in energy rebates from utilities since 2009.
- Completed Glastonbury High School locker room/Restroom project.
- Participated in Sustainable CT Initiatives including actions required towards achieving Climate Leader Designation.
- Completed boiler replacement at Gideon Welles School.
- Developed design and bid for Air Handling Unit replacement at Gideon Welles School to qualify for State of Connecticut grant reimbursement.
- Continued LED Retrofits in interior spaces in Academy Building, Fire Departments, Police Department.
- Completed design process for a new Animal Control Shelter and Williams Memorial Building renovation.

## Future Goals & Initiatives

- Continue LED retrofits in interior spaces at the Riverfront Community Center and Youth & Family Services office.
- Complete upgrades to the Building Official, Fire Marshal, and Health Department offices.
- Develop long-term plan for kitchen renovations in Academy facility to bring online for active use.
- Evaluation and reroof numerous buildings over coming years, including: Emergency Medical Services Building (2023), 35 Bell Street (2023), 1361 Main Street (2023), Transfer Station Office (2024), Fire Co. 1 (2027), and Police Department Annex (2024 or later).
- Purchase Agreement for Renewable Energy Certificate covering 75% of Town electrical use.
- Roll out Electric Vehicle charging stations at Town owned properties using available funding through grants and capital funds.
- Support redesign of RCC initiatives including office plans, work out room and relocation of the food bank.
- Upgrade control system for Police Facility and Town Hall.



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	12.00	12.00	12.50*	12.50*
Part Time	5.00	5.00	5.00	5.50
FTE	17.00	17.00	17.50	18.00

\*Portion of one FTE is allocated to the Sewer Operating fund as a shared initiative for ADOPTED Electrician position.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	960,674	1,002,195	1,041,828	1,101,030	5.68%
Supplies	16,559	19,316	19,200	19,400	1.04%
Services & Charges	876,311	827,934	835,967	764,079	-8.60%
Capital Outlay	16,223	15,074	76,500	60,150	-21.37%
<b>TOTAL EXPENDITURES</b>	<b>\$1,869,767</b>	<b>\$1,864,520</b>	<b>\$1,973,495</b>	<b>\$1,944,659</b>	<b>-1.46%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Energy Intensity (KBTU/SF)*	130	135	134	134	131
Custodial Costs (\$/SF)	< 1.90	1.45	1.50	1.65	1.72
Custodial Quality (5 High to 1 Low)	5.0	4.5	4.6	4.6	4.6
# of Workplace Incidents	0	1	1	0	0
# of Lost Days due to Workplace Incidents	0	0	0	0	0
% of Electricity from Alternative / Renewable Energy Sources**	≥ 50%	47%	50%	60%	75%
% of Electricity from On-site Solar	25%	19.6	19.8	19.8	19.8

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

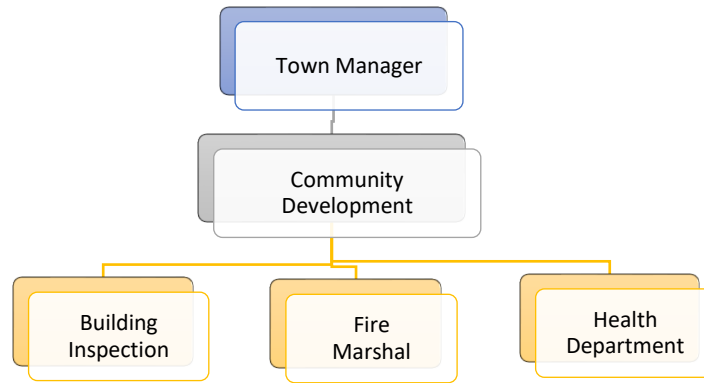
\*\*Percentage from 2009 baseline.

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Number of Work Orders ☐	2,178	2,035	2,100	2,100
Capital Improvement Program Execution	\$5,367,248	\$3,500,000	\$6,000,000	\$6,000,000
Square Feet of Municipal Facilities Managed	326,000	330,000	330,000	330,000

# 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 and commissions with land use and building responsibilities including, but not limited to, the Town Plan & Zoning Commission, Town Council (Zoning Authority), Conservation Commission/IWWA, Economic Development Commission, and the Historic District Commission.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	1,514,145	1,540,283	1,565,975	1,736,394	10.88%
Supplies	31,325	32,392	37,085	41,680	12.39%
Services & Charges	989,622	945,157	1,027,196	1,030,803	0.35%
Capital Outlay	107,156	7,433	1,700	57,950	3308.82%
<b>TOTAL EXPENDITURES</b>	<b>\$2,642,247</b>	<b>\$2,525,264</b>	<b>\$2,631,956</b>	<b>\$2,866,827</b>	<b>8.92%</b>



## Mission and Responsibilities

The mission of the Planning and Land Use division of the Community Development office is to provide high quality, efficient, and comprehensive services through technology, communications, and professionalism to ensure continuing enhancement of the quality of life in Glastonbury. The division provides town planning, environmental planning, development review, and permitting associated with residential, commercial, industrial, and governmental land use projects. Management and support services are provided to the Town Plan and Zoning Commission (TP&Z), the Conservation Commission/Inland Wetlands and Watercourses Agency, the Economic Development Commission, and the Historic District Commission, as well as other commissions.

Activities and functions of the department include:

- Perform statutory review of all residential, commercial, and municipal development projects.
- Prepare, adopt, and implement the Town's Plan of Conservation and Development, Affordable Housing Plan, and other plans that guide growth and preservation.
- Coordinate and develop new and revised land use regulations.
- Manage the provision of environmental protection services in conjunction with new development, and guidance on preservation of town-wide natural resources.
- Oversee historic preservation services.
- Manage the development approval process through the coordination and staffing of land use boards to help ensure that project reviews meet applicable regulations and codes

## Successes & Accomplishments

- Shepherded the Glastonbury Town Center Design Guidelines through the preparation and adoption process.
- Completed year one of Architectural and Site Design Review Committee meetings while supporting applicants through the new design review process.
- Launched an Open Space Management Plan for former MDC parcels and JB Williams Park to assess the forest ecosystem and the opportunities for passive recreation (completion expected Winter 2023).
- Catalogued 20+ years of Inland Wetland and Watercourse Agency and agency staff permits and declarations.
- Began cataloguing 2,000+ conservation easements in preparation for mapping and enhanced monitoring.
- Completed a Conservation Commission guidance document outlining preferred sustainability measures.
- Oversaw adoption of Inclusionary Zoning to promote the construction of affordable housing.
- Revised Building Zone Regulations to prohibit cannabis establishments and update forestry regulations.

## Future Goals & Initiatives

- Implement the 2022-2027 Affordable Housing Plan strategies and Plan of Conservation and Development Housing policies, including developing performance criteria to identify locations for higher density affordable housing.
- Undertake a multi-year comprehensive update to the Building-Zone Regulations and Subdivision Regulations to strengthen design standards, increase conformity with State statutes and best practices, and improve document useability.
- Undertake a Comprehensive Forest Action plan with grant funding from DEEP to inform future forest and open space planning and resource allocation.
- Continue migrating land use application review to the online permitting system and improving permitting procedures, including application forms and fees.
- Complete 3rd Floor Town Hall renovations to remediate asbestos and improve the working environment of the Building Inspection, Fire Marshal, and Health Department staff.



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	3.50	4.00	4.50	4.50
Part Time	0.64	0.64	0.64	0.64
FTE	4.14	4.64	5.14	5.14

\*Building Inspection/Zoning Enforcement in FY2024 Split between Building & Community Development.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	476,382	406,831	465,396	504,664	8.44%
Supplies	11,329	5,503	9,850	10,225	3.81%
Services & Charges	256,721	260,346	298,566	277,762	-6.97%
Capital Outlay	67,811	2,071	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$812,244</b>	<b>\$674,750</b>	<b>\$773,812</b>	<b>\$792,651</b>	<b>2.43%</b>
<b>REVENUES – Non-Tax <sup>△</sup></b>	<b>\$10,243</b>	<b>\$8,630</b>	<b>\$13,000</b>	<b>\$32,500</b>	<b>150.00%</b>
<b>Required from Taxes</b>	<b>\$802,000</b>	<b>\$666,120</b>	<b>\$760,812</b>	<b>\$760,151</b>	<b>-0.09%</b>

\*Office of Community Development revenues are projected to increase in future years due to proposed fee re-evaluations across all four divisions.

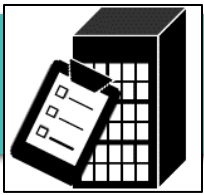
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Complete Administrative Review Meeting for New Development Proposals (Days from Date of Submission)	≤30	100%	100%	100%	100%
Develop Design Guidelines	100%	30%	90%	100%	N/A
Draft and Adopt a Text Amendment on Cannabis Industry	100%	10%	100%	N/A	N/A
Revision and update to Building Zone Regulation document	100%	N/A	5%	10%	50%
Integrate Community Development permitting process into OpenGov	100%	10%	15%	50%	100%
Migrate to digital plan submissions with use of OnBase System	100%	N/A	10%	50%	100%

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Applications Approved				
Subdivision	3	4	6	6
Special Permit	22	36	36	36
Wetland Permit	9	7	5	5
Commission Subcommittee Meetings/Public Workshops Held	17	22	20	20
Town Plan & Zoning Commission Meetings	19	20	22	22
Conservation Commission/IWWA Meetings	15	17	17	17





# Building Inspection

## Mission and Responsibilities

The Building Inspection/Zoning Enforcement office is a division of the Community Development Department. The overarching mission of this Division is to provide high quality, efficient, and comprehensive services through technology, communications, and professionalism to ensure continuing enhancement of the quality of life in Glastonbury.

The Building Inspection/Zoning Enforcement Division is responsible for:

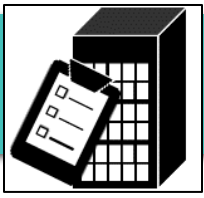
- Reviewing and issuing Building permits for all types of construction, including structural, electrical, heating, and plumbing.
- Building and Construction project inspections and approval/issuance of Certificates of Occupancy (COs).
- Management of zoning & building complaints, conducting investigations, issuing cease & desist orders, and performing joint code inspections with the Fire Marshal and Land Use staff, as applicable.
- Enforcing Zoning and Building Codes applicable to building, electrical, plumbing, and heating.
- Enforcing the Blight Ordinance.
- Reviewing Building plans for code compliance.
- Providing administration and management activities for the Zoning Board of Appeals.

## Successes & Accomplishments

- Completed first full year with the OpenGov online building permitting system, processing 2,000+ online permits and working consistently to improve the user experience.
- Completed conversion of existing paper street address files to digital format to facilitate public record access.
- Expanded zoning enforcement capacity with the addition of a Planning Technician and improved enforcement protocols.
- Continued collaboration with Health & Fire Marshal offices to achieve compliance with blighted properties as reported to Town departments.

## Future Goals & Initiatives

- Continue to integrate OpenGov permitting system with existing file storage system, OnBase Document Management system, to access and view historic plans and permits to efficiently fulfill public inquiries.
- Coordinate with the Information Technology Department to make archived permits and plans more easily accessible to the public.
- Streamline the plan review process and reduce inspection wait-time for home improvement projects and commercial renovations through full staffing and improved work flows.
- Foster ongoing staff development by supporting continuing education opportunities in building and zoning code compliance, including staff certifications through the governing regulatory associations and State agencies such as the International Code Counsel, State Building Inspectors Office and Association of Zoning Enforcement Officials (CAZEO).
- Improve printed and online information to assist applicants and property owners with the permitting process.



# Building Inspection

## Personnel & Expenditures

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	4.00	4.00	4.50	4.50
Part Time	0.00	0.00	0.0	0.27
FTE	4.00	4.00	4.50	4.77

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	357,943	365,800	381,298	415,404	8.94%
Supplies	8,398	11,960	9,920	13,420	35.28%
Services & Charges	286,444	258,908	289,402	298,138	3.02%
Capital Outlay	30,514	3,881	1,700	0	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$683,300</b>	<b>\$640,549</b>	<b>\$682,320</b>	<b>\$726,962</b>	<b>6.54%</b>
<b>REVENUES – Non-Tax* ⬆</b>	<b>\$1,177,109</b>	<b>\$1,049,387</b>	<b>\$900,000</b>	<b>\$951,600</b>	<b>5.73%</b>
<b>Required from Taxes</b>	<b>(\$493,809)</b>	<b>(\$408,838)</b>	<b>(\$217,680)</b>	<b>(\$224,638)</b>	<b>3.20%</b>

\*Non-Tax revenue is generated by building permit fees for commercial, industrial, and residential construction. Office of Community Development revenues are projected to increase in future years due to proposed fee re-evaluations across all four divisions.

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Complete 80% of Inspections within 2 days of inspection date requested ⬆	80%	75%	75%	80%	85%
Annual Relicensing Training for Inspectors (Hours/Person/Year)	≥30	30%	30%	30%	30%
Convert existing street files to a digital format	50%	95%	100%	100%	100%
Implement Use of Online Permitting	100%	100%	100%	100%	100%

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Building Permits Issued*	1,634	2,183	2,200	2,250
Other Permits Issued (Non-Building)	1,333	1,982	2,000	2,050
Certificate of Occupancy Permits Issued ⬆	42	50	50	55
Zoning Board of Appeals Applications Received	19	32	30	30

\*New and renovated structures.



## Mission and Responsibilities

The Fire Marshal office's mission is to provide high quality, efficient, and comprehensive services through technology, communications, and professionalism to ensure continuing enhancement of the quality of life in Glastonbury. The ongoing goal of the Fire Marshal's Office is to provide a community which is reasonably safe from the ravages of fire, smoke, and panic through successful elements of risk reduction methods - e.g., enforcement, education, planning, and investigation.

Activities and functions of the Division include:

- Enforce Connecticut 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 the 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 Daycare Centers, Healthcare Occupancies, Residential Board & Care Facilities, and establishments that serve liquor.
- Conduct Code Consultation inspections for architects, design engineers, developers, and property owners.
- Issue blasting and open burning permits.
- Conduct fire prevention training programs, distribute public service announcements, and author press releases.

## Successes & Accomplishments

- Initiated use of FirstDue software for inspections and reporting in collaboration with the Fire Department to streamline record management and access.
- Began digitizing Fire Marshal office paper files to facilitate public record access.
- Conducted **145** annual inspections (including assembly occupancies) and **295** apartment smoke door and detector inspections help to ensure fire code compliance and prevent fire incidents that can cause loss of life and property.
- Responded to **73** fire related complaints.
- Completed **69** training activities.
- Accomplished **56** plan reviews for development projects.
- Participated in **16** public education events.
- Participated in **88** Fire Department assists.

## Future Goals & Initiatives

- Increase the frequency of inspections for all occupancy types to increase community safety and build stronger relationships with property and business owners.
- Develop a database of commercial properties for fire safety compliance monitoring, including collecting fire alarm and sprinkler system testing and maintenance reports.
- Integrate the OpenGov online permitting system and the FirstDue fire inspection software databases.
- Continue prioritization of inspections of multi-family buildings to reduce risks to residents in such housing units.



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	2.00	2.00	2.00	2.20
Part Time	0.50	0.50	0.50	1.50
FTE	2.50	2.50	2.50	3.70

\*Administrative Assistant in FY2025 will split time between Fire Marshal and Health Department.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	204,791	283,945	225,570	317,464	40.74%
Supplies	4,910	7,774	8,775	9,495	8.21%
Services & Charges	137,555	135,887	138,044	139,953	1.38%
Capital Outlay	5,038	0	0	53,500	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$352,295</b>	<b>\$427,606</b>	<b>\$372,389</b>	<b>\$520,412</b>	<b>39.75%</b>
<b>REVENUES – Non-Tax <math>\triangle</math></b>	<b>\$3,903</b>	<b>\$2,200</b>	<b>\$4,000</b>	<b>\$19,800</b>	<b>395.00%</b>
<b>Required from Taxes</b>	<b>\$348,392</b>	<b>\$425,407</b>	<b>\$368,389</b>	<b>\$500,612</b>	<b>35.89%</b>

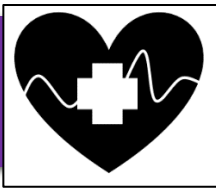
\*Office of Community Development revenues are projected to increase in future years due to proposed fee re-evaluations across all four divisions.

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Certificate of Occupancy (COO) Inspections Completed within 6 Work Days	100%	100%	100%	100%	100%
Annual Fire Prevention Training Programs provided with Emphasis on Daycare and Senior Adults $\triangle$	10	9	8	9	9
Assembly Occupancy Annual Inspections Completed at Facilities Occupied by 50 or more Persons $\triangle$	80	22	34	50	80

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Fire Incident Investigations Completed:				
Commercial	4	0	4	4
Residential	12	4	12	13
Other	8	5	9	10
Certificate of Occupancy Inspections	27	31	32	34



## Mission and Responsibilities

The Health Department’s mission is to provide high quality, efficient, and comprehensive services through technology, communications, and professionalism to ensure continuing enhancement of the quality of life in Glastonbury. The Department protects public health in the following ways:

- Identifying and investigating health problems and hazards.
- Monitoring health status.
- Educating citizens on health issues.
- Ensuring the provision of health services.
- Enforcing health laws and regulations.
- Facilitating environmental health programs including well water, on-site sewage disposal, lead poisoning, housing, and inspection of the town’s 150± food service establishments.
- Conducting disease surveillance and communicable disease follow-up.
- Developing responses to public health emergencies, both natural and intentional.
- Coordinating and hosting public health events such as flu/wellness clinics and similar programs that promote good health and wellness for community residents.

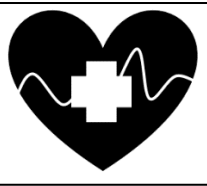
## Successes & Accomplishments

- Renewed Glastonbury’s designation as a bronze-level Bicycle Friendly Community.
- Observed the end of the COVID-19 public health emergency declaration after more than three years of intense and sustained activity by the Health Department and resumed weekly wellness clinics.
- Conducted a Road Safety Audit to identify a preferred route for bicyclists and pedestrians to safely travel from the terminus of the multiuse trail on House Street to the future access point across the Putnam Bridge.
- The Food and Drug Administration (FDA) Food Code was adopted by State of Connecticut as regulations for food service to the public, bringing significant change to food service businesses and Health Department’s food service inspection process.
- Organized **8** vaccination clinics and administered **633** vaccines, providing protection for hundreds of people against COVID-19, RSV, and seasonal flu.
- Conducted on-site food service inspections as described in detail in the table below.

Class	Food Service Licenses Issued	Related Inspections Conducted
<b>Class I – Cold Food</b>	30	21
<b>Class II – Pre-packaged food</b>	20	14
<b>Class III – Prepared &amp; serve &lt; 4 hours</b>	34	41
<b>Class IV – Prepared &amp; serve &gt; 4 hours</b>	114	190

## Future Goals & Initiatives

- Broaden use of OpenGov software to allow electronic processing of food service and salon applications and paperwork.
- Continue to develop and share current knowledge of COVID-19 best practices and responsibilities to support residents, businesses, and decision makers, adjusting as the disease transforms over time.
- Digitize Health Department paper files to facilitate public record access and community health research.



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	5.00	5.00	5.00	4.80
Part Time	0.50	0.50	0.50	0.50
FTE	5.50	5.50	5.50	5.30

\*Administrative Assistant in FY2025 will split time between Fire Marshal and Health Department.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	475,028	483,707	493,711	498,862	1.04%
Supplies	6,687	7,155	8,540	8,540	0.00%
Services & Charges	308,903	290,015	301,184	314,950	4.57%
Capital Outlay	3,792	1,481	0	4,450	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$794,410</b>	<b>\$782,358</b>	<b>\$803,435</b>	<b>\$826,802</b>	<b>2.91%</b>
<b>REVENUES – Non-Tax</b> ☐	<b>\$118,497</b>	<b>\$97,851</b>	<b>\$112,600</b>	<b>\$144,075</b>	<b>27.95%</b>
<b>Required from Taxes</b>	<b>\$675,913</b>	<b>\$684,507</b>	<b>\$690,835</b>	<b>\$682,727</b>	<b>-1.17%</b>

\*Office of Community Development revenues are projected to increase in future years due to proposed fee re-evaluations across all four divisions.

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Complete Septic System Plan Reviews Within 5 Working Days	≥80%	80%	80%	80%	80%
Reduce Restaurant Re-inspections of all Food Service Licensed Establishments* ☐	<20%	33%	23%	25%	20%

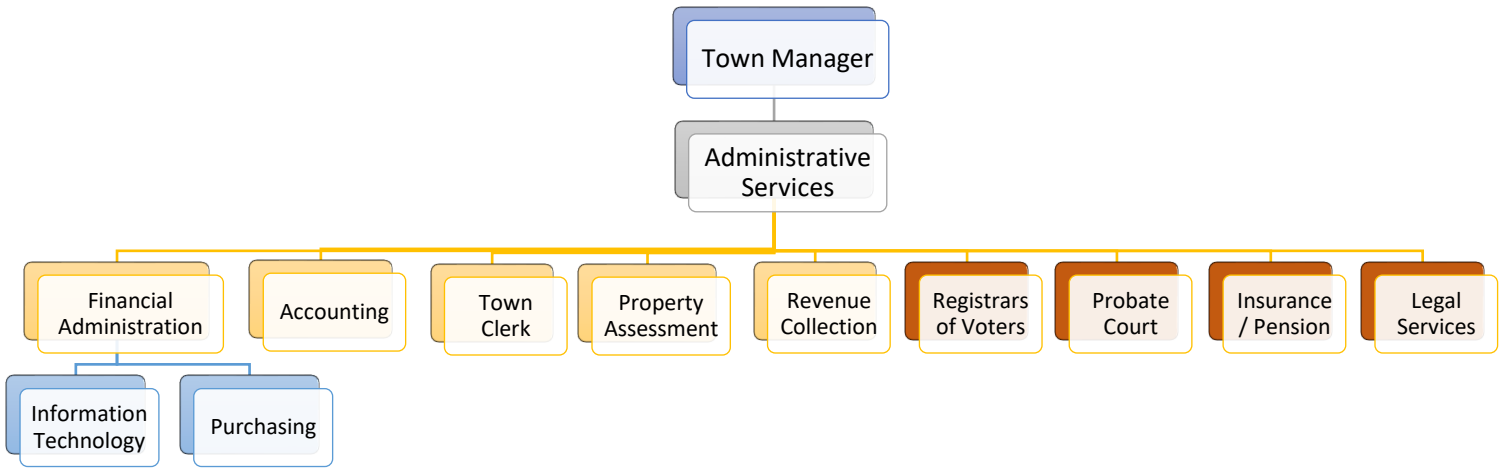
\* Transition to FDA Food Code, may include more re-inspections.

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Well and Septic Permits Issued (including repairs)	96	86	75	70
Routine Inspections (septic installation, restaurants, etc.) ☐	750	760	780	775
Complaint Inspections (Housing Code Matters, Environmental Sanitation) ☐	33	25	30	30

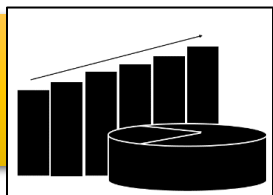
# Administrative Services

The Administrative Services Department maintains responsibility for the management of five departments including: Finance, Accounting (including Purchasing and Information Technology), Property Assessment, Revenue Collection, and Town Clerk. For budgetary purposes, the following Departments are also included under Administrative Services: Registrars of Voters, Probate Court, Insurance/Pension, and Legal Services.



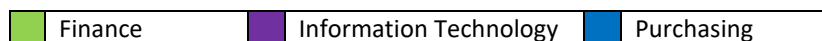
■ Grouped under Administrative Services for budgetary purposes.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	2,107,218	2,157,261	2,273,494	2,346,235	3.20%
Supplies	91,513	109,383	144,896	144,631	-0.18%
Services & Charges	1,749,799	1,791,833	1,913,879	1,966,447	2.75%
Capital Outlay	101,911	133,624	167,240	140,450	-16.02%
<b>TOTAL EXPENDITURES</b>	<b>\$4,050,441</b>	<b>\$4,192,101</b>	<b>\$4,499,509</b>	<b>\$4,597,763</b>	<b>2.18%</b>



## Mission and Responsibilities

The Financial Administration Department includes the Finance, Information Technology, and Purchasing Departments. The Finance Department's mission is to provide financial stability for the Town through sound financial planning, timely financial management, and accurate reporting that adheres to prescribed governmental accounting practices. The mission of the Information Technology Division (I.T.) is to create an environment of seamless integration between people and technology. The Purchasing Department is committed to the procurement of quality goods and services in a cost-effective and timely manner while adhering to legal and ethical requirements as established by local, state, and federal laws and regulations, sound internal controls, and professional purchasing principles.



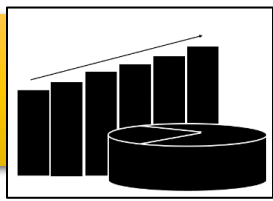
Department functions and activities include:

- 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.
- Oversee and monitor Town's retirement investments.
- Schedule bond issues in accordance with CIP and prepare official statements for bond issuance.
- Meet with rating agencies to attain rating for bond sales.
- Oversee administration of the Town's Retirement Income Plan.
- 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.
- 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.
- Coordinate disposition 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.

## Successes & Accomplishments

- Received Distinguished Budget Award for FY2024 Budget from the Government Finance Officers Association (GFOA).
- Reaffirmed Moody's Aaa and Standard and Poor's AAA bond rating for a \$2.155 million bond issuance for Land Acquisition.
- Generated approximately \$65,523 in Town revenues through the sale of surplus property and residential lease renewals including rental of affordable housing residences.
- Updated Munis vendor information files via vendor update mailing.
- Further expanded JPMC bank card programs, resulting in an annual rebate to the Town of \$19,966.
- Coordinated revisions to construction contract language for bids funded by American Rescue Plan Act (ARPA).
- Completed major cyber testing and security updates system wide for protection of town data.
- Completed major upgrades to the Video and Audio production system in the Town Hall facility for meeting Broadcasts.





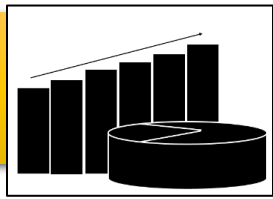
## Future Goals & Initiatives

- 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).
- Manage and submit reporting for ARPA funding
- Continue to evaluate the third-party payroll processor to improve efficiency throughout the organization.
- Evaluate current financial policies in place and update for efficiencies within the organization
- Launch new online Invoice Processing Module deploying new scanning and document management system efficiencies.
- Coordinate revisions to contract process for bids with new Town Attorney.
- Coordinate revisions to Purchasing bid request process.
- Implement automated tracking of Insurance Certificates for active vendors.
- Coordinate vendor insurance requirement models and instruct Town staff.
- Continue to transition Vendor PO delivery method to email in MUNIS Financial System to increase electronic distribution of POs for efficiency and reduced consumables.
- Coordinate upload of Purchasing bid documents to archives following solicitation process for all bids and RFPs.
- Review and analyze the benefits of possible expansion of JPMC Single Use Accounts for increased rebates.
- Coordinate install of upgraded audio and video system broadcasting at the Riverfront Community Center.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	9.00	9.00	9.00	9.00
Part Time	0.00	0.00	1.00	1.00
FTE	9.00	9.00	10.00	10.00

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	841,674	850,045	897,673	931,471	3.77%
Supplies	14,074	20,037	35,355	31,645	-10.49%
Services & Charges	822,869	875,621	957,889	1,019,241	6.40%
Capital Outlay	91,178	121,514	157,850	110,300	-30.12%
<b>TOTAL EXPENDITURES</b>	<b>\$1,769,795</b>	<b>\$1,867,218</b>	<b>\$2,048,767</b>	<b>\$2,092,657</b>	<b>2.14%</b>
<b>REVENUES – Non-Tax</b>	<b>\$1,156,277</b>	<b>\$607,994</b>	<b>\$1,274,410</b>	<b>\$1,276,410</b>	<b>0.16%</b>
Required from Taxes	\$613,518	\$1,259,224	\$774,357	\$816,247	5.41%



## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Years Receiving GFOA Distinguished Budget Award*	Annually	26	27	28	29
Unassigned Fund Balance as a % of Revenues	>12%	18.8%	20.3%	18.2%	17.6%
Debt Service as a % of Actual Expenditures	<10%	3.8%	3.8%	3.9%	2.8%
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	<55	78	47	55	55
Tech Staff per Total Staff**	<3.6%	1.24%	1.31%	1.31%	1.31%
Tech Spending per Employee**	<\$7,569	\$5,461	\$5,994	\$6,401	\$6,575
GFI System Patch Vulnerability Level	<2	3.8	3.0	2.4	2.0
Town Staff Cyber Risk Score	<20	32.1	26.5	22	19

\*Government Finance Officers Association (GFOA)

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

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Bids Issued	15	15	14	14
# of Requests for Proposal Issued	10	12	11	11
# of Quotes Issued	14	7	15	15
# of Networked Devices	1,288	1,296	1,310	1,325
# of Help Desk Requests Resolved	435	523	570	580
Average Monthly Help Desk Requests Processed	36	38	39	40
Information Technology Projects Completed	65	84	60	55
Number of Hosted Public Virtual Meetings Broadcasted ☐	209	155	144	145



## Mission and Responsibilities

The Accounting Department’s mission is to administer cash management, accounts payable, and payroll responsibilities to provide complete, timely, and accurate financial information to Town management to assist in decision making. Key department activities include:

- 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

## Successes & Accomplishments

- Awarded the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report (ACFR). 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.
- Successfully completed 2023 year-end reporting following resignation of Controller

## 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.
- Encourage vendor participation in virtual credit card program to increase rebate revenue.
- Collaborate with I.T. staff to implement the financial component of the document management system.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	4.00	4.00	3.00	3.00
Part Time	0.00	0.00	0.50	0.50
FTE*	4.00	4.00	3.50	3.50

\*Reduction in FTE due to consolidation of payroll responsibilities



## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	277,761	306,173	286,402	298,986	4.39%
Supplies	7,431	8,251	12,500	12,500	0.00%
Services & Charges	190,167	189,607	163,563	166,139	1.57%
Capital Outlay	0	0	6,750	0	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$475,358</b>	<b>\$504,031</b>	<b>\$469,215</b>	<b>\$477,625</b>	<b>1.79%</b>
<b>REVENUES – Non-Tax*</b>	<b>\$399,933</b>	<b>\$2,936,473</b>	<b>\$1,767,172</b>	<b>\$2,362,452</b>	<b>33.69%</b>
<b>Required from Taxes</b>	<b>\$75,425</b>	<b>(\$2,432,442)</b>	<b>(\$1,297,957)</b>	<b>(\$1,884,827)</b>	<b>45.21%</b>

\*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 3.87% in fiscal year 2023. Interest rates are expected to increase; therefore, the Town is estimating an average yield of 4.0% for fiscal year 2024/2025.

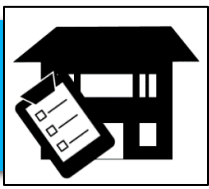
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
<b>Financial Reporting:</b>					
Achieve Annual Comprehensive Financial Report Excellence Award	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	100%	98%	96%	99%	97%
% of Direct Deposit Electronic Statements	100%	95%	95%	100%	98%
<b>Investment Results*:</b>					
General Fund/Pooled Cash	2.50%	0.31%	3.24%	2.50%	3.25%
Sewer Funds - Pooled and Separately Invested	2.50%	0.90%	1.95%	2.20%	2.00%

\*Investment returns are based on market conditions and particularly, the applicable federal funds rate. Interest rates in FY2022 were greatly impacted by the pandemic while interest rates in FY2023 were impacted by inflation.

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Payroll Checks Issued	860	494	750	500
Direct Deposit Advices	10,760	11,406	11,000	11,500
Vendor Payments	5,158	5,176	5,200	5,200
1099 Misc. Issued	150	172	160	180
W-2s Issued	924	890	950	900
Revenue Batches Posted	1,458	2,201	1,500	2,200
Accounts Receivable Bills Issued	465	511	480	530



## Mission and Responsibilities

The Property Assessment Department’s mission is to compile the annual Grand List of taxable and exempt property while maintaining responsibility for administration of an ad valorem tax program including compliance with State Tax Laws; assessment and re-assessment of all real estate, personal property of businesses, and motor vehicles; and maintenance of a records library and information center relative to real, personal, and motor vehicle inventories, including owner’s name, address, legal data and values.

Department activities include:

- Identify, 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 (BAA).
- Coordinate activities related to 5-year property Revaluation.
- Assist in defense of assessment appeals in State’s court system.
- Maintain map identification system for all real estate parcels.

## Successes & Accomplishments

- Finalized and signed 2023 Grand List on January 31, 2023.
- Successfully completed and implemented the revalued Grand List of October 2022 for FY2024.
- Assessment Clerk passed the State exam and became certified by OPM as CCMA I in October 2023.
- Increased participation of online personal property filing 35% by providing a greater number of local businesses (1600) with access to our online personal property portal.
- 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.

## Future Goals & Initiatives

- File the 2023 Grand List by statutory deadline.
- Assist the BAA in adjudicating the appeals of the 2023 Grand List.
- Implement pilot program via web-based application, to automate the real estate transfer process; thereby creating efficiencies for staff and our database users.
- Continue to provide access to the Town’s online personal property filing portal to more business accounts, improving efficiency for the customer and further reduce printing and postage costs.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	4.00	4.00	4.50	4.50
Part Time	0.67	0.72	0.00	0.00
FTE*	4.67	4.72	4.50	4.50

\*Previous part-time position merged into a shared full-time position with Revenue Collection department



## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	357,274	353,803	368,161	366,374	-0.49%
Supplies	10,406	10,932	15,435	15,435	0.00%
Services & Charges	266,027	267,857	295,939	273,703	-7.51%
Capital Outlay	1,347	0	0	1,150	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$635,055</b>	<b>\$632,592</b>	<b>\$679,535</b>	<b>\$656,662</b>	<b>-3.37%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Time Lag in Processing Deeds (in days)	<30	20	20	20	10
Grand List Adjustments	<3,500	3,437	3216	3300	3300
Coefficient of Dispersion (COD)	<12.5%	10.27	10.33	5.69*	11.6*
Assessment Level (Median)	63% - 77%	65.0	54.83	70.0	62.0
Price Related Differential (PRD)	0.97-1.03	0.999	1.014	1.009*	0.999*

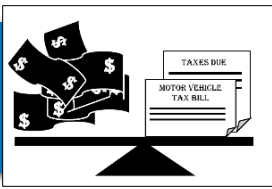
As statistics approach either end of their ranges, a Revaluation will equalize the measures of uniformity. The Town implemented a Revaluation for FY2024. The coefficient of dispersion is the most commonly used statistic for measuring the uniformity of assessments within a class of properties. A PRD >1.00 suggests the high-value parcels are under assessed while a PRD <1.00 suggests the lower priced properties are under assessed.

\*Indicates actual (not estimated) results

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Taxable Grand List Accounts	53,832	53,058	54,000	54,000
Elderly Applications Processed	689	687	687*	690*
Useable Real Estate Sales	513	813	546*	420*
Deeds Processed	1088	1375	1122*	935*
Applications to Board of Assessment Appeals	43	32	186*	40*
Appeals to Superior Court	2	3	40*	2
New Construction Assessments Completed	59	29	25	30

\*Indicates actual (not estimated) results



# Revenue Collection

## Mission and Responsibilities

The Revenue Collection Department’s mission is to assist in maintaining the Town’s fiscal stability by ensuring the timely collection and recording of all revenues through the diligent application of State Statutes, regulations, and other enforcement aids, all while helping the public to understand the taxation process and procedures.

Department responsibilities include:

- Bill, collect, and process all Real Estate, Personal Property (Business) and Motor Vehicle taxes, assessment connection charges, and all related penalty charges for town residents
- Coordinate with State DMV for processing of motor vehicle tax bills for approximately 37,000 registered vehicles
- Partner with Sanitation Department to collect data and process 5,800 annual sewer use bills
- Enforce delinquent collections of taxes
- Serve as central processing office for receipt of revenues from all other Town departments

## Successes & Accomplishments

- Achieved a Collection Rate of 99.47% in FY2022/2023
- Revenue Clerk successfully completed the third of four classes towards her State certification
- Staff continuing to take courses/classes to maintain their State Certification designation. Must re-certify every five years.

## Future Goals & Initiatives

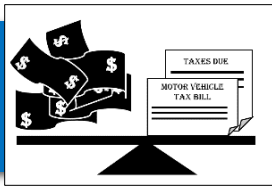
- Achieve a Collection Rate of greater than 99.20% in 2024
- Train new staff members to receive the Certified Connecticut Municipal Collector designation
- Educate citizens on use of online system for making payments and retrieving income tax information

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	4.00	4.00	3.50	3.5
Part Time	0.00	0.00	0.00	0.00
FTE*	4.00	4.00	3.50	3.5

\*Previous full-time position reduced and merged into shared full-time position with Property Assessment department

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	254,668	222,340	255,756	250,556	-2.03%
Supplies	31,662	31,229	35,716	37,116	3.92%
Services & Charges	206,827	158,560	163,862	184,150	12.38%
Capital Outlay	6,872	360	0	1,700	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$500,029</b>	<b>\$412,489</b>	<b>\$455,334</b>	<b>\$473,522</b>	<b>3.99%</b>



# Revenue Collection

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Tax Revenue Collection Rate*	>99.1%	99.58	99.47	99.45	99.45
Personal Property ◻	99.2%	98.91	98.78	98.90	98.90
Real Estate	99.2%	99.76	99.66	99.65	99.65
Motor Vehicle**	98.5%	98.58	98.37	98.40	98.40
Sewer Collection Rate	≥97.0%	98.48	98.34	98.50	98.50

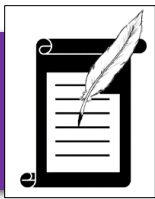
\*The FY2019 – FY2022 budgets assume a 99.1% collection rate. FY 2023 assumes a 99.15% collection rate

\*\* State has begun 3-year registrations which may slow collections of motor vehicle taxes.

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Credit Card/E-Check Transactions processed ◻	13,074	13,915	14,000	14,200
Total Dollars for Credit Card/E-Check Transactions ◻	15,185,608	15,185,608	19,000,000	20,000,000
Real Estate – Non-Escrow (billed)	7,349	7,496	7,596	7,650
Real Estate - Escrow (billed)	7,186	7,069	6,969	6,920
# of Motor Vehicle Accounts	31,387	31,479	31,600	31,600
# of Personal Property Accounts	2,108	2,058	2,070	2,070
# of Supplemental Motor Vehicle Accounts	5,558	4,981	5,000	5,000
# of Sewer Bills Issued	5,881	5,881	5,890	5,890
# of Tax Liens	202	207	210	210
Lockbox Collections (excluding Escrow) ◻	37.9%	40.87%	41.0%	41.0%





## Mission and Responsibilities

The Town Clerk Department's mission is to remain neutral and impartial in its rendering of equal service to all, with an emphasis on providing accurate information according to applicable state and local laws. The Town Clerk's office provides the professional link between citizens, local governing bodies, and the boards, commissions, committees, and agencies of Town government.

The Department's main functions are:

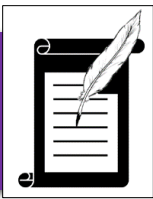
- Recording, indexing, scanning, and copying of land record documents and maps
- Issuance of Certified Copies and Licenses - e.g. marriage/civil union, and liquor licenses
- Vital statistics, including births, marriages, civil unions, and deaths
- Serve as official repository of notices, agendas, and minutes for Town boards/committees/commissions
- Trade Name (DBA) filings
- Receive for record, and maintain copies of recorded Veteran and Military Discharges
- Index, Maintain, and Preserve the Town's permanent public records and various Public Record Miscellaneous Filings
- Registrations of Foreclosed Properties and Notary Publics
- State and Municipal Conveyance Tax Return Processing for Land Records Transactions
- Special Funds Management for Land Records and Dog, Marriage, and Sporting License Fees
- Election Administration and Results Certification including Absentee Ballot Design, Issuance, and Reconciliation; Petition Qualifying; Referenda; Nominating; and reporting to the Secretary of the State
- Notarization Services and Signature Authentication
- Serve as Designated Agent for Service
- Ethics Commission Training Coordination and Tracking

## Successes & Accomplishments

- Completed another round of the State Historic Documents Preservation Grant for the conservation and preservation of 300 of the Town's oldest permanent record property maps for public use.
- Maintained a large percentage of activity to the online land records search portal for title searchers, attorneys, and residents via subscription.
- Continued use of the State of CT expanded absentee voting application portal that runs through DMV to verify identity and streamline the application process to effectively manage higher participation in absentee voting.
- Continued streamlining processes adopted during the pandemic to maximize resident convenience and ease of service.
- Implemented an auto-verification process for land record indexing to reduce processing times for land record filing.
- In conjunction with the Registrar of Voters, Glastonbury received an award, "The Democracy Cup", for the highest percentage of voter turnout in a large town for the State Election of 2022.

## Future Goals & Initiatives

- Identify opportunities to expand secure storage space in the vault to accommodate volume growth of permanent records, including the reproduction of the oldest, largest land record books in a smaller format to accommodate more storage opportunities.
- Submit State Historic Grant application to continue with the next round of Town map preservation project.
- Identify more efficient processes for Land Records Indexing and Verification.



## Personnel & Expenditure Summary

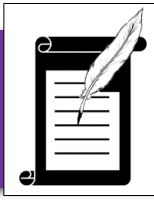
PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	4.00	4.00	4.00	4.00
Part Time	0.00	0.00	0.00	0.00
FTE	4.00	4.00	4.00	4.00

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	280,497	297,260	289,302	303,168	4.79%
Supplies	11,218	16,550	26,410	27,885	5.59%
Services & Charges	244,177	264,262	291,713	274,179	-6.01%
Capital Outlay	1,145	3,136	2,640	4,400	66.67%
<b>TOTAL EXPENDITURES</b>	<b>\$537,038</b>	<b>\$581,208</b>	<b>\$610,065</b>	<b>\$609,632</b>	<b>-0.07%</b>
<b>REVENUES – Non-Tax*</b>	<b>\$1,373,060</b>	<b>\$1,024,085</b>	<b>\$1,065,150</b>	<b>\$917,850</b>	<b>-13.83%</b>
<b>Required from Taxes</b>	<b>(\$836,023)</b>	<b>(\$442,877)</b>	<b>(\$455,085)</b>	<b>(\$308,218)</b>	<b>-32.27%</b>

\*Non-tax revenues are generated from conveyance tax and recording fees from land record recordings, issuance of marriage, dog, and 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

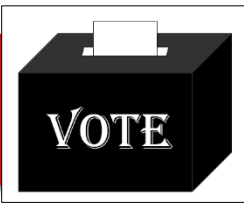
PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Land Recordings Returned Within 21 Days (Standard 30)	100%	97%	100%	100%	100%
Land Record Audit Done by Statutory 12/31 Deadline	100%	100%	100%	100%	100%
Absentee Ballots Mailed Within Statutory 24 Hours	100%	100%	100%	100%	100%
Historic Document, Farmland Preservation, and Marriage License Surcharge Reports Submitted by Statutory Deadlines	100%	100%	100%	100%	100%
Conveyance Tax Filing Within Statutory Deadline	100%	97.83%	100%	100%	100%



## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Land Record Recording (LRR) - Documents	7,430	5,414	5,400	5,400
Land Record Recording (LRR) - Pages	32,455	20,092	19,000	19,000
Land Record Certifications ☐	105	119	100	100
Property Map Filings & Foreclosed Property Registrations	89/41	104/46	100/50	100/50
Dog Licenses Issued - Individual / Kennel	3,229/5	3792/4	3,700/5	3,700/5
Sporting Licenses & Permits / Liquor Permits Issued ☐	307/35	122/41	120/35	120/35
Vital Records Received & Processed / Certified Copies Issued ☐	942/710	942/1138	950/1,000	950/1,000
Marriage Licenses Issued ☐	173	163	170	170
Burial / Cremation / Disinterment Permits Issued	162/92/0	126/112/0	130/80/1	130/80/1
Notary Registrations / Notarizations / Copy Certified ☐	76/30/15	83/124/4	80/30/10	80/30/10
Absentee Ballots Issued for Election Events ☐	1,631	2599	2585	5,000
Online Credit Card Transactions - #/\$ - Dog Licenses* ☐	1,087/ \$49,656	2515/\$46,860	2,000/\$45,000	2,000/\$45,000

*\*Dog Licenses, Land Record Electronic Recordings, electronic death registry state system orders, and Online Land Record Search Subscriptions and copies.*



# Registrars of Voters

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## Mission and Responsibilities

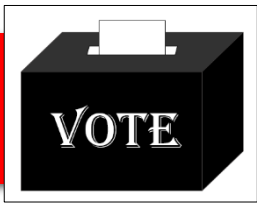
The mission of the Registrars of Voters Office (ROV) is to conduct timely and effective federal, state, and local elections with the highest level of professional election standards. General Statutes of the State of Connecticut govern the functions of the ROV office. Registrars of Voters are sworn elected officials and serve two-year terms. A Republican and Democratic Registrar jointly administer the responsibilities and duties of the office.

Department responsibilities include:

- 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 (SOS) Election Calendar.
- Coordinate with Town Departments and SOS for conduct of all elections.
- In accordance with State Statutes:
  - Train and 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, and 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 (GHS) students and Annual Canvass of Electors per National Change of Address (NCOA) service to update records.
- Every ten years implement redistricting changes based on plans endorsed by Connecticut State Legislature.

## Successes & Accomplishments

- In response to changes in voting districts and/or representation, continued campaign to inform electorate of redistricting impacts.
- In anticipation of Municipal Election on November 7, 2023, provided voting information, (including registration details), to the GHS Social Studies staff for subsequent presentation to high school students.
- Achieved voter turnout for the November 8, 2022 Election of 67% resulting in the Town of Glastonbury receiving the Democracy Cup for highest turnout in the large town category (25,000-60,000). For Glastonbury voters, this followed the Town receiving the award for highest turnout in the 2020 Election with an 88.6% turnout.
- Enrolled 1,385 new voters, made changes to an additional 2,554 voters, and removed 1,500 voters between November 8, 2022 and November 7, 2023, resulting in 25,300+ registered voters.
- Hired and trained 20 new poll workers, certified six moderators, and provided additional training for 75 current poll workers, most of whom worked either the Election.
- Updated documentation for Absentee Ballot counters in conjunction with the Town Clerk's office to improve turnover and counting efficiencies.
- Implemented additional changes to the DMV online voter registration and address change system.
- Conducted an annual canvass of voters from January 1, 2023 through May 31, 2023.
- Participated in the selection committee to assist in implementation of statewide database voter system due to go online in 2024. Lisbeth Becker served as one of two Registrars to assist in design of new database system.
- Attended ROV Annual Conference and Secretary of State (SOTS) conference on election laws and procedures as well as ROVAC Subcommittees. Lisbeth Becker continues to serve as Chair of the Technology Committee.



## Future Goals & Initiatives

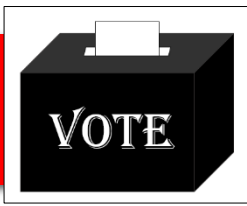
- Conduct annual canvass of voters from January 1, 2024 through May 31, 2024.
- Hire and train poll workers for Early Voting initiative commencing with the Democratic & Republican Presidential Primaries slated for April 2, 2024.
- Research equipment to automate certain election processes.
- Advance planning for Presidential Primaries, State and Federal primaries held in April 2 and August 13, 2024 and the November 5, 2024 Presidential Election.
- Implement new database system due online in 2024.
- Participate in implementing Early Voting policy and procedures in response to the passage of the State of CT referendum approving Early Voting in CT.
- Provide information on State constitutional Amendment anticipated to be on the November 5, 2024 ballot.
- Conduct GHS registration sessions in January 2024 to increase online voter registration and participation in future Elections including the 2 potential primaries scheduled for 2024 in which 17 years are able to participate if 18 on or before November 5, 2024.
- Continue to 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 ROVs, Deputy ROVs, and Moderators.
- Expand participation with local community organizations providing outreach regarding voter registration and education.

## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	95,345	127,641	176,200	195,680	11.06%
Supplies	16,721	22,383	19,480	20,050	2.93%
Services & Charges	19,731	35,926	40,913	49,035	19.85%
Capital Outlay	1,368	8,614	0	22,900	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$133,165</b>	<b>\$194,564</b>	<b>\$236,593</b>	<b>\$287,665</b>	<b>21.59%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Hire, Train, and Certify Election Officials*	70	65	75	120	120



# Registrars of Voters

## Activity Indicators

D= Democratic, R = Republican

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Registrars	2	2	2	2
Deputy Registrars	2	2	2	2
Tabulator Technicians	5	5		
# of Elections (including Primaries)	1	2		
Referendum	0	0		
Audit or Recanvas	0	0		
# of Eligible Voters	25,600	25,600		
Percent Voting:			The ROVs do not estimate future figures for this item.	
Municipal	44%			
State/Federal	*	67%		
August Primary State	*	32%		
Party Primary	*			
Referendum	*			

\* Not Applicable



# Legal Services

## Department Overview and Objective

The Legal Services Department is maintained for accounting and budgetary purposes only and accounts for the provision of legal counsel, currently provided by Halloran & Sage and Murtha Cullina, as applicable to represent the community in lawsuits when it is not defended by its insurance company's legal counsel.

Legal counsel:

- Provides opinions relative to questions on the Charter and Town Code.
- Interprets municipal Code or State Statutes.
- Represents the Town as necessary in legal matters.

## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Services & Charges	236,222	373,097	300,000	300,000	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$236,222</b>	<b>\$373,097</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>0.00%</b>



# Probate Court – Glastonbury-Hebron

## Department Objective

The Probate Court is established by State Statute. Effective January 2011, the Town of Glastonbury Probate Court serves the citizens of Glastonbury and Hebron. The Glastonbury-Hebron Probate District Court deals with a variety of matters on behalf of the Glastonbury and Hebron communities with diligence and concern.

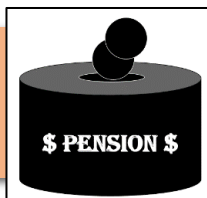
The Department is responsible for:

- Decedents' estates
- Conservatorships
- 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

## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Supplies	10,397	13,666	20,600	20,600	0.00%
Services & Charges	3,570	4,010	4,200	4,200	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$13,967</b>	<b>\$17,676</b>	<b>\$24,800</b>	<b>\$24,800</b>	<b>0.00%</b>





## Department Objective

The Insurance/Pension Department is maintained for accounting and budgetary purposes only and accounts for insurance and pension benefits provided to employees and retirees. Additional information regarding Town benefits is provided below:

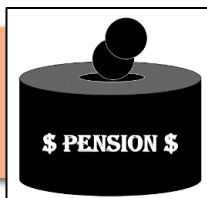
- The Town maintains an Insurance/Pension Division to account for Worker's Compensation, Casualty/Property/Liability insurance, life and disability insurance, employee and retiree related costs for health insurance, pensions, and OPEB. Employer costs for health insurance, social security, Medicare, and 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 Worker's 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 Worker's Compensation insurance.
- A health care consultant is retained to advise and assist the Town with administering the Health Self-Insurance program and coordinating the annual renewals with Anthem and Delta Dental for Town employees and retirees.
- The health benefit costs for retirees are recorded in this Division.
- The Town oversees the administration of Principal Financial Group (formerly Wells Fargo Retirement Services) who currently serve as directed trustee/custodian for the Town's pension funds and benefit payment administrator for the Town's retirees.
- The Town works with Fiducient 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 Principal Financial Group (formerly Wells Fargo) with actuarial services provided by Milliman.

## Successes & Accomplishments

- Over recent years, worked with insurance broker on plan design changes to systematically return the Health Self-Insurance Reserve to levels that exceed the Recommended Minimum Reserve.
- Augmented controls to combat cyber security risks.

## Future Goals & Initiatives

- Continue plan to systematically reduce anticipated pension investment rate of return, as applicable, 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 worker's compensation exposure and liability of property incidents.



## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Training & Dues	0	22	2,700	2,700	0.00%
Casualty Insurance	617,289	672,473	776,668	841,476	8.34%
Employee-Related Insurance	916,357	983,101	998,150	1,127,270	12.94%
Pension	27,482	47,130	47,130	47,130	0.00%
Claims/Services/Retro Charges	46	88,926	60,000	60,000	0.00%
Programs/Professional Services	48,943	48,497	59,525	56,768	-4.63%
<b>TOTAL EXPENDITURES</b>	<b>\$1,610,117</b>	<b>\$1,840,149</b>	<b>\$1,944,173</b>	<b>\$2,135,344</b>	<b>9.83%</b>
<b>Revenues – Non-Tax*</b>	<b>120,104</b>	<b>60,143</b>	<b>40,000</b>	<b>40,000</b>	<b>0.00%</b>
<b>Required from Taxes</b>	<b>\$1,490,013</b>	<b>\$1,780,006</b>	<b>\$1,904,173</b>	<b>\$2,095,344</b>	<b>10.04%</b>

\*Non-tax revenue is generated from insurance claims reimbursements.

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Pension Contribution (% of Budgeted Payroll)*	<10%	37.03%	35.16%	33.06%	31.90%
Pension Funded Ratio**	100.0%	69.08%	72.56%	75.2%	76.1%
Percent of Actuarial Determined Contribution (ADC)	100%	100%	100%	100%	100%

\*General Fund, Town DB and Hybrid only . FY 22 and 23 percentage of payroll per FY 203 disclosure. Assumes a flat defined pension contribution in FY 2025 while awaiting completed valuation

\*\*FY22 & FY23 include actual ratio from GASB Disclosure for fiscal year 2023, respectively. FY 24 and FY 25 are per Actuarial Long-Range Forecast provided in Highlights of the July 1, 2022 Valuation

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Casualty Insurance (annual cost)	\$617,289	\$672,472	\$776,668	\$841,476
Health Insurance Rate Increases:				
Anthem Blue Cross/Blue Shield	0.0%	0.00%	0.00%	-5.00%
Delta Dental	0.0%	0.00%	0.00%	0.00%

Health Insurance: actual rates used in 2021 open enrollment (FY2022) were flat to prior year.



# Self-Insurance

## Department Overview and Objective

The Self-Insurance Fund is maintained for accounting and budgetary purposes only. Effective July 1, 2010, the Town and Board of Education implemented a self-insured program for 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:

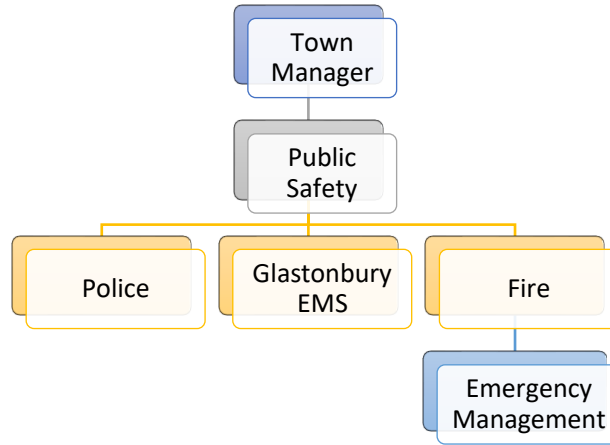
- The difference between the Town's maximum exposure for health-related claims and expenses as calculated annually at the time of renewal and the total budgeted amount for health-related insurances
- Ten percent (10%) of the total budgeted amount for health-related insurances for the year of renewal
- 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 FY2021 through FY2023. The activity of the insurance program is accounted for in an Internal Service Fund. For comparison, the minimum reserve is estimated at approximately \$4.9 million.

SELF-INSURANCE	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL
<b>REVENUES</b>			
Employer Contributions	20,398,009	18,493,323	16,307,930
Employee Contributions	4,231,708	4,700,576	4,383,067
Interest on Investments	21,527	14,750	298,662
<b>TOTAL REVENUES</b>	<b>24,651,244</b>	<b>23,208,649</b>	<b>20,989,659</b>
<b>EXPENDITURES</b>			
Claims Incurred	17,526,391	19,489,780	19,932,514
Administration	2,406,091	2,523,685	2,670,982
<b>TOTAL EXPENDITURES</b>	<b>19,932,482</b>	<b>22,013,465</b>	<b>22,603,496</b>
Beginning Self-Insurance Fund Balance	10,887,759	15,606,521	16,801,705
Annual Change	4,718,762	1,195,184	-1,613,837
<b>ENDING SELF-INSURANCE BALANCE</b>	<b>\$15,606,521</b>	<b>\$16,801,705</b>	<b>\$15,187,868</b>

# Public Safety

The Public Safety Division includes the Police Department, Glastonbury EMS, Fire Department and Emergency Management Departments.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	8,396,564	8,585,927	9,058,654	9,516,629	5.06%
Supplies	219,977	269,940	266,683	291,194	9.19%
Services & Charges	6,876,455	6,726,364	6,895,365	7,003,017	1.56%
Capital Outlay	357,055	533,188	469,744	301,470	-35.82%
<b>TOTAL EXPENDITURES</b>	<b>\$15,850,050</b>	<b>\$16,115,419</b>	<b>\$16,690,446</b>	<b>\$17,112,310</b>	<b>2.53%</b>



# Police Department

## Mission and Responsibilities

The mission of the Glastonbury Police Department (GPD) is that all its members remain committed to providing quality service in a professional and sensitive manner to everyone in the Glastonbury community. The Department encourages open dialogue and positive interaction to form a partnership which will enhance the quality of life for all.

Glastonbury's nationally accredited Police Department is primarily responsible for:

- Protecting life and property; Recovering lost property
- Preserving the peace and preventing crime
- Regulating non-criminal conduct
- Apprehending offenders
- Collaborating with the community to solve local problems
- Promoting public safety and upholding the rule of law
- Protecting individual rights, liberties, and freedoms
- Investigating motor vehicle crashes, criminal violations, and Town ordinance violations
- Maintaining state and national law enforcement accreditation standards
- Providing community outreach services to the town including crime prevention activities, traffic enforcement, and youth/school programs
- Providing dispatch and emergency communication services for police, fire, and EMS in Glastonbury and East Hampton
- Retaining a fully staffed and well-trained work force
- Ensuring emergency management efforts meet the needs of the community

## Successes & Accomplishments

- Collaborated with Youth & Family Services to formulate a Trauma Team, designed to ensure citizens who suffered a traumatic experience receive follow-up care.
- Established a peer support program – an initiative to provide emotional and psychological support to police staff through their coworkers.
- Hosted annual awards ceremony to recognize staff and civilians whose efforts and accomplishments went above and beyond what is expected.
- Implemented the Automated License Plate Reader system.
- Conducted numerous community outreach programs and attended various career fairs.
- Hired 8 police officers, 2 dispatchers, and 2 records clerks. Promoted 3 supervisors.
- Hosted the Citizen's Police Academy, a series of classes and hands-on experiences designed to provide community members with an opportunity to learn about and gain insight into the operations, procedures, and challenges faced by the Police Department.
- Trained an officer as a certified Drug Recognition Expert; a specialized training allowing officers to recognize and evaluate individuals who may be impaired by drugs, especially while operating a vehicle.
- Conducted workplace violence training for town employees.
- Conducted active shooter training with school security staff.



# Police Department

## Future Goals & Initiatives

- Achieve 11<sup>th</sup> CALEA reaccreditation
- Install a pedestrian sidewalk to connect Main Street with Canione Road
- Hire to fill police officer and civilian vacancies
- Complete construction of new Animal Control facility
- Continue modernization of the public safety radio system
- Collaborate with BOE on school safety initiatives and training programs
- Conduct Citizen’s Police Academy
- Participate in National Night Out
- 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)
- Establish Juvenile Review Board

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	79.00	81.00	81.00	81.00
Part Time*	3.00	1.50	1.50	1.5
FTE	82.00	82.50	82.50	82.50

\*Includes Dog Fund employees

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	7,888,664	7,998,472	8,432,066	8,610,166	2.11%
Supplies	129,520	169,376	168,305	174,070	3.43%
Services & Charges	6,303,053	6,043,461	6,262,795	6,349,820	1.39%
Capital Outlay	275,346	353,297	340,000	91,770	-73.01%
<b>TOTAL EXPENDITURES</b>	<b>\$14,596,583</b>	<b>\$14,564,605</b>	<b>\$15,203,166</b>	<b>\$15,225,826</b>	<b>0.15%</b>
<b>REVENUES – Non-Tax ☐</b>	<b>\$490,285</b>	<b>\$488,243</b>	<b>\$473,475</b>	<b>\$460,475</b>	<b>-2.75%</b>
<b>Required from Taxes</b>	<b>\$14,106,298</b>	<b>\$14,076,362</b>	<b>\$14,729,691</b>	<b>\$14,765,351</b>	<b>0.24%</b>



# Police Department

## Performance Measures

An Interactive Police Activity Dashboard can be found on the Town's Website ([Interactive Police Activity Dashboard | Glastonbury, CT \(glastonburyct.gov\)](#)). Additional performance measures are provided below:

Performance Measures	GOAL	FY2022 ACTUAL	FY2023 ACTUAL
Violent Crime Rate (Per 100,000)	<402.6 <sup>1</sup>	37.0	31.3
Property Crime Rate (Per 100,000)	<1,958.2 <sup>2</sup>	1558.6	1351.0
% Violent Crimes Cleared by Arrest	100%	69.2%	72.7%
% Property Crimes Cleared by Arrest	100%	15.1%	15.8%
% E911 Calls Answered <10 seconds	>90%	94%	93%
# of Workplace Injury Incidents	0	6	12
# of Lost Days <sup>3</sup>	0	245	19

FBI statistics are based on calendar year data. Glastonbury statistics (actual) are based on fiscal year data and 2020 Census population of 35,159.

<sup>1</sup> 2022 FBI National Average (<https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/explorer/crime/crime-trend>)

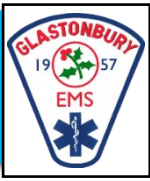
<sup>2</sup> 2022 FBI National Average (<https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/explorer/crime/crime-trend>)

<sup>3</sup> Lost days due to employee injuries

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL
Alarm Dispatches (Burglary & Fire)	1,288	1,394
Total Part 1 Crimes*	561	484
911 Telephone Calls Received	13,741	16,274
Routine Telephone Calls Received	86,806	86,105
Total Calls for Service/Complaints	17,408	24,113
Total Medical Calls (Medical, OD) added med alarms last year	2,306	2,328
Total Animal Calls	476	637
Total Motor Vehicle Accidents	827	740
Crashes Involving Injury	100	115
Fatal Crashes		2
Pistol Permits	255	152
Fingerprints (e.g., Employment, FINRA, Out-of-State Pistol Permits)	311	352
Car Seat Inspections	67	76

\*FBI's Uniform Crime Index for Major Crimes: (Murder, Homicide, Rape, Robbery, Aggravated Assault, Burglary, M/V Theft, Larceny-Theft, Arson)



# Glastonbury EMS

## Mission and Responsibilities

The mission of the Glastonbury EMS is to provide the best emergency medical care to individuals within the town of Glastonbury. The Department is responsible for:

- Providing emergency medical, pre-hospital care
- Serving as backup support for the Glastonbury Fire Department at structure fires
- Providing mutual aid assistance as needed
- Furnishing and maintaining 4 ambulances in accordance with State, Federal, and industry standards (Vehicles funded by GVAA)
- Providing community CPR and first aid training under American Heart Association (AHA) guidelines
- Participating in Town planning for disasters and mass casualty incidents
- Providing standby first aid services for community events

## Successes & Accomplishments

- Assisted in administering COVID-19 vaccinations to the community
- Conducted training for the community which, in turn helped Glastonbury renew its designation as a HeartSafe Community
- Purchased new Crestline ambulance
- Conducted Emergency Medical Responder (EMR) recertification classes for GPD and GFD
- Recruited, trained, and cleared five (5) new volunteer members

## Future Goals & Initiatives

- Continue to provide high quality emergency medical, pre-hospital care
- Recruit, retain, and increase volunteer pool
- Continue to look for new property/building to expand our services
- Increase the number of community individuals trained in CPR
- Reintroduce EMT classes and Safe Sitter classes

## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	0	0	0	0	0.00%
Services & Charges	2,821	2,977	700	700	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	2,821	2,977	700	700	<b>0.00%</b>
<b>REVENUES – Non-Tax</b>	<b>\$2,766</b>	<b>\$3,241</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>
Required from Taxes	\$55	(\$264)	(\$19,300)	(\$19,300)	0.00%





## Mission and Responsibilities

The mission of the Glastonbury Fire Department is to protect life and property within the community. This is achieved through the provision of professional fire service while adhering to the organization's "Core Values of commitment, respect, and integrity.

The Fire Department is responsible for:

- Fire prevention, suppression, rescue services, management of hazardous material situations, and any other related public safety services
- Providing support to other towns through mutual aid and on an "as-needed" basis

## Successes & Accomplishments

- Promoted a new Deputy Chief, two new Captains, and four new Lieutenants.
- Welcomed four new members that were certified as Firefighter I through the Connecticut Fire Academy.
- Completed the installation of a source captured exhaust mitigation system in the fire stations.
- Contracted with Marion Body Works for the purchase of two new Rescue/ Pumps.
- Implemented a LUNAR accountability program to enhance firefighter safety.
- Purchased new 4-gas, 5-gas, and hydrogen cyanide meters.
- Acquired a Fire Prevention Safety trailer at no cost to assist with public education demonstrations.
- Implemented a new records management system to replace aging/ outdated system (20+ years old).
- Partnered with Glastonbury Police and Glastonbury EMS to host a toy drive to benefit Connecticut Children's Hospital.

## Future Goals & Initiatives

- Complete the replacement of the remaining hydraulic extrication tools with new e-draulic (battery powered) equipment.
- Initiate renovation work, and addition of new "burn rooms" at the Fire Training Facility.
- Enhance the Department's stabilization equipment through the purchase of new rescue struts and accessories.
- Purchase a new Utility Terrain Vehicle, which will replace an 18-year old unit.
- Implement an independent study to identify the needs for adequate fire protection in accordance to the national standard.
- Increase the number of Firefighters trained to the Emergency Medical Response level.
- Continue to improve Firefighter safety through advancements in technology, equipment, and training.
- Improve methods of retaining existing members and recruiting new talent.
- Replacement of three aging apparatus that would reduce the fleet by one vehicle.



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	486,520	566,575	604,588	884,463	46.29%
Supplies	90,294	100,399	98,143	116,889	19.10%
Services & Charges	563,217	670,715	622,118	642,674	3.30%
Capital Outlay	80,385	179,891	128,544	208,500	62.20%
<b>TOTAL EXPENDITURES</b>	<b>\$1,220,415</b>	<b>\$1,517,580</b>	<b>\$1,453,393</b>	<b>\$1,852,526</b>	<b>27.46%</b>
<b>REVENUES - Non-Tax <math>\triangle</math></b>	<b>\$3,767</b>	<b>\$47,241</b>	<b>\$30,320</b>	<b>\$28,500</b>	<b>-6.00%</b>
<b>Required from Taxes</b>	<b>\$1,216,648</b>	<b>\$1,470,340</b>	<b>\$1,423,073</b>	<b>\$1,824,026</b>	<b>28.18%</b>

## Performance Measures

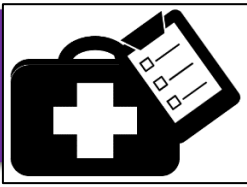
PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Average Response Time in Minutes	6-8	8	7	6-8	6-8
Insurance Service Rating*	4/4Y	4/4Y	4/4Y	4/4Y	4/4Y
Fire Training Hours	7,000	5,837	8,976	8,500	8,500
# of Workplace Incidents	0	1	4	0	0
# of Lost Days due to Workplace Incidents	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 assigns 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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Emergency Incidents	N/A*	874	904	1,128	1,240
Structure Fires	N/A	17	26	14	16
Volunteer Firefighters	135	98	108	104	104

\*Goal to minimize incidents throughout the year.



# Emergency Management

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## Mission and Responsibilities

The mission of the Office of Emergency/Civil Management is to coordinate all activities in times of man-made or natural disasters. The Department is responsible for:

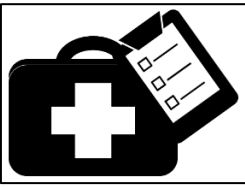
- Planning adequate staffing, equipment, and other community needs for Town emergencies
- Updating information, regulations, and training as applicable
- Conducting monthly testing of the Town's warning sirens
- Maintaining involvement with Federal, State, Regional, and Local Public Safety, Homeland Security, Emergency Management organization and civic organizations for the protection of Glastonbury citizens
- Providing citizens with information regarding emergency situations and public safety updates via the Department's disaster telephone line (860-652-7578), radio station (1570 AM 24 hours a day), and website at [www.glastonburyct.gov/gemradio](http://www.glastonburyct.gov/gemradio). [During severe thunderstorms the radio station is turned off to protect equipment, although the audio information is still available on the website.](#)
- Maintaining 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
- Providing informational sessions for various local organizations, businesses, and citizens
- Maintaining radiological monitoring devices to meet homeland security concerns

## 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 community events for citizen protection and staff training – e.g. annual Town sponsored Santa's Run Road Race
- Have instituted a program with colleges and their students 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, CT Fire Chiefs and Capitol Region of Governments (CRCOG), for 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 college students.
- Maintain involvement with other CT towns for mutual aid purposes.

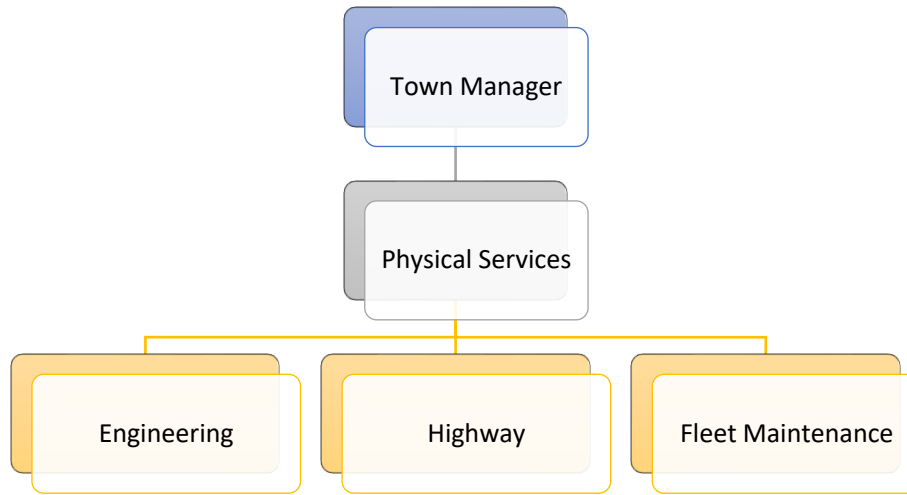


## Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	21,380	20,880	22,000	22,000	0.00%
Supplies	163	166	235	235	0.00%
Services & Charges	7,366	9,211	9,752	9,823	0.73%
Capital Outlay	1,323	0	1,200	1,200	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$30,231</b>	<b>\$30,257</b>	<b>\$33,187</b>	<b>\$33,258</b>	<b>0.21%</b>
<b>REVENUES – Non-Tax</b>	<b>\$11,618</b>	<b>\$11,104</b>	<b>\$12,110</b>	<b>\$12,110</b>	<b>0.00%</b>
Required from Taxes	\$18,613	\$19,153	\$21,077	\$21,148	0.34%

# Physical Services

The Physical Services Division includes the Engineering, Highway, and Fleet Maintenance Departments.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	3,476,287	3,377,651	3,645,910	3,792,748	4.03%
Supplies	568,316	638,637	716,070	716,070	0.00%
Services & Charges	3,024,851	2,888,165	2,982,637	2,970,567	-0.40%
Capital Outlay	306,857	176,026	305,320	522,100	71.00%
<b>TOTAL EXPENDITURES</b>	<b>\$7,376,311</b>	<b>\$7,080,479</b>	<b>\$7,649,937</b>	<b>\$8,001,485</b>	<b>4.60%</b>



## Mission and Responsibilities

The mission of the Engineering Department is to review and inspect all construction activities within the public right-of-way and to review proposed developments to determine compliance with Town standards and effects on public infrastructure and private properties. The Department is responsible for:

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

## Successes & Accomplishments

- PICKLEBALL COURT DESIGN AND CONSTRUCTION ADMINISTRATION - Completed technical design plans, generated comprehensive specifications, and gained all necessary Regulatory permits associated with construction of the new Pickleball courts located behind the Riverfront Community Center. Staff effort also included construction inspection and contract administration services which encompassed incorporation of a post tensioned concrete slab playing surface.
- BELL STREET SIDEWALKS – Completed technical design, prepared construction specifications and obtained all Regulatory permits necessary to initiate construction of sidewalks on Bell Street. This grant-funded project will allow for safe pedestrian passage to the off-road multi-use trail segments and Hebron Avenue Elementary School.
- GATEWAY CORPORATE PARK – Completed design, obtained permits, and addressed State DOT comments associated with sidewalk construction, pavement marking reconfiguration, and other construction items which enhance pedestrian and cyclist safety throughout the Gateway Corporate Park area. Subsequent construction was also inspected by Division staff. Substantial completion achieved in December 2023. Grant funding will cover 100% of construction costs.
- MAIN STREET RECONSTRUCTION – Completed design, obtained permits, and addressed State Department of Transportation (DOT) comments associated with reconstruction of Main Street between Ripley Road 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. Grant funding will cover 100% of construction costs. Actual construction expected to begin in Spring 2024.

## Future Goals & Initiatives

- NYE ROAD PARCEL SITE DESIGN – Recent Town property acquisition and land conveyance to the Glastonbury Housing Authority for affordable housing construction requires reconfiguration of the 50 Nye Road parcel. Division staff will perform site design and obtain permits necessary for construction which will allow this building to remain commercially viable. Grant funding in the amount of \$ 500,000 has been secured.
- TRAFFIC SIGNAL REPLACEMENT – Complete design and administer construction to replace the aging traffic signal located at the New London Turnpike/Chestnut Hill Road/Quarry Road intersection. Modern equipment to be installed will include video detection, battery backup, and state of the art controller. Improvements will also include safe pedestrian crossing capability on all four intersection approaches. Similar Improvements are proposed for the Hubbard Street/New London Turnpike/Neipsic Road intersection in the vicinity of Glastonbury High School.
- MATSON HILL OPEN SPACE RETAINING WALL – Develop design alternatives and implement the chosen means of action necessary to preserve the stone masonry retaining wall parallel to Roaring Brook. The wall was originally constructed as part of the Historic Slocomb Mill complex and is susceptible to scour created by intense storm stream flows.
- MAIN STREET SIDEWALK – Complete design and administer subsequent construction associated with sidewalk construction on Main Street (Route 17) in the vicinity of the Historic Cider Mill. Completion of this sidewalk segment will fill the last Main Street sidewalk gap between South Glastonbury and the East Hartford Town line four miles to the north.



## Personnel & Expenditure Summary

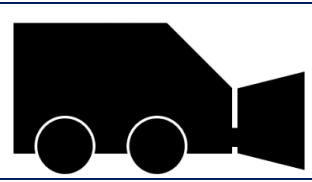
PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	11.00	11.00	11.00	11.00
Part Time	0.50	0.50	0.50	0.50
FTE	11.50	11.50	11.50	11.50

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	1,000,357	1,005,994	1,019,467	1,096,279	7.53%
Supplies	12,371	13,937	18,500	18,500	0.00%
Services & Charges	705,439	710,300	694,105	744,233	7.22%
Capital Outlay	16,860	40,857	4,185	28,100	571.45%
<b>TOTAL EXPENDITURES</b>	<b>\$1,735,028</b>	<b>\$1,771,087</b>	<b>\$1,736,257</b>	<b>\$1,887,112</b>	<b>8.69%</b>
<b>REVENUES – Non-Tax</b>	<b>\$11,618</b>	<b>\$11,104</b>	<b>\$12,110</b>	<b>\$12,110</b>	<b>0.00%</b>
<b>Required from Taxes</b>	<b>\$1,723,410</b>	<b>\$1,759,983</b>	<b>\$1,724,147</b>	<b>\$1,875,002</b>	<b>8.75%</b>

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Permit Fees*	\$565	\$1,257	2,000	\$2,000
Permits Issued:				
Right-of-Way Permits	370	296	350	350
Sanitary Sewer Permits	40	50	50	50
Certificate of Occupancy Inspections	42	43	50	50
Call Before You Dig Requests Processed	3,346	2,906	3,000	3,000
New Town Road Accepted (Miles)	0.2	0.8	0.2	0.2
Value of Capital Improvement Projects Managed	\$0.5M	\$0.9M	\$3.0M	\$3.0M

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



## Mission and Responsibilities

The mission of the Highway Department is to hold responsibility for the maintenance, repair, and construction of streets, drainage systems, sanitary sewers, traffic controls, sidewalks, and other features of the Town's infrastructure system. Overall maintenance and construction are accomplished through the use of in-house labor and equipment working in conjunction with contractual entities. This Department also coordinates the resolution of pertinent inquiries and service requests from citizens.

The Department is responsible for:

- Removing snow and ice during winter storm events
- Sweeping Town streets and executing roadside mowing
- Maintaining the Town's sanitary sewer collection system
- Preparing and providing administration of the Town street paving program
- Cleaning catch basins and performing main flushing of sanitary sewer
- Joint operation of the Bulky Waste sand and gravel operation
- Maintaining Town-owned traffic signals, managing application of all pavement markings, and installing all regulatory and advisory traffic signage
- Completing construction as funded and assigned on a wide variety of public infrastructure improvements
- Performing maintenance and construction of the Town's extensive storm drainage system
- Coordinating and implementing maintenance activities for public roadways –e.g. patching, crack sealing, curbing

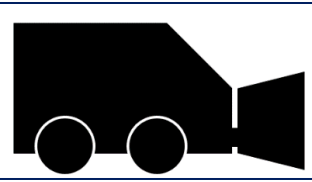
## Successes & Accomplishments

- TOWN FACILITY PAVEMENT REHABILITATION – Performed pavement reclamation, grading and new paving operations at Rotary Field Park and the Town Transfer Station located on New London Turnpike.
- DRIVEWAY CONSTRUCTION – Constructed a new 750' road allowing alternate means of access to the Town-owned Rose Farm parcels located off Matson Hill Road.
- ANNUAL ROAD PAVING – Efficiently managed and administered the Town's increasingly aggressive annual road paving program using pavement reclamation as the methodology of choice. Work was accomplished as a joint effort between Town staff and Contractual entities. The annual road paving program, along with winter snow and ice removal, constitute the largest programmatic efforts assigned to the Highway Division.
- MAIN STREET TRAFFIC SIGNALS – Initiated replacement of existing video detection cameras at signalized intersections in the Main Street corridor. A phased approach to replacement of the aging units will be adopted and will consist of installing units employing more reliable modern technology.

## Future Goals & Initiatives

- RESOLVE OUTSTANDING STORM DRAINAGE PROBLEMS – The intensity and frequency of rainfall events in recent times has revealed a number of storm drainage system capacity issues. Other problems have developed due to deterioration of underground metal pipes. This initiative will begin a multiyear effort to identify, prioritize and repair/replace system components necessary to prevent roadway flooding and property damage.
- TOWN FACILITY PARKING AND ACCESS DRIVE PAVING – Consistent with past systematic efforts to upgrade Town facility pavement condition, FY 2025 goals will include pavement rehabilitation at the Police Department, Highway Garage site and High St School playground.
- WINTER SNOW AND ICE REMOVAL – Continue efforts to provide the motoring public with a high level of service in the most cost-effective manner possible. Particular attention to be given to road salt application rates which are sufficient to maximize motorist safety while minimizing environmental impact.





## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 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

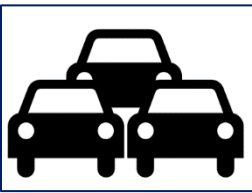
EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	1,918,388	1,788,472	2,013,943	2,055,365	2.06%
Supplies	546,525	619,804	685,410	685,410	0.00%
Services & Charges	1,688,564	1,612,208	1,652,186	1,601,878	-3.04%
Capital Outlay	284,756	132,630	263,000	488,200	85.63%
<b>TOTAL EXPENDITURES</b>	<b>\$4,438,232</b>	<b>\$4,153,115</b>	<b>\$4,614,539</b>	<b>\$4,830,853</b>	<b>4.69%</b>

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Lane Miles Resurfaced	20	17.21	29.56	20	20
Treated Road Salt: Ton/Lane Mile	0.08	.08	.08	.08	.08
Snow Removal within 8 hours of Storm Cessation	100%	100%	100%	100%	100%
# of Workplace Incidents	0	1	0	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	48	0		

## Activity Indicators

ACTIVITY INDICATORS	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Road Miles Plowed	N/A	18,774	10,945	30,000	30,000
Catch Basins Cleaned	500	193	299	500	500



## Mission and Responsibilities

The mission of the Fleet Maintenance Department is to hold responsibility for providing all routine preventive maintenance and repair work on the Town's fleet of over 300 pieces, including a wide variety of vehicles ranging from general purpose cars and police cruisers to school buses, fire apparatus, heavy trucks, and construction equipment. The Department is responsible for:

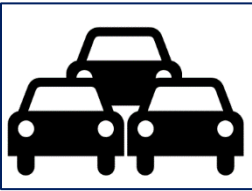
- Coordinating all routine, unplanned, and mandated maintenance on the Board of Education school bus fleet
- Providing detailed specifications for new vehicle and equipment purchases by all Town departments
- Administering a computerized fleet management and cost-tracking system
- Maintaining environmental compliance for the garage facility and fluid handling processes
- Providing technical guidance to Town departments on vehicle-related decisions and purchases
- Ensuring compliance with the State of Connecticut vehicle emission program
- Installing all emergency equipment in new police cruisers to provide state-of-the-art police vehicles
- Managing maintenance and regulatory compliance for the Town's gasoline, diesel, and natural gas fueling stations

## Successes & Accomplishments

- MAINTENANCE GARAGE IMPROVEMENTS – Replaced the antiquated garage ventilation system in the welding bay and repair bays with a technologically modern system, thereby improving overall indoor air quality. Work completed complements previous upgrades to exhaust hose reels and fixture, floor, and lighting replacements.
- UNDERGROUND FUEL TANK REPLACEMENT – Administered construction phase work required to remove the underground fuel storage tank on the Police Department site. The underground tank was replaced by a like-sized 10,000 gallon above ground unit thereby ensuring compliance with environmental regulations and eliminating potential Town liability associated with undetected underground leaks. Installations included new fuel dispensers and overhead canopy with appropriate lighting.
- GENERAL FLEET AND SCHOOL BUS MAINTENANCE – Administered contracts for all types of School bus repair and continued providing efficient maintenance service for the Town's diverse fleet consisting of approximately 260 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

- POLICE DEPARTMENT CRUISER REASSIGNMENTS – Evaluate Police Department Ford Explorer cruisers which will be replaced for potential reassignment to other Town Departments for less intensive general use. Vehicles deemed to be good candidates to be stripped of law enforcement related components and readied for reassignment where needed and appropriate in lieu of purchasing new vehicles.
- HEAVY EQUIPMENT PURCHASE – Generate vehicle specifications for all budgeted heavy equipment purchases including a new Highway Department Excavator and large trucks used in snow plowing operations.
- CNG FUELING STATION MAINTENANCE – Continue efforts to cost effectively maintain the existing Compressed Natural Gas (CNG) fueling station located at the Riverfront Community Center site. This station serves the Town's 26 natural gas fueled vehicles at a gasoline equivalent cost of approximately \$ 1.30 per gallon.



# Fleet Maintenance

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	557,542	583,185	612,500	641,104	4.67%
Supplies	9,420	4,896	12,160	12,160	0.00%
Services & Charges	630,847	565,658	636,346	624,456	-1.87%
Capital Outlay	5,241	2,539	38,135	5,800	-84.79%
<b>TOTAL EXPENDITURES</b>	<b>\$1,203,051</b>	<b>\$1,156,277</b>	<b>\$1,299,141</b>	<b>\$1,283,520</b>	<b>-1.20%</b>

## Performance Measures

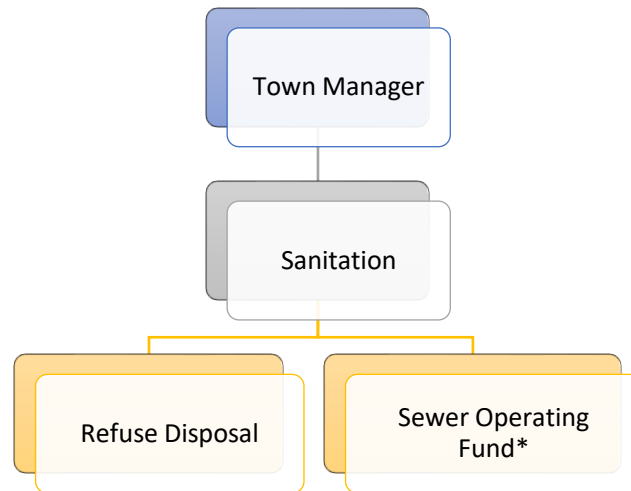
PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Percentage of On-Time Preventative Maintenance:					
Sedans	95%	89%	92%	95%	95%
Cruisers	95%	89%	90%	95%	95%
Operating & Maintenance (cost per mile):					
Sedans	≤0.25	0.23	0.24	0.25	0.25
Cruisers	≤0.50	0.38	0.38	0.35	0.35
Non-Police Sedan Fuel Efficiency (mpg)	≥30.0	32.52	28.98	30	30
# of Workplace Injury Incidents	0	1	3	This division does not estimate these measures for future years.	
# of Lost Days Due to Injury	0	0	12		

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Units in Town Fleet (sedans, trailers, equipment, trucks - light/medium/heavy, Police/Fire/Ambulance and vans - maintenance/passenger)	259	253	265	265
# of Units in BOE Fleet (buses, passenger vans, maintenance, and equipment vehicles)	89	90	90	90
# Natural Gas-Fueled Vehicles / # Electric Vehicles	27/2	27/1	26/1	26/1
Road Miles Traveled by Town Fleet	896,763	897,253	1,000,000	1,000,000
Road Miles Traveled by Board of Education	834,068	850,165	850,000	850,000
Average Fleet Age (Industry Average 6.5 years)	10.90	9.3	11.0	11.0

# Sanitation

The Sanitation Division includes the Refuse Disposal and Sewer Operating Departments.



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

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	336,757	391,154	356,051	373,014	4.76%
Supplies	2,691	3,622	4,650	4,750	2.15%
Services & Charges	585,479	550,890	582,295	609,745	4.71%
Capital Outlay	28,848	56,371	15,000	6,800	-54.67%
<b>TOTAL EXPENDITURES</b>	<b>\$953,775</b>	<b>\$1,002,038</b>	<b>\$957,996</b>	<b>\$994,309</b>	<b>3.79%</b>



# Refuse Disposal

## Mission and Responsibilities

The mission of the Refuse Disposal Division is to provide oversight of all solid and Hazardous Waste programs to ensure safe and efficient disposal and protection of public health in compliance with federal and state permit requirements.

The Department is responsible for:

- Providing effective Refuse and Recycling programs for waste generated within the Town.
- Operating the Transfer Station/Recycling facility and Satellite program.
- Managing operations of the Bulky Waste Facility for disposal of demolition/construction related waste and the processing of excavated materials for Town use and resale.
- Providing an effective Regional Household Hazardous Waste (HHW) disposal program as an active member of the Capitol Region East Operating Committee.
- Ensuring the community is informed of all solid waste disposal and recycling programs, events, and services.
- Issuing waste disposal permits for commercial waste collectors and enforcing compliance.

## Successes & Accomplishments

- Maintained active dialogue with Central Connecticut Solid Waste Authority and Capitol Region Council of Governments to evaluate effective opportunities for regional refuse and recycling disposal options.
- Hosted two town-wide paper shredding events attended by over 300 residents.
- Managed a fifth backyard compost bin and rain barrel sale for residents, with items sold at a reduced cost through a vendor partnership. 27 compost bins and 20 rain barrels were distributed.
- Recycled 1,891 mattresses and box springs free of charge to residents by participating in Mattress Recycling Council program.
- Distributed 540 Food Composting “Starter Kits” and accelerated organics recycling to 12.6 Tons, nearly double from previous year.
- Implemented food waste separation program at the Riverfront Community Center Senior Meals kitchen.
- Many layout and paving projects at the Transfer Station have improved traffic flow and safety.

## Future Goals & Initiatives

- Ongoing evaluation of Refuse/Recycling operations to maintain the sustainability of offsetting revenues by 75%+ of operating expenses.
- Continue compost bin and rain barrel distribution program to residents.
- Maximize recycling efforts through active engagement in community and regional initiatives.
- Expand food waste composting efforts throughout town facilities including Glastonbury Boathouse events.
- Introduce a paint recycling program at the Transfer Station.
- Install backup generator to power Transfer Station during utility power loss.
- Look to add a compactor to single-stream recycling, reducing hauling costs by over 60%.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	2.00	2.00	2.00	2.00
Part Time	4.16	4.16	4.16	4.16
FTE	6.16	6.16	6.16	6.16



# Refuse Disposal

## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	336,757	391,154	356,051	373,014	4.76%
Supplies	2,691	3,622	4,650	4,750	2.15%
Services & Charges	585,479	550,890	582,295	609,745	4.71%
Capital Outlay	28,848	56,371	15,000	6,800	-54.67%
<b>TOTAL EXPENDITURES</b>	<b>\$953,775</b>	<b>\$1,002,038</b>	<b>\$957,996</b>	<b>\$994,309</b>	<b>3.79%</b>
<b>REVENUES – Non-Tax</b>	<b>\$695,769</b>	<b>\$683,455</b>	<b>\$643,350</b>	<b>\$688,100</b>	<b>6.96%</b>
<b>Required from Taxes</b>	<b>\$258,006</b>	<b>\$318,583</b>	<b>\$314,646</b>	<b>\$306,209</b>	<b>-2.68%</b>

\* 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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Tons of <b>Solid Waste</b> Disposed at Transfer Station	< 1,650	1,435	1,312	1,400	1,400
Tons of <b>Food Waste</b> Diverted	7 tons (t)	6.18t	12.63t	20.00t	22.00t
Cardboard Recycled	250 tons (t)	241.65t	261.36t	250t	250t
Revenue Offset vs. Refuse Operating Budget	≥ 75%	73%	68%	75%	75%
# of Workplace Incidents	0	1	0	0	0
# of Lost Days due to Workplace Incidents	0	27	0	0	0

\*From workplace incident in FY22

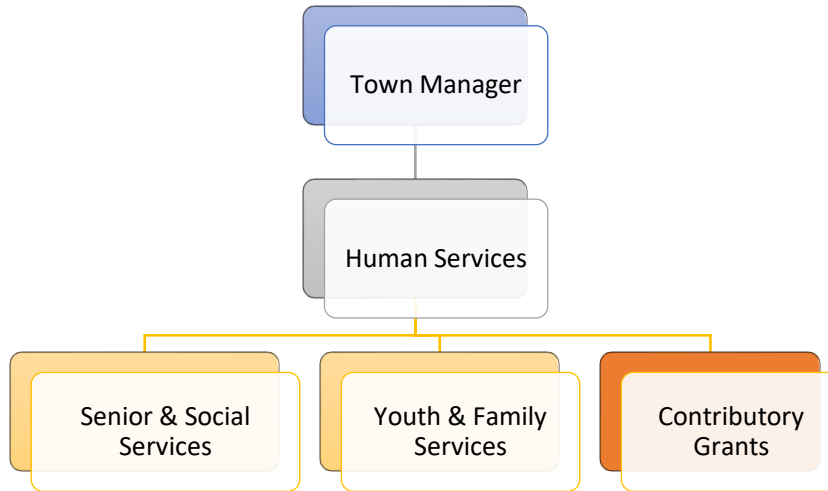
## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Cost Per Ton for Refuse Disposed at Materials Innovation and Recycling Authority (MIRA)/Murphy Road Recycling (MRR)*	\$105.00	\$110.00	\$110.00	\$115.00
# of Vehicles Attending Household Hazardous Waste (HHW) Collection Events ☐	704	572	600	600
# of Refuse Disposal Permits Issued	6,934	6,701	6,900	6,900

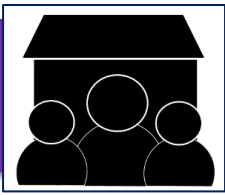
\*FY23 switch from MIRA to Murphy Road Recycling (MRR)

# Human Services

The Human Services Division includes the Senior & Social Services and Youth & Family Services Departments, as well as Contributory Grants, from a budgetary perspective.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	1,628,643	1,772,359	2,076,715	2,184,589	5.19%
Supplies	29,250	35,118	36,750	38,550	4.90%
Services & Charges	1,264,405	1,311,328	1,495,295	1,438,042	-3.83%
Capital Outlay	56,685	63,198	27,640	25,100	-9.19%
<b>TOTAL EXPENDITURES</b>	<b>\$2,978,983</b>	<b>\$3,182,003</b>	<b>\$3,636,400</b>	<b>\$3,686,281</b>	<b>1.37%</b>



## Mission and Responsibilities

The mission of the Senior & Social Services division is to promote independence, personal enrichment, and an enhanced quality of life for Glastonbury residents.

Senior Services serves Glastonbury residents ages 50 and older. Acting as a community focal point, this division offers a wide variety of programs and services. The Department is responsible for coordinating social, educational, recreational, wellness, cultural, and informational programs and referral services such as:

- Dial-A-Ride Transportation, Senior Lunch Program, Friendship Circle Memory Program, Volunteerism, Veterans Coffee House, Evidence-based Health and Wellness and Dementia Support Programming, Technology Assistance Programs, Exercise, Dance and Balance Classes, and Recreational Trips.

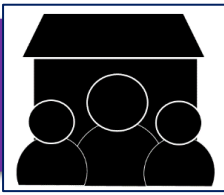
Social Services provides assistance to residents of all ages through a variety of programs and services for seniors, disabled adults and financially at-risk residents including:

- Support Groups, Outreach Social Work, Fuel and Energy Assistance Programs, Food and Nutrition Programs, Property Tax and Renter's Tax Relief Programs, Medical and Health Insurance, and Holiday Programs for Families and Children.

## Successes & Accomplishments

- Provided support to eligible residents through annual assistance programs including: Utility/Winter Heat Assistance –386 households, Thanksgiving Food Program - 461 residents, Holiday program – 289 residents, Back to School Program -171 students, Food Pantry 1643 visits, Renter's Rebate Program - 308 Applications
- In February 2023, the Glastonbury Self-Select Food Pantry opened for resident shopping. The Food Pantry, located at Riverfront Community Center provides perishable and non-perishable food items to low-income Glastonbury residents.
- Implemented a new volunteer management tool, SignUpGenius, which allows Food Pantry volunteers to view volunteer opportunities and sign up online.
- Glastonbury Links Together, consisting of members of the Interfaith Community, the Board of Education, and Social Services continues to support the needs of residents with an emphasis on food insecurity. Additional grants have been applied for in support of the Glastonbury Food Pantry.
- Social Services partnered with Hartford Healthcare to offer a well attended 5-week Caregiver Support Series for those providing care for loved ones with dementia, a one-time driving assessment for residents with dementia and a monthly dementia assessment screening at no cost.
- Streamlined this year's Back to School Program registration using Jotform, with an online registration form and document upload, allowing easier accessibility for families.
- Continue to grow recognition of Glastonbury Gives, an initiative assisting residents in need, entirely supported by community donations through the media, social media and an annual appeal campaign. Partnered with increased number of community organizations who supported Glastonbury Gives donations from the various events.
- Launched online Food Pantry scheduling application, Calendly, to allow multiple users to schedule appointments in real time.
- The Commission on Aging successfully achieved their first-year goals outlined in the AARP Age-Friendly Community Action Plan. In addition, the Age Friendly Initiative received the 2023 Wellspring Award by the Connecticut Age Well Collaborative.
- A community survey was conducted on issues relating to aging to help guide the service delivery and strategic planning of the Senior & Social Services Department.
- Completed the application process to attain reaccreditation of the Senior Center through the National Institute of Senior Centers (NISC). Once a peer reviewer meets with Senior Center staff the process will be complete and reaccreditation achieved.
- Completed design and construction of four outdoor Pickleball courts.
- Worked with a local Eagle Scout to research, plan and construct two Bocce courts at the Riverfront Community Center.



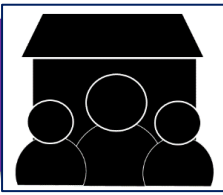


## Successes & Accomplishments cont.

- Received \$52,818 in renewal funding from the CT Department of Transportation to enhance Dial-a-Ride services.
- Provided transportation at no cost to approximately 411 unduplicated residents through the Town Dial-a-Ride service.
- With the assistance of AARP Tax Aide program, provided free tax assistance to more than 330 taxpayers.
- The daily lunch program attendance has steadily increased over the past year. More than 6,000 meals were served in FY23.
- Increased marketing efforts for the Riverfront Café with new signage, social media posts and new menu board. The Riverfront Café features sandwiches, soups (seasonally), and snacks as well as a new self-service coffee bar.
- The Greater Glastonbury Veterans & Allies Coffeehouse was created in conjunction with American Warrior. Each month a speaker attends the open meeting for Veterans, caregivers and family of Vets, bringing resources to the Veteran community. This program has received great reviews within the Veteran Community and is said to be “a grand program” on social media and has been featured in two newspapers.
- Introduced two new fitness programs this year including a specialized class for people suffering with Parkinson’s Disease. Classes range from seated chair exercise to more active classes to suit a variety of abilities. Most classes are at maximum attendance.
- The Active Adult Golf League had a fantastic attendance this year with 38 people registered.
- Glastonbury Senior Center is now a designated LGBTQ+ Moveable Senior Center, providing a welcoming and safe space for the LGBTQ+ community as well as special events.
- With the addition of another Program Specialist, expanded the Friendship Circle Memory Program from two to four days per week and doubled the number of participants.

## Future Goals & Initiatives

- Serve Glastonbury residents through the Self-Select Food Pantry by offering perishable and non-perishable food items. Shopping appointments will be available to eligible residents, including evening hours and eventually Saturday hours. The Community will be an integral component of the program’s success by offering their expertise, time, and goods.
- Develop relationships with local grocery stores, farms, and markets to facilitate donations of perishable food items such as milk, eggs, butter, produce, and meats for the self-select perishable Food Pantry.
- Continue to grow recognition of Glastonbury Gives, an initiative assisting residents in need and entirely supported by community donations. Contributions are requested through the media/social media, and an appeal campaign each fall.
- Social Services is partnering with Hartford Healthcare to offer a 5-week Caregiver Support Series for those providing care for loved ones with dementia, a onetime driving assessment for residents with dementia, and a monthly dementia assessment screening at no cost.
- Assist the COA in achieving goals outlined in the AARP Age-Friendly Community Action Plan, including implementing a fixed route Dial-A-Ride pilot program, installing multiple benches and accessible amenities in select areas near the town center and Riverfront Park, and creating a community Housing Guide.
- Conduct a community survey on issues related to aging to help guide the service delivery and strategic planning of the Senior & Social Services Department.
- Attain national Reaccreditation of the Senior Center through the National Institute of Senior Centers (NISC).
- Expand Pickleball program to enable more individuals to play the game independently and/or through leagues both indoors and outside on new courts.
- Convert former computer lab into a state-of-the-art fitness center.
- Construct two Bocce courts at the Riverfront Community Center and organize league play.



# Senior & Social Services

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	6.00	6.00	6.00	6.00
Part Time	9.80	9.50	10.18	10.60
FTE	15.80	15.50	16.18	16.60

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	733,667	766,085	860,097	906,469	5.39%
Supplies	14,347	20,190	17,000	18,800	10.59%
Services & Charges	606,817	645,047	672,761	680,824	1.20%
Capital Outlay	43,331	47,903	25,000	2,200	-91.20%
<b>TOTAL EXPENDITURES</b>	<b>\$1,398,161</b>	<b>\$1,479,225</b>	<b>\$1,574,858</b>	<b>\$1,608,293</b>	<b>2.12%</b>
<b>REVENUES – Non-Tax</b>	<b>\$297,237</b>	<b>\$385,189</b>	<b>\$306,482</b>	<b>\$315,320</b>	<b>2.88%</b>
Required from Taxes	\$1,100,924	\$1,094,035	\$1,268,376	\$1,292,973	1.94%

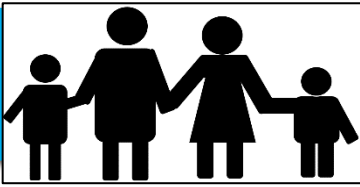
## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Self-Improvement Rating - Fitness Programs <input type="checkbox"/>	>95%	98%	98%	98%	98%
Unduplicated Dial-A-Ride Riders <input type="checkbox"/>	Increase > 10%	336	410	425	440
Unduplicated Program Participants * <input type="checkbox"/>	Increase > 25%	771	1243	1367	1504

\* Does not include drop-in activities

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Social Work Services <input type="checkbox"/>	3,000	3,451	3,500	3,550
Senior Center Participation (Attendance at activities)	12,231	21,960	22,800	24,010
Senior Lunch Participation (Meals Served)	4,500	6,469	7,500	8,000
Dial -A-Ride # of Rides provided	9,671	12,914	14,940	16,185



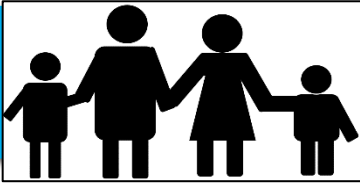
## Mission and Responsibilities

The mission of the Youth and Family Services (Y&FS) division is to provide programs and services that respond to the needs of Glastonbury youth and their families. The division is comprised of three programs: Clinical Services, Creative Experiences, and Outreach Services. The Department is responsible for:

- Offering programs and services that respond to the social and emotional needs of Glastonbury youth and families.
- Providing Clinical Services to all Glastonbury Public Schools.
- Providing Outreach Services including supportive counseling, crisis intervention, Peer Mediation, and Peer Education at Glastonbury High School (GHS) and Smith Middle School (SMS)
- Facilitating Positive Youth Development and Enrichment Programs – e.g. Creative Experiences Programs, Youth Services Action Group (YSAG), After School Creative Experience Mentoring Program, Welles Village Activity Council, and Youth Advisory Council (YAC)
- Providing Substance Abuse Prevention Services and Initiatives to the community and Glastonbury Public Schools
- Developing and implementing community programs including:
  - Social Club
  - Truancy Assessment and Referrals
  - Diversion Program

## Successes & Accomplishments

- The Glastonbury Board Education recognized Glastonbury Youth & Family Services Clinical Staff at their March 13, 2023 meeting for their outstanding clinical support to the students and families of Glastonbury Public Schools
- The Clinical Services staff increased in-school hours to 13 hours/week in all elementary schools this school year
- The Clinical and Outreach staff launched new support groups to include Teen Expressive Arts, Parenting in a Post Pandemic World, GHS Substance Abuse Prevention, Smith Middle School Grief Group and Boys Group and a 4 What's Next Transition group for graduating GHS seniors.
- Creative Experiences staff partnered with Glastonbury Parks & Recreation to create a community garden kiosk to collect produce for the expanding town food pantry
- The Teen Adventure Activity Group (TAAG) was relaunched August 2022 and a collaboration of Clinical, Outreach, and Creative staff facilitated this adventure-based program for middle school boys
- A social media prevention campaign, Talk It Out, was launched to encourage parents to talk with their children the dangers of substance misuse and provide information on current drug trends
- Community Crisis Team was developed and outreach made to residents in need of support post crisis
- Mental Health Talks were provided to parents at South Church and First Church Congregations
- Creative and Outreach staff increased recruitment and integration of peer role models their afterschool Social Club and youth programming at Welles Village
- Youth & Family Services staff provided Mental Health Training to Parks & Recreation for approximately 100 seasonal staff
- Youth & Family Services Director provided a talk to the Equity, Diversity and Inclusion Council on the Impact of Mental Health in Our Schools
- GYFS developed a relationship with Scared Heart University's graduate School of Social Work and had a full-time summer block intern



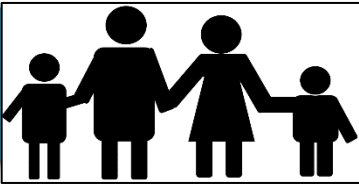
## Future Goals & Initiatives

- Organize and Host a local Overdose Awareness Event /Memorial Walk for International Overdose Awareness Day
- Create and produce a prevention documentary in partnership with the Glastonbury Youth Advisory Council, local officials and residents to shed light on the devastating impact of the opioid epidemic
- Celebrate the 50-year anniversary of Creative Experiences Summer Musicals
- Partner with Glastonbury High School to facilitate Lunch and Learn groups on healthy relationships, building resilience, smart recovery, and stress management
- Coordinate with community stakeholders, civic organizations, and school administrators to organize a Community Conversations and Forum for parents and youth discussing the challenges of social media, drug trends, and other risky behaviors
- Utilize Opioid Settlement Funds to add a Part Time Substance Abuse Clinician
- Develop a building renovation and office improvement plan for the Youth and Family Services buildings
- In partnership with the Glastonbury Police Department, expand the Diversion Program to include a diverse panel of community stakeholders to help youth understand the impact of their actions and prevent recidivism.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	11.00	12.00	14.00	14.00
Part Time	1.00	1.40	1.66	1.66
FTE	12.00	14.40	15.66	15.66

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	894,976	1,006,274	1,216,618	1,278,120	5.06%
Supplies	14,903	14,928	19,750	19,750	0.00%
Services & Charges	623,512	635,281	786,534	721,218	-8.30%
Capital Outlay	13,354	15,295	2,640	22,900	767.42%
<b>TOTAL EXPENDITURES</b>	<b>\$1,546,745</b>	<b>\$1,671,779</b>	<b>\$2,025,542</b>	<b>\$2,041,988</b>	<b>0.81%</b>
<b>REVENUES – Non-Tax</b>	<b>\$39,452</b>	<b>\$58,438</b>	<b>\$60,192</b>	<b>\$60,190</b>	<b>0.00%</b>
Required from Taxes	\$1,507,293	\$1,613,340	\$1,965,350	\$1,981,798	0.84%



## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Client Satisfaction Rating	>90%	92%	94%	94%	94%
Clinical Service Waiting List (Business days between referral and first session) △	<30	20*	16	15	15

\*Increase in clinical referrals and escalating needs post pandemic.

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of Outreach Clients	890	1036	1040	1040
Clinical Youth and Families Served	705	709	715	715
Creative Experiences Youth Programs Offered	21	21	21	21
# of Creative Experiences Program Participants	502	568	575	575
# of Substance Abuse Prevention Initiatives	20	23	24	24
# of Substance Abuse Prevention Participants	374	496	510	515

# Human Services: Contributory Grants

## Department Objective

The Contributory Grant Department is maintained for accounting and budgetary purposes only and provides contributory health grants to 5 different agencies (summarized below). These expenditures are budgeted under Services & Charges of the Human Services Department.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
InterCommunity Inc.	9,000	9,000	9,000	9,000	0.00%
Interval House, Inc.	7,500	7,500	7,500	10,000	33.33%
KIDSAFE/Exchange Club Ctr.	5,000	0	5,000	0	-100.00%
MARC, Inc.	10,168	12,000	12,000	13,900	15.83%
Amplify, Inc.	2,409	2,500	2,500	2,500	0.00%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0.00%</b>

## 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

# Human Services: Contributory Grants

## Activities, Functions, and Responsibilities by Agency Continued

### 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.)

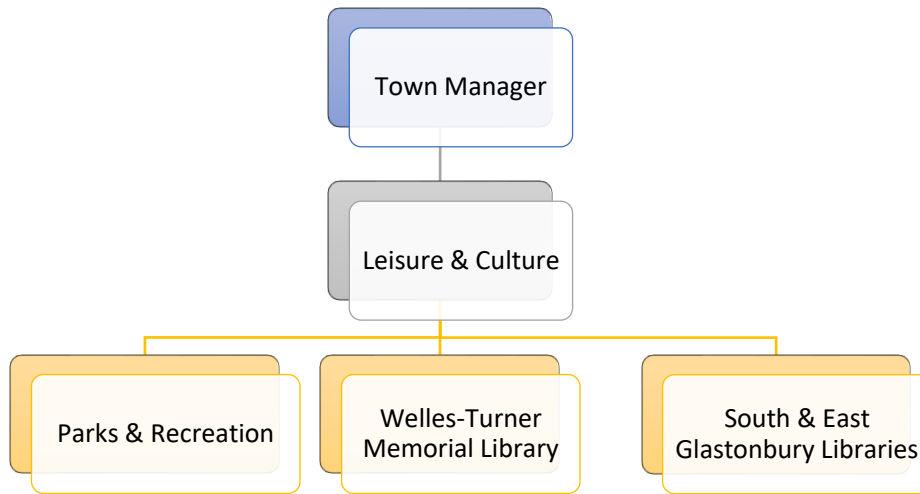
Effective July 1, 2019, Amplify, Inc. has completed a merger of the North Central Regional Mental Health Board (NCRMHB) and East of the River Action for Substance Abuse Elimination, Inc. (ERASE). The newly formed agency is designed, under its contract with DMHAS, to carry out the mission and statutory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

The Leisure & Culture Division includes the Parks & Recreation Department, Welles-Turner Memorial Library, and the South & East Glastonbury Libraries.



EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	3,052,475	3,220,741	3,369,637	3,542,613	2.25%
Supplies	176,009	202,670	232,610	242,815	8.06%
Services & Charges	2,524,385	2,516,118	2,585,034	2,705,581	3.08%
Capital Outlay	257,429	288,121	267,900	233,520	6.47%
<b>TOTAL EXPENDITURES</b>	<b>\$6,010,299</b>	<b>\$6,227,650</b>	<b>\$6,455,181</b>	<b>\$6,724,529</b>	<b>4.59%</b>





## Mission and Responsibilities

The mission of the Parks and Recreation Department is to provide a wide variety of recreation opportunities to enhance the quality of life in Glastonbury. Town-sponsored programs, public open space, and recreation facilities work together to meet the diverse needs and interests of the community and its members.

The Department is responsible for:

- Organizing and administering all Town-sponsored recreation activities and facilities
- Maintaining 50+ athletic fields for use by youth and adult leagues and the high school interscholastic sports program
- Operating three swimming pools, one splashpad, and one pond used by 30,000 visitors annually for public swimming
- Maintaining all grounds (250+ acres) and trees on Town properties, including parks, open spaces, municipal grounds, school grounds, preserves, cemeteries, and roadside trees along rights of way. Including inspecting 16 children's playgrounds.
- Offering a wide variety of recreation programs including summer camps, afterschool programs, aquatics, tennis, teen center, skate park, preschool, fitness, and youth sports
- Providing a wide array of special events to enhance the quality of community life
- Operating a public boat launch, providing rental space for kayaks and canoes, and providing safe access and instruction on the Connecticut River
- Managing and operating a banquet facility at the Glastonbury Boathouse in Riverfront Park
- Providing oversight of a nine-hole golf course and restaurant through leases to private entities
- Managing farm leases on Town-owned properties leased to farmers and agricultural entities
- Managing a Park Ranger program to improve patron experience at Town facilities and ensuring smooth operations as multiple user groups and individuals share access to intensely utilized facilities.

## Successes & Accomplishments

- Increased hours for use of the splash pad before the pools opened and after the pools closed.
- Successfully leveraged MyRec recreation management software at pools, open gyms, and other satellite locations to accept credit card transactions on site and the ability to purchase membership passes on-line.
- Second year initiative in collaboration with Library and Second Century Fund to Install 'Poetry in the Parks' throughout Riverfront and Center Green.
- Install raised garden beds at Riverfront Community Center through Eagle Scout project.
- Collaborated with various departments and agencies to organize the 'Passport to Health Fair'.
- Implemented improvements to Town parks and facilities including:
  - J.B. Williams Park - widen access drive, rehabilitate parking lot, fencing, etc.
  - High Street Park – install Gaga Ball Pit through Eagle Scout project
  - Upgraded backstops at Addison & Academy softball fields
  - Addison Pool – installed fence to extend season for Splash Pad
  - Collaborated with Highway department to renovate and improve surface of stone dust trails.
- Work with Little League to add fencing, regrade, and seed softball field at GHS.
- Continued second phase of Emerald Ash Borer management by removing large portions of Ash tree populations. Addressed Oak and other tree damage/death caused by Gypsy moths, drought (2015-2017), and over-maturation of the urban forest.
- Partner with GPIP to upgrade landscaping at Welles-Turner Memorial Library.
- Continued addressing sustainability goals by partnering with community groups such as Glastonbury Pollinator Pathway and initiating strategies to increase tree canopy and pollinator plantings, reduce non-native plants, and manage aquatic weeds.
- Provided field space for local youth sports leagues and private rentals equating to a total of 12,885 individual reservation.
- Received Connecticut Urban Forest Council grant for tree planting at Knox Lane Field.
- Received State of Connecticut Expansion Grant (SDE Grant) to supplement programming provided through Camp Sunrise Special Needs Camp.



## Successes & Accomplishments Cont.

- Collaborated on the build and installation of a Kiosk at the Community Gardens. The kiosk featured free seeds for residents to take and will housed educational materials. In addition, the bins in the kiosk were a repository for excess produce which was donated to the Glastonbury Food Pantry through volunteer efforts.
- Hosted the 2023 Northeast Regional Gymnastic Championship at Glastonbury High School. Over 800 gymnasts competed in the event with teams from all over the region.

## Future Goals & Initiatives

- Installed pickleball courts adjacent to the Riverfront Community Center.
- Research feasibility of a Disc Golf Course.
- Continue urban forest management efforts - e.g. address dead/dying trees and safety issues resulting from Gypsy moths & drought
- Implement improvements to Town parks and facilities including:
  - GHS Softball Field #10 – team up with little league and Board of Education to erect a scoreboard
  - Riverfront Community Center – work with eagle scout to install Bocce Courts
  - Shoddy Mill Preserve & Cotton Hollow – improve trails
  - Welles Park - renovations to playground, basketball courts, and accessibility improvements
  - Addison Park repairs - pool updates, renovations to basketball and tennis courts
  - Dog Park - provide water access
  - Increase accessibility to fields and facilities
- Partner with NEMBA to clean up and expand SMS trails.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
<b>Full Time</b>	22.00	22.00	22.00	22.00
<b>Part Time</b>	1.50	1.50	1.50	1.50
<b>FTE</b>	23.50	23.50	23.50	23.50

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	2,210,710	2,184,876	2,363,076	2,424,125	2.58%
Supplies	160,362	181,873	206,870	224,275	8.41%
Services & Charges	1,635,679	1,599,300	1,663,802	1,710,872	2.83%
Capital Outlay	246,316	283,245	264,850	225,520	-14.85%
<b>TOTAL EXPENDITURES</b>	<b>\$4,253,067</b>	<b>\$4,249,294</b>	<b>\$4,498,598</b>	<b>\$4,584,792</b>	<b>1.92%</b>
<b>REVENUES – Non-Tax ☒</b>	<b>\$137,664</b>	<b>\$198,519</b>	<b>\$169,008</b>	<b>\$181,708</b>	<b>7.51%</b>
<b>Required from Taxes</b>	<b>\$4,115,403</b>	<b>\$4,050,775</b>	<b>\$4,329,590</b>	<b>\$4,403,084</b>	<b>1.70%</b>

\*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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Program participants indicating that program "met expectations"* ⬇	≥95%	95%	93%	92%	95%
Percent of snow removal completed within 12 hours of storm cessation	100%	95%	95%	95%	95%
# of Workplace Incidents	0	2	0	0	0
# of Lost Days due to Workplace Incidents	0	0	0	0	0

\*Data based on customer response to survey question; low response rate and dissatisfaction due to COVID adjustments to exercise program

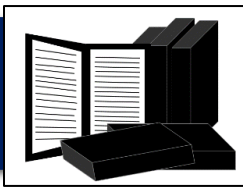
\*\*Due to one workplace incident

## Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of 9-hole rounds played at Minnechaug Golf Course* ⬇	22,891	27,599	28,000	28,000
# 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	30,924	42,285	45,000	45,000
# of recorded program registrations, swimming facility visits for public swim, and recreation facility reservations ⬇	45,425	62,772	63,000	63,500

\*Number of annual rounds subject to weather conditions; FY22 impacted by heavy rainfall

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



There are three Public Libraries located in the Town of Glastonbury: the Welles-Turner Memorial Library, the East Glastonbury Public Library and the South Glastonbury Public Library.

## Welles-Turner Memorial Library (WTML)

### Mission and Responsibilities

The mission of the Welles-Turner Memorial Library (WTML) is to serve as the intellectual and cultural heart of Glastonbury. Through its diverse and dynamic collection, innovative programming, and welcoming spaces, the library aims to be a vibrant hub for learning, exploration, and community connection. Their mission is to empower individuals of all ages and backgrounds to engage with knowledge, foster their creativity, and forge meaningful relationships, enriching the lives of Glastonbury residents and beyond.

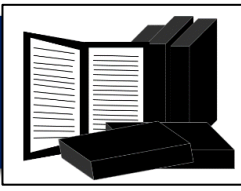
The Department is responsible for:

- Providing free and open access to the library building and collections, including evening and weekend hours.
- Providing a professionally selected and maintained circulating collection of print, non-print, and digital materials for community use as well as an informational reference collection for in-house use.
- Providing patrons with access to a staff of professional librarians, available during scheduled business hours to assist individuals of all ages with their information needs.
- Providing patron access to public computers, Wi-Fi, and multifunctional copy machines to print, copy, fax and scan.
- Providing access to online databases including *Ancestry.com*, *Historical Hartford Courant*, *ConsumerReports.org*, *Morningstar Investment Research Center*, *Value Line*, and more.
- Providing a variety of programs and special events for all ages, including events focused on technology, culture, literacy-building, community-building, and summer reading.
- Providing individual workspaces and public meeting spaces for groups of all sizes during library hours.



### Successes & Accomplishments

- Hosted a grand re-opening of the Welles-Turner Memorial Library (WTML) building in September, introducing the new study spaces, larger and brighter children's areas, and the 2CF MakerSpace Studio program room to the community.
- Collaborated with Parks & Recreation and the Library-sponsored Town Poet Laureate on the "Poetry in the Parks" project to promote a deeper connection between the written word and the poetry of the natural world around us.
- Founded a Library "Teen Advisory Board," giving teens in the community a voice at their library and giving them the power to directly impact teen resources, programs, and initiatives.
- Introduced the WTML Gallery as a place where local artists can showcase their works and where the public can experience art in their community.
- Introduced "Educate Station" database, which provides lesson plans and educational worksheets for homeschooling families and parents wishing to provide further enrichment for their children in grades pre-K-5
- Introduced an App to make using the Library even more convenient: "LCI Mobile" makes it easier for patrons to place holds, access digital resources, search the catalog "on the go," and even check out using the library card stored on their phone.
- Launched digital access to 18 years of the Glastonbury Citizen (1950 – 1968) and 2 years of the Glastonbury Bulletin (1948-1949).
- Increased library program participation from the previous year by 205%, welcoming over 13,500 citizens into library events and activities.



## Welles-Turner Memorial Library (WTML)

### Future Goals & Initiatives

- Continue to expand literacy, cultural, technology, and community-building programs and classes for all ages
- Continue to update library website to be more user-Friendly and ADA compliant
- Continue to expand the library’s “library of things” collection
- Move forward on Phase II of the 2CF MakerSpace Studio program development
- Continue to digitize and index historic editions of the Glastonbury Citizen newspaper
- Update and upgrade patron printing and scanning capabilities, including mobile printing

### Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	9.00	9.00	9.00	9.00
Part Time*	7.95	8.21	8.60	8.60
FTE	16.95	17.21	17.60	17.60

\*FTE fully funded in FY25

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	841,766	1,035,866	1,006,561	1,118,488	11.12%
Supplies	15,647	20,796	25,740	18,540	-27.97%
Services & Charges	888,706	916,818	921,232	994,709	7.98%
Capital Outlay	11,113	4,877	3,050	8,000	162.30%
<b>TOTAL EXPENDITURES</b>	<b>\$1,757,232</b>	<b>\$1,978,356</b>	<b>\$1,956,583</b>	<b>\$2,139,737</b>	<b>9.36%</b>
<b>REVENUES – Non-Tax <math>\triangle</math></b>	<b>\$83,226</b>	<b>\$70,285</b>	<b>\$87,000</b>	<b>\$62,200</b>	<b>-28.51%</b>
Required from Taxes	\$1,674,007	\$1,908,071	\$1,869,583	\$2,077,537	11.12%

### Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Library visits per capita*	>2.7	1.6	4.5	5.2	5.5
Circulation per capita*	>5.4	8.8	10.5	11.3	11.8
% Residents with library cards*	>35%	30%	32%	34%	36%
% of public who attend library programs*	>30%	12%	38%	46%	48%
Digital Library Transactions	200,000	80,900	198,792	200,000	202,000
% of circulation using self-check out	90%	85%	86%	87%	87%
Public Internet Computer Sessions per capita*	.27	.47	.21	.22	.22

\*Based on statewide averages as listed in Connecticut Public Libraries: A Statistical Profile, July 1, 2020 - June 30, 2021

\*\*March 15, 2020-May 9, 2021-limited hours and services due to COVID and library renovations/expansion project showed lower performance than pre-pandemic.

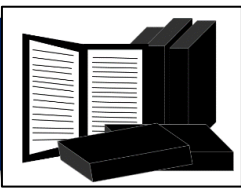
Library visits per capita: the number of visits during the year per person in the community served.

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 is the annual number of people attending programs per person in the area served.



## Welles-Turner Memorial Library (WTML)

### Activity Indicators

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
# of In-Person Library Visits △	54,720	156,055	182,000	191,100
Total circulation (books, media, digital downloads) △	308,777	367,892	395,000	415,000
Total programs △	210	382	540	620
Total program attendance △	4,373	13,326	16,000	17,000
Total public internet computer sessions*	16,640	7,313	7,500	7,500
Room Use (Friends Room, Glastonbury Room, Other)**	-	540	850	900
Study Room Use	42	2,260	2,500	2,600
Database Use	9,109	114,809	117,100	118,270

\*Total number of 2-hour sessions held on 13 public computers

## East Glastonbury Library

The East Glastonbury Library provides a collection of educational books, materials, resources, and services to community members. The East Glastonbury Public Library operates 21 hours per week and is staffed entirely by volunteers. The Library maintains a collection of materials for all ages and their services include book discussion groups for adults, community information, and exhibit space.



### Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Contributory Grant	7,500	7,500	10,000	10,000	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,500</b>	<b>7,500</b>	<b>10,000</b>	<b>10,000</b>	<b>0.00%</b>

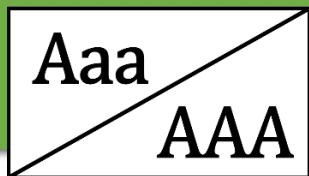
## South Glastonbury Public Library

The South Glastonbury Public Library provides local resources for the education and recreation of the community. The building is listed on the National Register of Historic Places and remains a vibrant cultural institution. The library is staffed by volunteers who serve in every capacity, including librarians. It offers an excellent collection of current literature, a variety of programs for adults and children, and provides a meeting space for local groups. The library's building and grounds are owned by the South Glastonbury Public Library Association, which is responsible for all operations and maintenance of the building.



### Personnel & Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Contributory Grant	7,500	7,500	10,000	10,000	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,500</b>	<b>7,500</b>	<b>10,000</b>	<b>10,000</b>	<b>0.00%</b>



Major Capital Projects for the Town and Education are financed through the sale of bonds. The bonds may be structured over 10-20 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 \$135M. By comparison, debt as of the end of fiscal year 2024/2025 is estimated at \$24.3 million. Also, annual Debt Service shall not exceed 10% of the respective year budget. For the 2025 proposed budget, the Town's debt service payments represent approximately 2.88% of expenditures or 0.90 mills of the current tax levy. 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

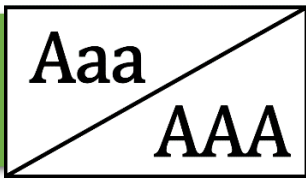
- Issue Bond Anticipation Notes and General Obligation Bonds as required
- Prepare and conduct rating service presentations for the issuance of General Obligation Bonds

## Successes & Accomplishments

- Retained ratings of AAA by Standard & Poor's and Aaa by Moody's Investors Service (rated June 2023).
- Issued the following:
  - \$2.155M General Obligation Bonds for prior land acquisitions.

## 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
- Analysis long-term debt service plan to maintain minimal impact to taxpayers while forecasting future larger-scale projects



## Expenditure Summary

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Town	3,332,997	3,531,279	3,681,507	3,497,572	-5.00%
Education	3,192,037	3,083,057	3,002,963	1,366,060	-54.51%
Sewers*	0	0	107,000	107,000	0.00%
Other	30,998	112,415	305,000	305,000	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$6,556,032</b>	<b>\$6,726,751</b>	<b>\$7,096,470</b>	<b>\$5,275,632</b>	<b>-25.66%</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>
<b>Required from Taxes</b>	<b>\$6,556,032</b>	<b>\$6,726,751</b>	<b>\$7,096,470</b>	<b>\$5,275,632</b>	<b>-25.66%</b>

\*Actual Sewer debt payment reclassified to Transfers section to properly account for transaction

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 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%	3.8%	3.8%	3.9%	2.8%
% of Debt Retired within Ten Years	> 60%	80%	81%	84%	85%
Ratio of Net Debt to Full Value Grand List*	< 2.50%	0.80%	0.80%	0.63%	0.52%

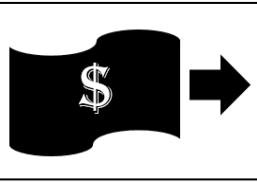
\*Ratio includes Net Debt Principal to Full Value of Grand List, as estimated during the budgetary process.

## Activity Indicators

Indicators below do not include portion of December 2020 Refunding related to the Clean Water Fund Loan with State of Connecticut.

ACTIVITY INDICATORS	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Net Debt Per Capita (General Fund Debt Only)	\$1,084	\$1,013	\$963	\$801
Outstanding Long-Term Debt at June 30 (in thousands)	\$38,020	\$35,645	\$33,860	\$28,155
Bond Anticipation Notes at June 30 (in thousands)	\$0	\$0	\$0	\$0





# Transfers

## Activities, Functions, and Responsibilities

### Expenditure Summary

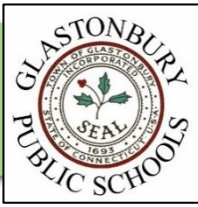
#### Transfers to Other Funds

- 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 TO...	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Capital Reserve	5,623,700	6,279,000	5,850,000	7,670,368	31.12%
Capital Projects	207,000	500,000	0	0	0.00%
Dog Fund	45,000	45,000	45,000	45,000	0.00%
Special Revenue Funds (Sewer Operating)*	107,000	107,000	0	0	0.00%
Other Funds	0	0	0	0	0.00%
OPEB Fund	740,663	785,057	641,452	677,300	5.59%
<b>TOTAL</b>	<b>\$6,723,363</b>	<b>\$7,716,057</b>	<b>\$6,536,452</b>	<b>\$8,392,668</b>	<b>28.40%</b>

\*Funds transferred from Debt Service budget line item to properly account for transaction



## **Glastonbury Public Schools: Vision, Mission, and Responsibilities**

Glastonbury Public Schools empowers all students to develop their unique abilities as collaborative, innovative, compassionate, and contributing members of a dynamic global society. 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 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 used regularly by community groups and support numerous activities within the Town of Glastonbury.

## **Chairman and Superintendent's Message for 2024/2025**

To: The Citizens of Glastonbury

Last summer the Glastonbury Board of Education launched a new five-year strategic plan for the district. Our goals are to: 1) Promote active learning and high expectations for all students, 2) Provide safe, supportive, and inclusive learning environments, and 3) Prioritize the health and well-being of students and staff. With academic excellence as our lodestar, we empower students to be active learners, curious thinkers, resilient individuals, and compassionate citizens. Our district is hard at work putting the new strategic plan into action.

The Board of Education's approved budget reflects the plan's goals and values. It responds to the changing times which have increased the demands on school systems today. The budget will support our students to develop the skills they need to be successful now and in the future.

The 2024-2025 budget includes an increase of 3.89% over the current year's budget. It introduces no new initiatives.

The budget increase is the result of several pressures. Chief among them is personnel costs. Salaries and benefits account for 87% of the overall education budget. Current nationwide staffing shortages require us to pay higher salaries. We match our staff levels to meet student and building needs. Special education staffing, in particular, has increased to provide special needs services for students as required by law.

Our salary line increases 2.47% from last year. Our benefits line, driven by health premiums costs, increases by 0.78%. Lastly, equipment costs and the high inflation of supply and service expenses increases by 0.64%.

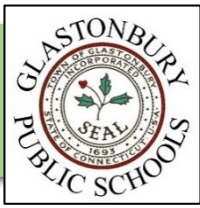
Our alternative special education program, LINKS Academy, saves taxpayers a great deal by educating students in the district. Without LINKS, more students would attend expensive out- placement programs in other towns and states. We also accept over \$1 million in tuition from other towns sending students to our program. We hope to increase the number of students attending LINKS next year.

The proposed budget includes prioritized Capital Improvement Program (CIP) projects. School roofs will be partially reimbursed by the State. Our top CIP priority last year was a new GHS strength and conditioning center. We expect construction to be completed by next school year. It will save nearly \$50,000 a year in leasing costs.

Given the budget pressures we face, we consider the enclosed budget to be reasonable. It accounts for the effects of staffing shortages and the rising costs of healthcare, equipment, supplies, and services. At the same time, it supports our goals to ensure that every Glastonbury student receives the highest quality education.

Douglas C. Foyle, Ph.D.     Alan B. Bookman

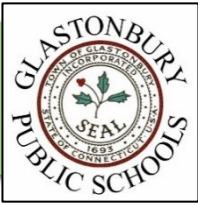
Board of Education Chair     Superintendent of Schools



## Personnel & Expenditure Summary

PERSONNEL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED
FTE	798.95	822	853.40	857.40

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Instruction	56,812,063	59,199,977	61,212,840	62,541,084	2.17%
Support Services Instruction	21,380,538	22,573,793	22,888,259	23,734,863	3.70%
Operations	14,105,641	14,309,990	14,648,784	15,333,097	4.67%
Community Services	322,515	383,604	388,960	391,085	0.55%
Fringe Benefits	22,228,482	20,976,409	21,129,222	22,946,616	8.60%
<b>TOTAL EXPENDITURES</b>	<b>\$114,849,239</b>	<b>\$117,443,773</b>	<b>\$120,268,065</b>	<b>\$124,946,745</b>	<b>3.89%</b>
<b>REVENUES – Non-Tax</b>	<b>\$7,596,271</b>	<b>\$7,661,183</b>	<b>\$6,350,432</b>	<b>\$6,350,432</b>	<b>0.00%</b>
<b>Required from Taxes</b>	<b>\$107,252,968</b>	<b>\$109,782,590</b>	<b>\$113,917,633</b>	<b>\$118,596,313</b>	<b>4.11%</b>



## Education Expenditures Report by Program

PROGRAM NAME	FY 22/23 ADOPTED	FY 23/24 ADOPTED	FY 24/25 PROPOSED
Art	1,295,479	1,510,899	1,560,315
Elementary Education	16,324,300	16,750,865	17,264,220
English/Reading & Language Arts	4,724,164	4,711,340	4,703,523
Mathematics	2,976,799	3,026,454	3,067,458
Science	3,762,513	3,860,005	3,831,969
History/Social Sciences	2,518,128	2,580,014	2,583,146
Career and Vocational Education	1,717,688	2,032,145	2,082,799
P.A.C.E./Math Science Resource	641,384	653,984	667,086
World Languages and MLL	4,762,133	4,865,748	5,017,702
Health/Physical Education	2,240,704	2,314,542	2,419,145
Music	1,935,847	2,005,895	2,052,736
Special Education	15,535,356	16,485,792	16,840,352
Agriscience and Technology	342,373	415,157	450,633
<b>TOTAL INSTRUCTION</b>	<b>58,776,868</b>	<b>61,212,840</b>	<b>62,541,084</b>
School Counseling	4,110,250	4,310,417	4,553,794
Health Services	920,499	1,028,775	1,061,637
Libraries/Media Centers	1,161,127	1,356,995	1,463,028
Program/Staff Development	595,000	595,000	595,000
Athletics/Clubs	1,955,828	2,114,496	2,223,615
Elementary Operations	2,388,449	2,430,298	2,531,677
Secondary Operations	3,337,638	2,707,626	2,765,053
System-wide Support Services	3,659,147	3,876,302	4,048,034
Technology Support Services	4,040,521	4,468,350	4,493,025
<b>TOTAL SUPPORT SERVICES/INSTRUCTION</b>	<b>22,168,459</b>	<b>22,888,259</b>	<b>23,734,863</b>
Operations/Maintenance	6,947,408	7,402,062	7,772,631
Utilities	2,748,714	2,907,706	2,816,337
Pupil Transportation	4,265,809	4,339,016	4,744,129
<b>TOTAL SUPPORT SERVICES/OPERATION</b>	<b>13,961,931</b>	<b>14,648,784</b>	<b>15,333,097</b>
Community Services	373,147	388,960	391,085
<b>TOTAL COMMUNITY SERVICES</b>	<b>373,147</b>	<b>388,960</b>	<b>391,085</b>
Fringe Benefits and Substitutes	21,656,976	21,129,222	22,946,616
<b>GRAND TOTALS</b>	<b>116,937,381</b>	<b>120,268,065</b>	<b>124,946,745</b>

**Select Special  
Revenue Funds and  
Other Funds**

## Fund Objectives

The Sewer Operating Fund (Water Pollution Control Division) was established for all aspects of the Town's municipal sanitary sewage system to ensure the protection of public health and compliance with Federal and State discharge permit requirements.

The fund was implemented to achieve the following:

- Provide effective treatment of wastewater flows at the Water Pollution Control Facility (WPCF).
- Operate and maintain 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.
- Coordinate and provide staff support to the Water Pollution Control Authority (WPCA).
- Process sewer user bills in coordination with the Revenue Collection office.
- Provide monitoring and enforcement of regulated discharges for industrial/commercial users.

## Successes & Accomplishments

- Maintained effective operations. Average nitrogen removal of 63 lbs. compared to monthly permit of 98 lbs., a 36% favorable variance, resulting in \$1,302 payment from the state.
- Sustained sewer use rate within lowest ¼ percentile among towns with similar populations served.
- Staff tagged and read over 135 commercial meter accounts.
- Reviewed 5,914 sewer connection accounts for billing accuracy.
- Administered over 1,300 Special Meter accounts.
- Completed Sludge Processing and Garage roof replacement project.
- Completed natural gas line to Eastbury Pump Station for standby generator
- Parker Terrace Pump Station replacement design and engineering report completed.

## Future Goals & Initiatives

- Commence construction phase of Parker Terrace Pump Station upgrade project.
- Complete an Arc Flash Study to meet NFPA 70e requirements.
- Aeration blower improvements to increase energy efficiency
- Initiate sewer re-lining projects to rehabilitate aging sewer pipe.

## Personnel & Expenditure Summary

PERSONNEL	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED
Full Time	9.00	9.00	9.50	9.50
Part Time	0.52	0.52	0.52	0.52
FTE	9.52	9.52	10.02	10.02

## Personnel & Expenditure Summary Continued

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	727,386	876,493	808,142	838,062	3.70%
Supplies	120,483	83,525	98,675	100,175	1.52%
Services & Charges	1,125,859	1,191,787	1,375,245	1,434,163	4.28%
Debt Service	1,081,875	1,080,250	1,081,000	1,081,000	0.00%
Capital Outlay	63,280	71,697	41,600	66,000	58.65%
<b>TOTAL EXPENDITURES</b>	<b>\$3,118,883</b>	<b>\$3,303,752</b>	<b>\$3,404,662</b>	<b>\$3,519,400</b>	<b>3.37%</b>
<b>REVENUES – Non-Tax*</b>	<b>\$3,404,442</b>	<b>\$3,329,197</b>	<b>\$3,404,662</b>	<b>\$3,519,400</b>	<b>3.37%</b>
<b>Required from Taxes</b>	<b>(\$285,559)</b>	<b>(\$25,445)</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

\*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 \$107,000 transfer from the General Fund offsets Debt Service costs.

## Performance Measures

PERFORMANCE MEASURES	GOAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Total Sewer Use Rate per ccf	*	\$3.25	\$3.30	\$3.40	\$3.50
• Operations and Capital Funding		\$2.34	\$2.25	\$2.55	\$2.70
• Debt Service - Clean Water Fund Repayment		\$0.91	\$1.05	\$.85	\$.80
Treatment Plant Sludge Solids Concentration	6.00%	5.97%	6.29%	6.1%	6.0%
Achieve/maintain "0" cost for Nitrogen Credits	\$0	\$0	\$0	\$0	\$0
# of Workplace Incidents	0	1	0	0	0
# of Lost Days due to Workplace Incidents	0	71**	0	0	0

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

\*\*From one workplace incident

## Activity Indicators

ACTIVITY INDICATORS – Treatment Plant	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Gallons of Sludge Disposed	2,714,500	2,474,727	2,600,000	2,600,000
Average Daily Flow in Million Gals	2.64	2.37	2.4	2.4
Electricity Usage (kWh)	1,547,280	1,545,600	1,500,000	1,500,000

## Fund Objectives

The Recreation Activities Fund accounts for program activities administered by the Parks and Recreation Department that are funded by participation fees. The principal programs, services, and activities offered through this fund include:

- Fitness Classes
- Youth Basketball
- Lessons and Teams for: Gymnastics, Swimming, Tennis and Pickleball
- Music & Arts Camp
- Traditional Summer Camp Programs
- Adult Sports Leagues
- Enrichment Programs
- Preschool and Parent/Child Programs
- After School & Vacation Week programs
- Special Events

## Successes & Accomplishments

- Continued to work with Board of Education to offer afterschool enrichment programs for elementary school students in response to the extension of 'half day Wednesdays'.
- Expanded pickleball programming that complements the addition of the Riverfront Park Pickleball Courts, including the option for indoor pickleball during the winter season. Programming includes lessons and free play.
- Introduced the "Egg-a-pool-looza" event in April 2023, an egg hunt inside the high school pool. First year registrations were close to 100 children.
- Expand the Junior camp program to Playgrounds to provide additional summer/camp programming for children ages 4-6 years.
- Continue to offer swim lessons within various child care centers in addition to the public swim lessons offered to expand the reach of teaching children to swim.
- Run a 'Kids Night Out' program to provide a fun activity for kids while allowing parents to have a night out.
- Offer lunch program at summer camps that allows parents to purchase lunch for children at least once per week.
- Offered a free Skyhawks basketball program at Welles Park, with 15 registrations.
- After a 3-year hiatus, the Senior Picnic returned with nearly 80 participants.
- Open gym returned to full programming for the entirety of the 2022-2023 season.
- Introduce Puzzle Palooza, a puzzle making competition, as a monthly event that provides an intergenerational fun night out. Participants have ranged in age from 14-99.
- Collaborated with the Senior Center and Youth & Family Services to host Bella Italia Night, a dinner dance for seniors utilizing teenagers to provide entertainment and volunteers to serve.
- Provided assistance to the Police Department for National Night Out.



## Future Goals & Initiatives

- Continue to offer new and creative Special Events and fundraisers.
- Create initiatives to encourage community members to visit town/community parks.
- Develop new programs to meet the needs of the community with a focus on intergenerational and family programming.
- Continually add new fitness classes consistent with current trends.
- Expand upon the Wacky Wednesday program to offer “After-School Adventures”, a program that is run by Parks and Recreation staff, focused on building connections with peers and offering a wide array of activities.
- Creating a “Vacation Voyagers” program for elementary school kids for December, February and April break which will include field trips, onsite activities, arts and crafts, and sports/games.
- Expand pickleball lessons to meet the demands for programming.
- Implement additional Dog Park improvements including water access.
- Offer indoor golf lessons and clinics with nearby golf establishments

## Expenditure Summary

Please note: This is NOT a legally adopted budget; it is subject to fluctuations throughout the year.  
Part-time positions vary between 70 and 300 based on Seasonal Needs.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	656,201	922,295	932,546	1,215,568	30.35%
Supplies	0	0	0	0	0.00%
Services & Charges	537,814	717,429	839,141	842,617	0.41%
Capital Outlay	0	3,529	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$1,194,015</b>	<b>\$1,643,253</b>	<b>\$1,771,687</b>	<b>\$2,058,185</b>	<b>16.17%</b>
<b>REVENUES – Non-Tax* ⬆</b>	<b>\$1,440,892</b>	<b>\$1,667,018</b>	<b>\$1,771,687</b>	<b>\$2,058,185</b>	<b>16.17%</b>
<b>Revenues above/below expenses ⬆</b>	<b>(\$246,877)</b>	<b>(\$23,765)</b>	<b>\$0</b>	<b>0</b>	<b>0.00%</b>

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

\*FY23 budget includes \$300,000 revenue and expense for potential new programming.

# Police Private Duty Fund

## Fund Objectives

The Police Private Duty Fund accounts for revenues and expenditures related to services provided by the Police Department on a contractual basis.

Activities within this fund:

- The Police Department (PD) provides services on a reimbursable, contractual basis to road repair contractors, utilities, and groups/individuals sponsoring community events.
- 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.

## 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

*This is not a legally adopted budget; it is subject to fluctuations throughout the year.*

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	450,942	577,354	250,000	250,000	0.00%
Supplies	0	0	0	0	0.00%
Services & Charges	260,044	245,077	247,847	247,847	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$710,986</b>	<b>\$822,431</b>	<b>\$497,847</b>	<b>\$497,847</b>	<b>0.00%</b>
<b>REVENUES – Non-Tax*</b>	<b>\$742,871</b>	<b>\$842,642</b>	<b>\$497,847</b>	<b>\$497,847</b>	<b>0.00%</b>

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

## Fund Objectives

The Riverfront Park Fund accounts for the operation of Riverfront Park facilities, including the boathouse, boat storage, and boat launch. Operations are funded by usage fees.

The Riverfront Park Fund operations include:

- Boathouse and banquet facility
- Public Boat Launch
- Indoor and outdoor boat storage for non-motorized boats
- Care and maintenance of recreational facilities including walking trails, children’s playground, picnic pavilion, basketball court, and an outdoor ice-skating area

## Successes & Accomplishments

- The Boathouse hosted more than 100 events in FY 2023.
- Hosted a community Holiday Fair in December 2022, after a 2-year pandemic hiatus.
- Slipaway River Cruises and L.L. Bean, Inc. Outdoor Discovery Schools continue to be popular programs.
- Public boat launch continues to be a popular launch site for access to the Connecticut River with over 300 boaters.

## Future Goals & Initiatives

- Contracting caterers for a new 3-year term beginning 2024.
- Investing in building upgrades (deck sealant, storage closets).
- Adding a Caretaker role to support both park maintenance and building cleaning.
- Add a summer crew camp program.

## Expenditure Summary

Please note, this is NOT a legally adopted budget; it is subject to fluctuations throughout the year. Part Time employees include Event Coordinator, Event Supervisor, and Caretaker to support events.

EXPENDITURES	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Personal Services	106,857	115,215	131,762	141,733	7.57%
Supplies	10,799	14,473	8,500	10,000	17.65%
Services & Charges	154,809	180,705	186,446	188,877	1.30%
Capital Outlay	14,607	2,637	13,000	5,000	-61.54%
<b>TOTAL EXPENDITURES</b>	<b>\$287,072</b>	<b>\$313,030</b>	<b>\$339,708</b>	<b>\$345,610</b>	<b>1.74%</b>
<b>REVENUES – Non-Tax* ☐</b>	<b>\$304,024</b>	<b>\$302,510</b>	<b>\$339,708</b>	<b>\$345,610</b>	<b>1.74%</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	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ESTIMATED	FY2025 ESTIMATED
Boat Rental Storage (indoor)	35	10	14	12	12
Boat Rental Storage (outdoor)	16	32	39	40	40
Boat Launch Passes Sold	120	102	77	115	115
GHS Crew Regattas Hosted $\triangle$	4	2	3	3	3
# of Banquet Facility Reservations $\triangle$	90	50	112	120	130
Operating Rev. as % of Op. Expenditures $\triangle$	$\geq 100\%$	182%	96%	100%	100%

# American Rescue Plan Act (ARPA) Fund

The American Rescue Plan Act (ARPA) Fund accounts for receipts and expenditures pertaining to the American Rescue Plan Act grant. On March 11, 2021, President Biden signed into law the \$1.9 trillion American Rescue Plan Act of 2021, which provides a relief package including, amongst other provisions, \$350 billion in state and local government aid. Of the \$350 billion, the State and its local governments are expected to receive approximately \$4.2 billion as a result of this legislation, with \$2.6 billion in State relief and another \$1.6 billion in relief for local governments.

The Town has received \$10.2 million in federal funding as a result of ARPA. The Town developed a plan for the use of funds that will focus on infrastructure improvements that comply with the program eligibility criteria. The following expenditures and projects have been approved:

<b>CAPITAL OUTLAY EXPENDITURES</b>	<b>Total ADOPTED</b>
Youth & Family Services - Accessibility Ramp to the Annex Backyard (Handicapped Access)	\$15,000
Parks & Recreation - Partial Funding of Electric Zero Turn Mower (Sustainability)	\$14,500
Parks & Recreation - Welles Park Basketball Renovation	\$34,000
<b>TOTAL CAPITAL OUTLAY EXPENDITURES</b>	<b>\$63,500</b>

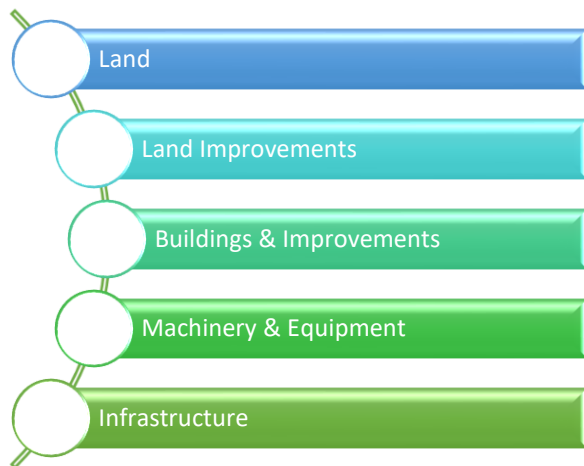
<b>CAPITAL IMPROVEMENT PROJECTS (CIP)</b>	<b>Total ADOPTED</b>
Animal Control Shelter	\$950,000
Fire Station Renovations	\$475,000
Traffic Signal Upgrades	\$450,000
Public Parks/Age Friendly	\$150,000
Grange Pool – ADA Building and Accessibility Upgrades	\$100,000
Riverfront Park and Boathouse	\$150,000
Fire Department Apparatus Replacement (2 Rescue Pumpers)	\$1,600,000
Energy Efficiency & Sustainability	\$80,000
Disaster & Emergency Preparedness/Readiness	\$200,000
Pickleball Courts	\$145,000
Williams Memorial	\$1,250,000
Riverfront Community Center (RCC) Upgrades – Outdoor Programming	\$80,000
Land Acquisition	\$3,150,000
Farm Assistance Program	\$220,000
Small Business Assistance Grants	\$115,000
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>\$9,115,000</b>

**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 and over the years will exceed the 2% threshold referenced on page (142). However, this continuing capital appropriation will be funded on a pay-as-you-go basis and not subject to the referendum threshold.

# 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.

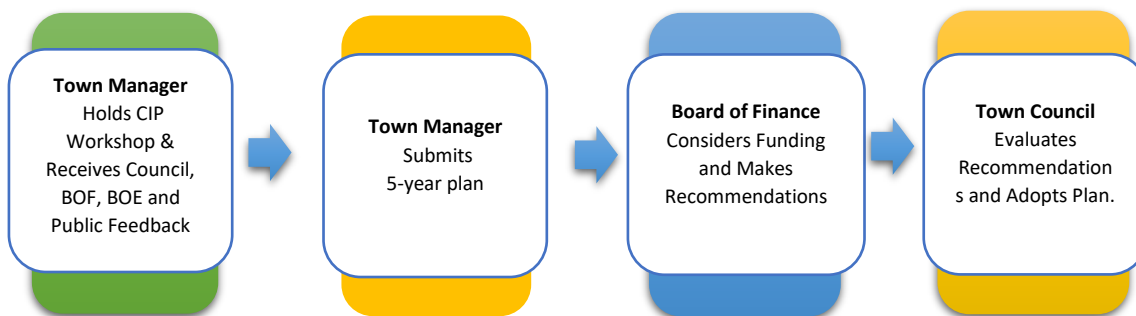
The steps for **major** construction projects, those estimated to exceed \$250,000, shall be recommended by the Town Manager and will generally include the following:

- 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. As mentioned in the Budget Process section of this document, in general, the CIP will be prepared, presented, and acted upon in accordance with the following schedule:



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.

Factors considered when determining the type of financing for projects include, but are not limited to: total project costs, cash flow needs, Capital Reserve fund projections, debt service effect on future operating budgets and mill rate implications. 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. 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	FY2022 ADOPTED	FY2023 ADOPTED	FY2024 ADOPTED	FY2025 PROPOSED	PERCENT CHANGE
Capital Reserve	\$5,250,000	\$5,650,000	\$5,850,000	\$7,670,368	31.1%
Appropriations/Expenditures (before grants)	\$8,751,300	\$9,019,100* \$5,630,000**	\$7,885,000	\$9,339,421* \$1,832,503***	41.7%

\*Capital Reserve

\*\*ARPA adopted at time of budget – does not include additional appropriations made in FY 2023

\*\*\*ARPA funding in Proposed FY 2025 includes reallocation of \$824,479 from Land Acquisition (\$374,479) and Traffic Signal Upgrades (\$450,000)

### 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 unassigned 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 recommendation by the Board of Finance.

### **Goals & Priorities – 2024/2025**

A summary of adopted FY2024/2025 projects is available on the following pages.

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

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

<b>FY 2024/2025 Town Manager Recommended Projects</b>	<b>Cap Reserve Fund</b>	<b>ARPA</b>
<b>General Government</b>		
Property Revaluation	\$ 100,000	
Town Hall / Academy – Renovations & Security Improvements	\$ 75,000	
Energy Efficiency - Sustainability	\$ 50,000	
System-Wide Municipal Roof Replacements	\$ 57,000	
Electrical Vehicle Installations	\$ 215,000	
Planning & Zoning Updates	\$ 75,000	
Buidling-Fire-Health Office Renovation	\$ 175,900	
Nye Road Parking Facility	\$ 795,000	
Williams Memorial Upgrade	\$ -	\$ 1,008,024
<b>Public Safety</b>		
Public Safety Communications	\$ 650,000	
Fire Apparatus – Engine Tanker 42	\$ 500,000	
<b>Physical Services</b>		
Pedestrian Bridge Repair	\$ 200,000	
Road Overlay Program	\$ 1,265,489	\$ 734,511
New London Turnpike Roundabout	\$ 125,000	
General Storm Drainage Improvements	\$ 150,000	
Heavy Equipment (Highway)	\$ 375,000	
Sidewalk Maintenance	\$ 250,000	
Pavement Restoration -Town & Education Facilities	\$ 200,000	
<b>Parks &amp; Recreation</b>		
Tree Management	\$ 125,000	
Addison Park Renovation	\$ 382,000	
Riverfront Park and Boathouse	\$ 150,000	
Riverfront Community Center Renovations	\$ 75,000	
Heavy Equipment/Mower	\$ 140,000	
Playground Equipment	\$ 51,500	
<b>Human Services</b>		
Building Renovation and Upgrade Project	\$ 47,532	\$ 89,968
<b>Refuse / Sanitation</b>		
Bulky Waste Closure Fund	\$ 50,000	
<b>Board of Education</b>		
Gideon Welles School Roof Replacement	\$ 2,500,000	
Naubuc School New Gymnasium Floor	\$ 120,000	
GHS Design Roof Replacements	\$ 75,000	
Hebron Ave Re-Pavement Parking Surfaces	\$ 290,000	
Naubuc School Design Roof Replacements	\$ 75,000	
<b>Total Combined Projects</b>	<b>\$ 9,339,421</b>	<b>\$ 1,832,503</b>

### Other Projects – Town Aid

- Town Aid Road: \$461,217
- Sewer Sinking Fund: \$5,300,000

# Capital Improvement Program | Five-Year Capital Improvement Plan (page 1 of 2)

FY 2024/2025 Capital Improvement Program (CIP) - Capital Reserve Fund - Pro Forma										
Capital Projects	2023/2024 ADOPTED	2024/2025 Department Requested	2024/2025 Town Manager Recommended		2025/2026	2026/2027	2027/2028	Future 2028/2029	Total (FY'25-'29)	Future Larger Scale Projects
	Capital Reserve (Fund 301)	Capital Reserve (Fund 301)	Capital Reserve (Fund 301)	ARPA*						
<b>General Government</b>										
Property Revaluation	\$ 100,000	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ -
Town Hall / Academy – Renovations & Security Improvements	\$ 75,000	\$ 75,000	\$ 75,000		\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ 300,000	\$ -
Energy Efficiency - Sustainability	\$ 80,000	\$ 50,000	\$ 50,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 200,000	\$ -
System-Wide Municipal Roof Replacements	\$ 80,000	\$ 57,000	\$ 57,000		\$ 100,000	\$ 100,000	\$ 75,000	\$ -	\$ 332,000	\$ -
Williams Memorial/Facilities Study - include gym study									\$ -	
Williams Memorial/Facilities Study	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical Vehicle Installations	\$ 215,000	\$ 215,000	\$ 215,000		\$ -	\$ -	\$ -	\$ -	\$ 215,000	\$ -
Disaster & Emergency Preparedness	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning & Zoning Updates	\$ -	\$ 75,000	\$ 75,000		\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 225,000	\$ -
Buidling-Fire-Health Office Renovation	\$ -	\$ 175,900	\$ 175,900		\$ -	\$ -	\$ -	\$ -	\$ 175,900	\$ -
Nye Road Parking Facility	\$ -	\$ 795,000	\$ 795,000		\$ -	\$ -	\$ -	\$ -	\$ 795,000	\$ -
Williams Memorial Upgrade	\$ -	\$ -		\$ 1,008,024					\$ 1,008,024	
Land Acquisition	\$ 100,000	\$ -	\$ -		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000	\$ -
<b>Subtotal General Government</b>	<b>\$ 650,000</b>	<b>\$ 1,542,900</b>	<b>\$ 1,542,900</b>	<b>\$ 1,008,024</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 350,000</b>	<b>\$ 150,000</b>	<b>\$ 3,950,924</b>	<b>\$ -</b>
<b>Public Safety</b>										
Public Safety Communications	\$ 380,000	\$ 650,000	\$ 650,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 850,000	\$ -
Fire Apparatus – Engine Tanker 42	\$ -	\$ 500,000	\$ 500,000		\$ 740,000	\$ -	\$ -	\$ -	\$ 1,240,000	\$ -
Fire Apparatus - Engine Tanker 37	\$ -	\$ -	\$ -		\$ 570,000	\$ 855,000	\$ -	\$ -	\$ 1,425,000	\$ -
Fire Apparatus – Ladder Truck	\$ -	\$ -	\$ -		\$ -	\$ 1,000,000	\$ 1,500,000	\$ -	\$ 2,500,000	\$ -
Fire Station Façade	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 655,000	\$ -	\$ 655,000	\$ -
Police Site - Renovations	\$ 75,000	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Extrication Tool Replacement	\$ 100,000	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Training Facility Upgrade	\$ 350,000	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Public Safety</b>	<b>\$ 905,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,150,000</b>	<b>\$ -</b>	<b>\$ 1,360,000</b>	<b>\$ 1,905,000</b>	<b>\$ 2,205,000</b>	<b>\$ 50,000</b>	<b>\$ 6,670,000</b>	<b>\$ -</b>
<b>Physical Services</b>										
Pedestrian Bridge Repair	\$ 250,000	\$ 200,000	\$ 200,000		\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Road Overlay Program	\$ 2,000,000	\$ 2,000,000	\$ 1,265,489	\$ 734,511	\$ 2,200,000	\$ 2,200,000	\$ 2,400,000	\$ 2,400,000	\$ 11,200,000	\$ -
New London Turnpike Roundabout	\$ -	\$ 125,000	\$ 125,000		\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -
General Storm Drainage Improvements	\$ -	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000	\$ 150,000		\$ 600,000	\$ -
Heavy Equipment (Highway) <sup>(A)</sup>	\$ 550,000	\$ 375,000	\$ 375,000		\$ 350,000	\$ 350,000			\$ 1,075,000	\$ -
Sidewalk Maintenance	\$ 250,000	\$ 250,000	\$ 250,000		\$ 250,000	\$ 250,000	\$ 125,000	\$ 125,000	\$ 1,000,000	\$ -
Pavement Restoration -Town & Education Facilities	\$ 100,000	\$ 200,000	\$ 200,000		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,200,000	\$ -
Traffic Signal Upgrades & Pedestrian Safety Improvements	\$ 100,000	\$ 450,000	\$ -		\$ 450,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 1,450,000	\$ -
New Sidewalk Construction	\$ 50,000	\$ 350,000	\$ -		\$ 350,000	\$ 375,000	\$ 375,000		\$ 1,100,000	\$ -
Bridge Repair	\$ 35,000					\$ 2,000,000			\$ 2,000,000	\$ -
Traffic Calming	\$ 50,000	\$ -	\$ -		\$ 75,000		\$ 75,000		\$ 150,000	\$ -
General Bicycle/Pedestrian Improvements	\$ 35,000				\$ 75,000		\$ 75,000		\$ 150,000	\$ -
Main Street Reconstruction*	\$ -								\$ -	\$ -
Gateway Corp. Park Bicycle and Pedestrian Improvements*	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Main Street Sidewalks - Phase 3	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bell Street Sidewalks	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovation and Site Restoration	\$ -				\$ 375,000	\$ -	\$ -	\$ -	\$ 375,000	\$ -
Salmon Brook Park Pond Restoration	\$ -				\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000	\$ -
Dug Rd. Improvements	\$ -				\$ -	\$ -	\$ 2,700,000	\$ -	\$ 2,700,000	\$ -
<b>Subtotal Physical Services</b>	<b>\$ 3,420,000</b>	<b>\$ 4,100,000</b>	<b>\$ 2,565,489</b>	<b>\$ 734,511</b>	<b>\$ 4,525,000</b>	<b>\$ 5,980,000</b>	<b>\$ 6,475,000</b>	<b>\$ 3,125,000</b>	<b>\$ 23,405,000</b>	<b>\$ -</b>

# Capital Improvement Program | Five-Year Capital Improvement Plan (page 2 of 2)

Capital Projects	2023/2024 ADOPTED	2024/2025 Department Requested	2024/2025 Town Manager Recommended		2025/2026	2026/2027	2027/2028	Future 2028/2029	Total (FY'25-'29)	Future Larger Scale Projects
	Capital Reserve (Fund 301)	Capital Reserve (Fund 301)	Capital Reserve (Fund 301)	ARPA*						
<b>Parks &amp; Recreation</b>										
Tree Management	\$ 125,000	\$ 125,000	\$ 125,000		\$ 125,000	\$ 125,000	\$ 100,000	\$ -	\$ 475,000	\$ -
Addison Park Renovation	\$ 175,000	\$ 382,000	\$ 382,000		\$ 450,000	\$ 350,000	\$ 100,000	\$ -	\$ 1,282,000	\$ -
Riverfront Park and Boathouse	\$ 50,000	\$ 150,000	\$ 150,000		\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 775,000	\$ -
Riverfront Community Center Renovations	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 125,000	\$ -
Heavy Equipment/Mower	\$ -	\$ 140,000	\$ 140,000		\$ 225,000	\$ 120,000	\$ 110,000	\$ 140,000	\$ 735,000	\$ -
Playground Equipment	\$ -	\$ 50,000	\$ 51,500		\$ 150,000	\$ 50,000	\$ 150,000	\$ 50,000	\$ 451,500	\$ -
Dog Park Improvements	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Riverfront Community Center Upgrades	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cider Mill Improvements	\$ -	\$ 40,000	\$ -		\$ 40,000	\$ 250,000	\$ -	\$ -	\$ 290,000	\$ -
Security Camera Project - Park System Wide	\$ -	\$ -	\$ -		\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 440,000	\$ -
Town Property Conversion: Recreational Purposes	\$ -	\$ -	\$ -		\$ 100,000	\$ -	\$ 1,000,000	\$ -	\$ 1,100,000	\$ -
Minnechaug Golf Course Improvements	\$ 275,000	\$ -	\$ -		\$ 450,000	\$ 450,000	\$ 450,000	\$ -	\$ 1,350,000	\$ -
High School Field Improvements (incl. turf field study in FY 2024 adopted)	\$ 50,000	\$ -	\$ -		\$ 50,000	\$ 150,000	\$ -	\$ -	\$ 200,000	\$ -
Age Friendly Initiatives - Livable Communities	\$ 500,000				\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 100,000	\$ -
Grange Pool - ADA Building & Accessibility Upgrades	\$ 200,000				\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
Point Road Riverfront Park	\$ -				\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ -
Aquatics Facility	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000,000
Pickleball Courts	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Academy Gymnasium Air Conditioning Project	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 800,000	\$ 800,000	\$ -
Center Green Renovations	\$ 35,000				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Winter Hill	\$ 100,000				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Parks &amp; Recreation</b>	<b>\$ 1,510,000</b>	<b>\$ 962,000</b>	<b>\$ 923,500</b>	<b>\$ -</b>	<b>\$ 1,925,000</b>	<b>\$ 2,155,000</b>	<b>\$ 3,520,000</b>	<b>\$ 375,000</b>	<b>\$ 8,898,500</b>	<b>\$ 16,000,000</b>
<b>Human Services</b>										
Building Renovation and Upgrade Project	\$ -	\$ 137,500	\$ 47,532	\$ 89,968	\$ -	\$ -	\$ -	\$ -	\$ 137,500	\$ -
<b>Subtotal Human Services</b>	<b>\$ -</b>	<b>\$ 137,500</b>	<b>\$ 47,532</b>	<b>\$ 89,968</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,500</b>	<b>\$ -</b>
<b>Refuse / Sanitation</b>										
Bulky Waste Closure Fund	\$ 50,000	\$ 50,000	\$ 50,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 200,000	\$ 12,750,000
Aggregate Crushing	\$ 50,000	\$ 120,000	\$ -		\$ 135,000	\$ -	\$ -	\$ -	\$ 135,000	\$ -
<b>Subtotal Refuse / Sanitation</b>	<b>\$ 50,000</b>	<b>\$ 170,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 185,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 335,000</b>	<b>\$ 12,750,000</b>
<b>Education</b>										
Gideon Welles School Roof Replacement** (119,000 SF; design completed in 202	\$ -	\$ 2,500,000	\$ 2,500,000						\$ 2,500,000	\$ -
Naubuc School New Gymnasium Floor	\$ -	\$ 120,000	\$ 120,000						\$ 120,000	\$ -
High School New Synthetic Turf Field									\$ -	
GHS Design Roof Replacements** (1991 areas) 277,000 SF and Roof Replacemen	\$ -	\$ 75,000	\$ 75,000		\$ 6,000,000				\$ 6,075,000	\$ -
Hebron Ave Re-Pavement Parking Surfaces	\$ -	\$ 290,000	\$ 290,000						\$ 290,000	\$ -
Naubuc School Design Roof Replacements** (1990 areas) 59,000 SF and Roof Re	\$ -	\$ 75,000	\$ 75,000			\$ 1,200,000			\$ 1,275,000	\$ -
Refurbish Rubber Gym Floor (GHS - 2026; HO, HE, BB, EA & GW - 2028)	\$ -	\$ -	\$ -		\$ 200,000		\$ 152,000		\$ 352,000	\$ -
High School New Synthetic Turf Field		TBD	\$ -		TBD				\$ -	
Naubuc School Design Boiler Replacement & Boiler/Heating Replacement	\$ 50,000					\$ 75,000	\$ 950,000	\$ -	\$ 1,025,000	\$ -
GHS & Smith Chiller Replacement	\$ -					\$ 560,000			\$ 560,000	\$ -
High School Pavement Rehab 9 junior Lot - 2027; Baldwin & Front Lots - 2028)						\$ 200,000	\$ 200,000		\$ 400,000	
Naubuc School Replacement Gymnasium Roof Top Ventilation Unit	\$ -						\$ 200,000		\$ 200,000	\$ -
Gideon Welles School Replacement Air Handling Units & Roof Top Exhaust*	\$ 500,000	\$ -	\$ -						\$ -	\$ -
Multi-School Refurbish Rubber Gym Floors - HO, HE, BB, EA (\$30K ea.), GW \$32K	\$ -								\$ -	\$ -
Eastbury School MDC Potable Water Service	\$ -	\$ -	\$ -						\$ -	\$ -
Naubuc School Open Space Classrooms*	\$ -	\$ -	\$ -						\$ -	\$ -
Gideon Welles School Boiler Replacement & Energy Management Controls*	\$ 800,000	\$ -	\$ -						\$ -	\$ -
Chiller Replacement (2)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 760,000	\$ 760,000	\$ -
<b>Subtotal Education</b>	<b>\$ 1,350,000</b>	<b>\$ 3,060,000</b>	<b>\$ 3,060,000</b>	<b>\$ -</b>	<b>\$ 6,200,000</b>	<b>\$ 2,035,000</b>	<b>\$ 1,502,000</b>	<b>\$ 760,000</b>	<b>\$ 13,557,000</b>	<b>\$ -</b>
<small>Notes: *ARPA Funding reallocated from Nye Road and Traffic Signal Upgrades totaling \$824,479 **Roof replacements older than 20 years are eligible for State School Construction Grants</small>										
<b>TOTAL CAPITAL RESERVE FUND (incl. Potential Referenda)</b>	<b>\$ 7,885,000</b>	<b>\$ 11,122,400</b>	<b>\$ 9,339,421</b>	<b>\$ 1,832,503</b>	<b>\$ 14,645,000</b>	<b>\$ 12,575,000</b>	<b>\$ 14,102,000</b>	<b>\$ 4,460,000</b>	<b>\$ 56,953,924</b>	<b>\$ 28,750,000</b>
Less Capital Transfer	\$(5,850,000)	\$(5,850,000)	\$(7,670,838)		\$(7,670,838)	\$(7,670,838)	\$(7,670,838)	\$(4,460,000)	\$(35,143,352)	
Less Pending/Approved Grants	\$(961,350)	\$(1,338,780)	\$(1,338,780)	\$(1,832,503)	\$(1,930,275)	\$(402,840)	\$ -	\$ -	\$(5,504,398)	
Less Re-Programming Funds	\$(261,000)	\$(329,804)	\$(329,803)		\$ -	\$ -	\$ -	\$ -	\$(329,803)	
<b>ADDITIONAL FUNDING NEEDED, "Gap"</b>	<b>\$ 812,650</b>	<b>\$ 3,603,816</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 5,043,887</b>	<b>\$ 4,501,322</b>	<b>\$ 6,431,162</b>	<b>\$ -</b>	<b>\$ 15,976,371</b>	<b>\$ 28,750,000</b>

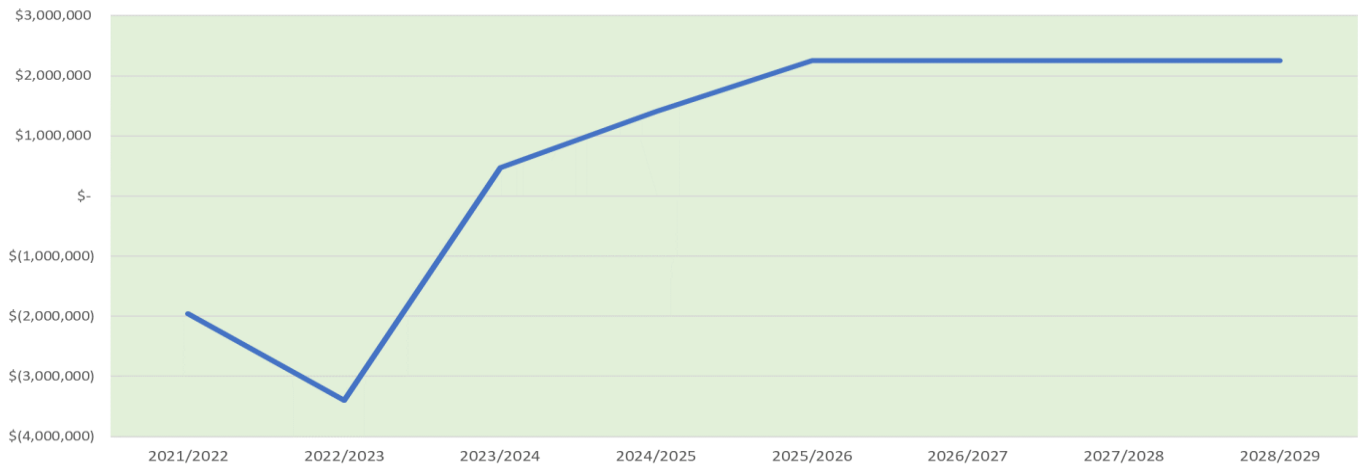
# Capital Improvement Program | Capital Reserve Fund Projection (page 1 of 2)

DESCRIPTION	ACTUAL	ACTUAL	PROJECTED*					
	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
	MODIFIED ACCRUAL BASIS							
<b>REVENUES</b>								
INTEREST ON INVESTMENTS	\$ 39,670	\$ 447,678	\$ 250,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>OTHER REVENUES:</b>								
<u>Grant Funding:</u>								
LOTICIP - Multi Purpose Trail	56,464	\$ -	-	-	-	-	-	-
LOTICIP - Glastonbury Boulevard	94,289	\$ 10,571	-	-	-	-	-	-
LOTICIP - Hebron Avenue	61,812	\$ -	-	-	-	-	-	-
Fed Local Bridge Prog (80%) - Fisher Hill	76,996	\$ 7,066	-	-	-	-	-	-
Fed Local Bridge Prog (80%) - Eastern Blvd	-	\$ -	-	-	-	-	-	-
STEAP Grant - Facilities Building	-	\$ -	-	-	-	-	-	-
Hebron/House Reimbursement	263,815	-	-	-	-	-	-	-
LOCIP	204,850	\$ 209,437	206,651	206,651	206,651	206,651	206,651	206,651
Municipal Grants in Aid	240,799	\$ 240,799	240,799	240,799	240,799	240,799	240,799	240,799
House/Griswold/Harris Intersection	-	\$ -	-	-	-	-	-	-
Miscellaneous	-	\$ -	-	-	-	-	-	-
Main Street Sidewalks	-	\$ -	-	-	-	-	-	-
GHS Cafeteria Grant	-	\$ -	-	-	-	-	-	-
Main Street Reconstruction	-	\$ -	\$ 2,076,000	-	-	-	-	-
Gateway Sidewalks	-	\$ -	\$ 1,098,646	-	-	-	-	-
Naubuc School (33.57% of \$3.2m)	-	\$ -	-	1,074,240	-	-	-	-
FEMA Grant FD Diesel Exhaust Mitigation	-	\$ 150,000	-	-	-	-	-	-
Grant for Bell Street Sidewalks	-	\$ -	600,000	-	-	-	-	-
PEGPETIA Grant	\$ -	44,000	95,804	-	-	-	-	-
STEAP Tree Management Grant	\$ -	128,205	-	-	-	-	-	-
LOTICIP - Grant for Main Street Sidewalk	-	-	-	-	-	-	-	-
LOTICIP - Potential Grant	-	-	-	-	-	-	-	-
EV Charging Station Grant	-	-	193,500	-	-	-	-	-
STEAP Grant - Town's Age-Friendly Livable Comm	-	-	500,000	-	-	-	-	-
Nye Road STEAP Grant	-	-	-	500,000	-	-	-	-
Gideon Welles Roof Reimbursement	-	-	-	-	838,780	-	-	-
Gideon Welles HVAC	-	\$ -	158,900	-	-	-	-	-
Subtotal Grant Funding	999,026	790,078	5,170,300	2,021,690	1,286,230	447,450	447,450	447,450
<u>Other Funding:</u>								
Farmland Preservation Fees	12,963	10,656	10,656	10,656	10,656	10,656	10,656	10,656
PD Tower Lease (increase 3% per year)	39,338	49,535	40,000	41,000	41,000	41,000	41,000	41,000
Splash Pad (Rotary Club)	150,000	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Subtotal Other Funding	202,301	60,191	50,656	51,656	51,656	51,656	51,656	51,656
<b>TOTAL REVENUES</b>	<b>1,240,997</b>	<b>1,297,948</b>	<b>5,470,956</b>	<b>2,273,346</b>	<b>1,437,886</b>	<b>599,106</b>	<b>599,106</b>	<b>599,106</b>
<b>TRANSFERS IN</b>								
General Fund Budgeted	5,250,000	5,650,000	5,850,000	7,670,838	7,670,838	7,670,838	7,670,838	7,670,838
General Fund UFB additional Contribution	-	-	600,000	-	-	-	-	-
General Fund Appropriation for GW - Roof Design/Replacement	-	500,000	-	-	-	-	-	-
From Debt Service**	373,700	629,000	-	-	-	-	-	-
Capital Projects Fund: Closed Projects	572	-	-	329,803	-	-	-	-
Subtotal Transfers In	5,624,272	6,779,000	6,450,000	8,000,641	7,670,838	7,670,838	7,670,838	7,670,838
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>6,865,269</b>	<b>8,076,948</b>	<b>11,920,956</b>	<b>10,273,987</b>	<b>9,108,724</b>	<b>8,269,944</b>	<b>8,269,944</b>	<b>8,269,944</b>
<b>DEDUCTIONS</b>								
Capital Improvement Projects***	8,751,300	8,119,100	7,885,000	9,339,421	8,269,944	8,269,944	8,269,944	8,269,944
Gideon Welles Grant for HVAC - Appropriation from General Fund Balance	-	-	158,900	-	-	-	-	-
Bell Street Sidewalks	-	900,000	-	-	-	-	-	-
Appropriation for GHS Fieldhouse	-	-	-	-	-	-	-	-
Tree Management	-	-	-	-	-	-	-	-
Fisher Hill Bridge Replacement	-	-	-	-	-	-	-	-
Public Water Service Uranium	-	-	-	-	-	-	-	-
Appropriation GW - Roof Design / Roof Replacement	-	500,000	-	-	-	-	-	-
Appropriation for Multi-Use Trail (Lotcip Grant)	-	-	-	-	-	-	-	-
Appropriation for Hebron Avenue (Lotcip Grant)	-	-	-	-	-	-	-	-
Adj: Proj BUD Approp Δ, Grants > Orig. Approp.	-	-	-	-	-	-	-	-
<b>TOTAL DEDUCTIONS</b>	<b>8,751,300</b>	<b>9,519,100</b>	<b>8,043,900</b>	<b>9,339,421</b>	<b>8,269,944</b>	<b>8,269,944</b>	<b>8,269,944</b>	<b>8,269,944</b>
<b>PERIOD INCREASE (DECREASE)</b>	<b>(1,886,031)</b>	<b>(1,442,152)</b>	<b>3,877,056</b>	<b>934,566</b>	<b>838,780</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>UNRESERVED FUND BALANCE - BEGINNING</b>	<b>(72,533)</b>	<b>(1,958,564)</b>	<b>(3,400,716)</b>	<b>476,340</b>	<b>1,410,906</b>	<b>2,249,686</b>	<b>2,249,686</b>	<b>2,249,686</b>
<b>UNRESERVED FUND BALANCE - ENDING</b>	<b>\$ (1,958,564)</b>	<b>\$ (3,400,716)</b>	<b>\$ 476,340</b>	<b>\$ 1,410,906</b>	<b>\$ 2,249,686</b>	<b>\$ 2,249,686</b>	<b>\$ 2,249,686</b>	<b>\$ 2,249,686</b>

\* Includes Anticipated Grants to be Received on a cash basis.

\*\* Net project costs equal capital funding for FY2025 through FY2028.

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



### **Notes**

Blue line assumes capital reserve fund transfer of \$7.67M in FY2025 through FY2029 and that net project costs equal capital funding in FY2027, FY2028, and FY2029.



## CIP | Debt Service Detail Overview

Date of Issue	Interest Rate	Description	Issue	Projected Principal Outstanding July 1, 2024	2024-2025 Payments		Total
					Principal	Interest	
<b>GENERAL TOWN BONDS</b>							
June 29, 2023	3.0-5.0%	2023 GO Bonds	2,155,000	1,935,000	215,000	88,150	\$ 303,150
February 24, 2022	0.83 - 1.42%	2022 GO Bonds	\$ 2,375,000	\$ 1,895,000	\$ 240,000	\$ 87,700	\$ 327,700
November 16, 2021	0.52 - 2.25%	2021 Taxable Refunding	7,555,000	7,085,000	720,000	114,931	834,931
July 24, 2020	2.0 - 4.0%	2020 Series B GO Bonds	10,390,000	8,840,000	520,000	229,450	749,450
February 25, 2020	5.00%	2020 Series A Refunding	2,531,000	256,000	256,000	12,800	268,800
July 26, 2018	2.0 - 5.0%	2018 Series A	2,735,000	2,060,000	135,000	56,413	191,413
July 26, 2018	5.00%	2018 Series B Refunding	2,970,000	704,000	350,000	26,450	376,450
May 15, 2014	2.125 - 3.0%	2014 Refunding	3,095,000	1,588,000	174,000	44,378	218,378
July 12, 2012	2.875 - 5.0%	2012 Refunding	2,870,000	80,000	-	2,300	2,300
<b>Total General Town Bonds</b>			43,471,000	24,443,000	2,610,000	662,572	3,272,572
<b>SCHOOL BONDS</b>							
December 10, 2020	3.0 - 5.0%	2020 Series C Refunding	1,116,000	755,000	120,000	32,150	152,150
February 25, 2020	5.00%	2020 Series A Refunding	5,574,000	659,000	659,000	32,950	691,950
July 26, 2018	5.00%	2018 Series B Refunding	830,000	101,000	50,000	3,800	53,800
May 15, 2014	2.125 - 3.0%	2014 Refunding	6,385,000	1,362,000	411,000	33,154	444,154
July 12, 2012	2.875 - 5.0%	2012 Refunding	11,675,000	835,000	-	24,006	24,006
<b>Total School Bonds</b>			25,580,000	3,712,000	1,240,000	126,060	1,366,060
<b>TOTAL ALL BONDS</b>			<b>\$ 69,051,000</b>	<b>\$ 28,155,000</b>	<b>\$ 3,850,000</b>	<b>\$ 788,632</b>	<b>\$ 4,638,632</b>
					0	-1	
<b>NOTES PAYABLE COSTS:</b>							
Sewer Note Repayment						\$	107,000
Debt Service on Projected New Bonding Need						\$	225,000
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						\$	65,000
<b>TOTAL TOWN, EDUCATION &amp; OTHER DEBT RELATED COSTS</b>						<b>\$</b>	<b>5,275,632</b>

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

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	2023 Taxable	2022 Taxable	2021 Taxable	2020 Series C	2020 Series B
			GO Bond (for various land acquisitions)	GO Bond (for various land acquisitions)	Refunding (of 2011 Series B and 2013 Bonds)	Refunding (of 2011 Series A Refunding Bonds)	GO Bonds (for Library Renovation and Various Land)
2024-Principal	6,774,764	5,705,000	220,000	240,000	230,000	120,000	520,000
Interest		1,069,764	95,294	99,700	118,848	38,150	250,250
2025-Principal	4,638,631	3,850,000	215,000	240,000	720,000	120,000	520,000
Interest		788,631	88,150	87,700	114,931	32,150	229,450
2026-Principal	4,507,386	3,860,000	215,000	240,000	730,000	125,000	520,000
Interest		647,386	77,400	75,700	107,311	26,025	208,650
2027-Principal	3,569,688	3,045,000	215,000	240,000	835,000	125,000	520,000
Interest		524,688	66,650	63,700	97,216	19,775	187,850
2028-Principal	2,893,747	2,455,000	215,000	235,000	815,000	125,000	520,000
Interest		438,747	55,900	51,700	85,140	13,525	167,050
2029-Principal	2,802,509	2,440,000	215,000	235,000	800,000	130,000	520,000
Interest		362,509	45,150	39,950	71,663	7,150	148,850
2030-Principal	2,310,043	2,015,000	215,000	235,000	780,000	130,000	520,000
Interest		295,043	34,400	28,200	57,368	1,950	133,250
2031-Principal	2,106,269	1,870,000	215,000	235,000	765,000	-	520,000
Interest		236,269	23,650	16,450	42,694	-	117,650
2032-Principal	1,850,420	1,665,000	215,000	235,000	560,000	-	520,000
Interest		185,420	15,050	7,050	29,495	-	102,050
2033-Principal	1,561,046	1,420,000	215,000	-	545,000	-	520,000
Interest		141,046	6,450	-	17,896	-	89,050
2034-Principal	1,303,119	1,195,000	-	-	535,000	-	520,000
Interest		108,119	-	-	6,019	-	78,650
2035-Principal	747,500	660,000	-	-	-	-	520,000
Interest		87,500	-	-	-	-	68,250
2036-Principal	732,900	660,000	-	-	-	-	520,000
Interest		72,900	-	-	-	-	57,850
2037-Principal	718,300	660,000	-	-	-	-	520,000
Interest		58,300	-	-	-	-	47,450
2038-Principal	703,613	660,000	-	-	-	-	520,000
Interest		43,613	-	-	-	-	37,050
2039-Principal	688,838	660,000	-	-	-	-	520,000
Interest		28,838	■	-	-	-	26,650
2040-Principal	536,250	520,000	-	-	-	-	520,000
Interest		16,250	■	-	-	-	16,250
2041-Principal	525,525	520,000	-	-	-	-	520,000
Interest		5,525	■	-	-	-	5,525
	<b>38,970,545</b>	<b>38,970,545</b>	<b>2,663,094</b>	<b>2,605,150</b>	<b>8,063,580</b>	<b>1,013,725</b>	<b>11,331,775</b>
<b>Principal Total</b>		<b>33,860,000</b>	<b>2,155,000</b>	<b>2,135,000</b>	<b>7,315,000</b>	<b>875,000</b>	<b>9,360,000</b>
<b>Interest Total</b>		<b>5,110,545</b>	<b>508,094</b>	<b>470,150</b>	<b>748,580</b>	<b>138,725</b>	<b>1,971,775</b>
<b>Total</b>	<b>38,970,545</b>	<b>38,970,545</b>	<b>2,663,094</b>	<b>2,605,150</b>	<b>8,063,580</b>	<b>1,013,725</b>	<b>11,331,775</b>

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

<b>Year Ending June 30</b>	<b><u>2020 Series A Refunding</u></b> (of 2010 Refunding of 2004 & 2005 Bonds ADV REFUND)	<b><u>2018 Series A</u></b> (for Various Land)	<b><u>2018 Series B Refunding</u></b> (of 2009 Series A & PARTIAL 2009 Series B Bonds)	<b><u>2014 Refunding</u></b> (of 2004, 2007 & PARTIAL 2009 Bonds ADV REFUND)	<b><u>2012 Refunding</u></b> (for Police Com., Land, Elm. & High School ADV REFUND)
2024-Principal	1,905,000	135,000	395,000	585,000	905,000
Interest	141,000	61,138	50,125	90,328	117,056
2025-Principal	915,000	135,000	400,000	585,000	-
Interest	45,750	56,413	30,250	77,531	26,306
2026-Principal	-	135,000	405,000	575,000	915,000
Interest	-	53,544	10,125	62,325	26,306
2027-Principal	-	135,000	-	975,000	-
Interest	-	50,422	-	39,075	-
2028-Principal	-	135,000	-	410,000	-
Interest	-	47,131	-	18,300	-
2029-Principal	-	135,000	-	405,000	-
Interest	-	43,672	-	6,075	-
2030-Principal	-	135,000	-	-	-
Interest	-	39,875	-	-	-
2031-Principal	-	135,000	-	-	-
Interest	-	35,825	-	-	-
2032-Principal	-	135,000	-	-	-
Interest	-	31,775	-	-	-
2033-Principal	-	140,000	-	-	-
Interest	-	27,650	-	-	-
2034-Principal	-	140,000	-	-	-
Interest	-	23,450	-	-	-
2035-Principal	-	140,000	-	-	-
Interest	-	19,250	-	-	-
2036-Principal	-	140,000	-	-	-
Interest	-	15,050	-	-	-
2037-Principal	-	140,000	-	-	-
Interest	-	10,850	-	-	-
2038-Principal	-	140,000	-	-	-
Interest	-	6,563	-	-	-
2039-Principal	-	140,000	-	-	-
Interest	-	2,188	-	-	-
2040-Principal	-	-	-	-	-
Interest	-	-	-	-	-
2041-Principal	-	-	-	-	-
Interest	-	-	-	-	-
	<b>3,006,750</b>	<b>2,719,794</b>	<b>1,290,500</b>	<b>3,828,634</b>	<b>1,989,669</b>
<b>Principal Total</b>	<b>2,820,000</b>	<b>2,195,000</b>	<b>1,200,000</b>	<b>3,535,000</b>	<b>1,820,000</b>
<b>Interest Total</b>	<b>186,750</b>	<b>524,794</b>	<b>90,500</b>	<b>293,634</b>	<b>169,669</b>
<b>Total</b>	<b>3,006,750</b>	<b>2,719,794</b>	<b>1,290,500</b>	<b>3,828,634</b>	<b>1,989,669</b>

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

Year Ending June 30	Total Interest & Principal	Annual Interest & Principal	Projection \$2m	2023 Taxable	2022 Taxable	2021 Taxable	2020 Series C	2020 Series B GO
			Land at 3.5% (issue debt by July 2025)	GO Bond (for various land acquisitions)	GO Bond	Refunding (of 2011 Series B and 2013 Bonds)	Refunding (of 2011 Series A Refunding Bonds)	Bonds (for Library Renovation and Various Land)
2024-Principal								
Interest	6,774,764	5,705,000	-	220,000	240,000	230,000	120,000	520,000
2025-Principal								
Interest	4,638,631	3,850,000	-	215,000	240,000	720,000	120,000	520,000
2026-Principal								
Interest	4,542,386	3,860,000	-	215,000	240,000	730,000	125,000	520,000
2027-Principal								
Interest	3,836,188	3,245,000	200,000	215,000	240,000	835,000	125,000	520,000
2028-Principal								
Interest	3,153,247	2,655,000	200,000	215,000	235,000	815,000	125,000	520,000
2029-Principal								
Interest	3,055,009	2,640,000	200,000	215,000	235,000	800,000	130,000	520,000
2030-Principal								
Interest	2,555,543	2,215,000	200,000	215,000	235,000	780,000	130,000	520,000
2031-Principal								
Interest	2,344,769	2,070,000	200,000	215,000	235,000	765,000	-	520,000
2032-Principal								
Interest	2,081,920	1,865,000	200,000	215,000	235,000	560,000	-	520,000
2033-Principal								
Interest	1,785,546	1,620,000	200,000	215,000	-	545,000	-	520,000
2034-Principal								
Interest	1,520,619	1,395,000	200,000	-	-	535,000	-	520,000
2035-Principal								
Interest	958,000	860,000	200,000	-	-	-	-	520,000
2036-Principal								
Interest	936,400	860,000	200,000	-	-	-	-	520,000
2037-Principal								
Interest	718,300	660,000	-	-	-	-	-	520,000
2038-Principal								
Interest	703,613	660,000	-	-	-	-	-	520,000
2039-Principal								
Interest	688,838	660,000	-	-	-	-	-	520,000
2040-Principal								
Interest	536,250	520,000	-	-	-	-	-	520,000
2041-Principal								
Interest	525,525	520,000	-	-	-	-	-	520,000
2042-Principal								
Interest	-	-	-	-	-	-	-	-
2043-Principal								
Interest	-	-	-	-	-	-	-	-
2044-Principal								
Interest	-	-	-	-	-	-	-	-
	41,355,545	41,355,545	2,385,000	2,663,094	2,605,150	8,063,580	1,013,725	11,331,775
<b>Principal Total</b>		<b>35,860,000</b>	<b>2,000,000</b>	<b>2,155,000</b>	<b>2,135,000</b>	<b>7,315,000</b>	<b>875,000</b>	<b>9,360,000</b>
<b>Interest Total</b>		<b>5,495,545</b>	<b>385,000</b>	<b>508,094</b>	<b>470,150</b>	<b>748,580</b>	<b>138,725</b>	<b>1,971,775</b>
<b>Total</b>	<b>41,355,545</b>	<b>41,355,545</b>	<b>2,385,000</b>	<b>2,663,094</b>	<b>2,605,150</b>	<b>8,063,580</b>	<b>1,013,725</b>	<b>11,331,775</b>

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

<b>Year Ending June 30</b>	<b><u>2020 Series A</u> <u>Refunding</u></b> <small>(of 2010 Refunding of 2004 &amp; 2005 Bonds ADV REFUND)</small>	<b><u>2018 Series A</u></b> <small>(for Various Land)</small>	<b><u>2018 Series B</u> <u>Refunding</u></b> <small>(of 2009 Series A &amp; PARTIAL 2009 Series B Bonds)</small>	<b><u>2014</u> <u>Refunding</u></b> <small>(of 2004, 2007 &amp; PARTIAL 2009 Bonds ADV REFUND)</small>	<b><u>2012</u> <u>Refunding</u></b> <small>(for Police Com., Land, Elm. &amp; High School)</small>
2024-Principal	1,905,000	135,000	395,000	585,000	905,000
Interest	141,000	61,138	50,125	90,328	117,056
2025-Principal	915,000	135,000	400,000	585,000	-
Interest	45,750	56,413	30,250	77,531	26,306
2026-Principal	-	135,000	405,000	575,000	915,000
Interest	-	53,544	10,125	62,325	26,306
2027-Principal	-	135,000	-	975,000	-
Interest	-	50,422	-	39,075	-
2028-Principal	-	135,000	-	410,000	-
Interest	-	47,131	-	18,300	-
2029-Principal	-	135,000	-	405,000	-
Interest	-	43,672	-	6,075	-
2030-Principal	-	135,000	-	-	-
Interest	-	39,875	-	-	-
2031-Principal	-	135,000	-	-	-
Interest	-	35,825	-	-	-
2032-Principal	-	135,000	-	-	-
Interest	-	31,775	-	-	-
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Interest	-	27,650	-	-	-
2034-Principal	-	140,000	-	-	-
Interest	-	23,450	-	-	-
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Interest	-	19,250	-	-	-
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Interest	-	15,050	-	-	-
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2039-Principal	-	140,000	-	-	-
Interest	-	2,188	-	-	-
2040-Principal	-	-	-	-	-
Interest	-	-	-	-	-
2041-Principal	-	-	-	-	-
Interest	-	-	-	-	-
2042-Principal	-	-	-	-	-
Interest	-	-	-	-	-
2043-Principal	-	-	-	-	-
Interest	-	-	-	-	-
2044-Principal	-	-	-	-	-
Interest	-	-	-	-	-
	<b>3,006,750</b>	<b>2,719,794</b>	<b>1,290,500</b>	<b>3,828,634</b>	<b>1,989,669</b>
<b>Principal Total</b>	<b>2,820,000</b>	<b>2,195,000</b>	<b>1,200,000</b>	<b>3,535,000</b>	<b>1,820,000</b>
<b>Interest Total</b>	<b>186,750</b>	<b>524,794</b>	<b>90,500</b>	<b>293,634</b>	<b>169,669</b>
<b>Total</b>	<b>3,006,750</b>	<b>2,719,794</b>	<b>1,290,500</b>	<b>3,828,634</b>	<b>1,989,669</b>

# **Appendix**

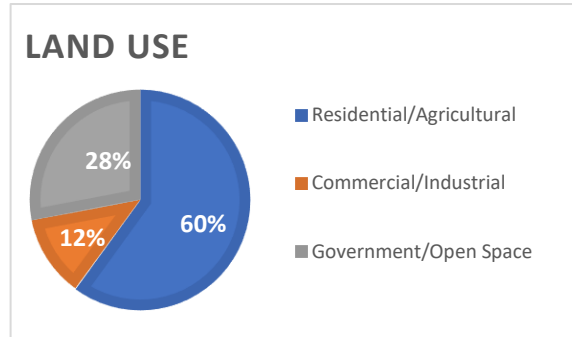
# Appendix A | COMMUNITY PROFILE/KEY STATISTICS

## 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 legislative body comprised of 9 members, elected at large for 2-Year terms, who are responsible for appointing the Town Manager. Four town managers have served Glastonbury since 1959.

## DEMOGRAPHICS

Land Area: 52.5 sq. miles



## ECONOMICS

DEMOGRAPHIC	#
POPULATION (2021)	34,564
MEDIAN AGE	45.2
# OF HOUSEHOLDS	13,411
HOUSEHOLD MEDIAN INCOME	\$120,837
OWNER-OCCUPIED HOUSING	80%
UNEMPLOYMENT RATE: GLASTONBURY / STATE OF CT (AS OF APRIL 2021)	6% / 8%
RACE – WHITE	81%
RACE - ASIAN	9%
RACE – BLACK OR AFRICAN AMERICAN	2%
RACE – SOME OTHER RACE	2%

### Major Employers in Glastonbury

Healthtrax, Inc.  
 Fiserv  
 Smith Brothers Insurance  
 Topcoder, Inc  
 Salmon Brook nursing and Rehab

### Top 5 Taxpayers (as of 2021 Grand List)

Connecticut Light & Power Co.:	\$60,242,390
Shops at Somerset Square LLC	\$28,746,980
New London Tpke. Apts Investors LLC	\$27,983,680
SCT Glastonbury LLC	\$18,736,700
Glastonbury Developers LLC	\$18,610,940

Data sources (most recent as of this writing)  
 2021 CERC Profile, <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2021/Glastonbury.pdf>  
 Town of Glastonbury 2021 Grand List Report

### Bond Rating (2022)

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

### Human & Neighborhood Resources

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

### Community Development Building Permits

New Residential Dwellings (46)  
 Commercial Buildings (3)  
 Other (3,438)

### 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:** 2.3 Million Gal/Day

### Peak Daily Treatment

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

### SERVICES PROVIDED BY

#### OTHER GOVERNMENTAL UNITS

#### Water:

Metropolitan District Commission  
 Town of Manchester Water

#### Public Transportation:

Connecticut Transit (Bus)

## Appendix B | TOWNS AND CITIES FINANCIAL INDICATORS

Capital Region Towns/ District Reference Group B (DRG-B) Towns	2020 Population	2021 Mill Rate	2020 Tax Collection Rates	2020 General Fund Balance Unassigned	FY2020 Debt Per Capita - Bonds/Pensions/OPEB	2020 Per Capita Income (\$)	Moody's Bond Rating as of December 2021
Andover	3,149	35.61	97.60%	1,636,864	1,114	44,803	-
Avon**	18,918	32.90	99.50%	12,722,454	3,952	74,617	Aaa
Bloomfield	21,460	35.01	98.50%	22,506,929	8,729	43,959	Aa2
Bolton	4,868	38.86	99.30%	522,886	2,326	48,142	Aa3
Brookfield*	17,517	29.65	99.00%	9,003,141	3,253	55,684	Aa2
Canton	10,125	32.59	99.40%	7,607,651	2,106	51,836	Aa2
Cheshire*	28,728	33.22	99.60%	12,143,891	6,322	54,866	Aa1
East Granby	5,218	33.20	99.30%	4,155,091	1,103	42,988	Aa2
East Hartford	51,016	49.92	97.90%	19,833,000	8,725	29,789	Aa3
East Windsor	11,167	34.72	98.80%	10,936,403	1,926	40,347	Aa2
Ellington	16,467	32.60	99.20%	3,403,758	1,921	48,985	Aa3
Enfield	16,428	34.23	97.50%	31,836,000	3,527	37,046	Aa2
Fairfield*	61,427	26.79	98.10%	34,819,000	6,582	68,800	Aaa
Farmington**	26,673	27.97	99.50%	16,147,323	6,213	55,426	Aaa
<b>Glastonbury**</b>	<b>35,108</b>	<b>36.90</b>	<b>99.40%</b>	<b>30,073,812</b>	<b>4,063</b>	<b>60,913</b>	<b>Aaa</b>
Granby**	10,891	39.61	99.30%	8,927,497	2,290	54,421	-
Greenwich*	63,502	11.59	98.90%	40,561,644	5,385	108,412	Aaa
Guilford*	22,045	32.31	99.40%	11,402,325	7,416	62,405	Aa2
Hartford	121,026	74.29	94.50%	18,880,000	12,052	22,055	Ba2
Hebron	9,102	36.33	97.40%	6,206,926	942	54,348	-
Madison*	17,658	28.35	99.30%	16,679,068	3,981	62,752	Aaa
Manchester	59,693	36.52	98.40%	23,916,000	9,625	37,708	Aa1
Marlborough	6,127	36.27	99.00%	4,707,160	2,046	50,947	Aa3
Monroe*	18,808	35.48	98.80%	7,305,584	2,974	51,001	Aa2
New Fairfield*	13,570	30.58	99.30%	10,849,880	2,126	51,298	-
Newington	30,464	39.28	99.30%	21,975,000	3,115	40,507	-
Newtown*	27,154	34.76	99.30%	16,737,825	3,756	56,517	Aa1
Orange*	14,255	32.74	99.40%	14,725,374	6,962	56,567	-
Rocky Hill	20,780	33.60	99.20%	5,348,338	5,422	57,749	-
Simsbury**	24,516	37.09	99.40%	17,775,774	2,919	65,329	Aaa
Somers	10,254	27.37	99.40%	6,535,770	1,193	43,733	Aa2
South Windsor**	26,903	37.88	99.30%	22,780,140	4,029	53,513	Aa2
Suffield	15,725	28.64	98.80%	6,875,650	2,043	49,651	-
Tolland	14,552	36.05	98.60%	9,494,295	3,426	58,335	-
Trumbull*	36,742	34.74	98.10%	24,170,341	5,259	51,689	Aa2
Vernon	30,218	39.63	98.30%	21,018,091	3,329	38,245	Aa2
West Hartford**	64,019	41.80	99.30%	25,188,000	10,261	58,140	Aaa
Wethersfield	27,272	40.69	99.10%	12,561,561	4,257	46,967	Aa2
Windsor	29,413	33.11	98.90%	28,037,362	5,085	41,596	-
Windsor Locks	12,592	25.83	96.80%	15,181,485	3,576	40,361	Aa1
Woodbridge*	9,074	41.53	99.40%	7,169,003	5,873	70,114	Aaa

Updated as of most recent publication date, January 2021

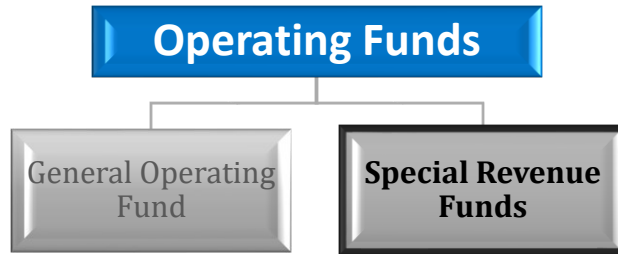
\*Denotes towns that are DRG-B Towns only and are not listed under the Capital Region Council of Governments (CRCOG)

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

Source: Connecticut Office of Policy Management annual publication of "Municipal Fiscal Indicators FYE 2016-2020" published July 2022.



## Appendix C | Special Revenue Funds



Special Revenue Funds account for operating activities and are used to report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service, capital projects, or programs accounted for in the General Fund.

The following funds Account for...

### **American Rescue Plan Act**

Use of funds received through the American Rescue Plan Act grant. Use of funds will focus on infrastructure improvements that comply with the program eligibility criteria.

### **Camp Sunrise**

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

### **Connecticard Fund**

Monies provided by the State as reimbursement library materials borrowed by citizens of other communities.

### **Dog Fund**

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

### **Education Grants Fund**

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

### **Grants and Contracts Fund**

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

### **Historic Documents / Preservation**

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

### **Insurance Reserve Fund**

Monies in reserve for insurance purposes, such as uninsured losses or claim costs that exceed deductibles.

### **Library Funds**

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

### **Planetarium Fund**

Operation of the planetarium at the Glastonbury I East Hartford Magnet School, administered by the Glastonbury Board of Education and funded by participant fees.



## **Appendix C | Special Revenue Funds Continued**

### **Police Private Duty Fund**

Revenues and expenditures related to services provided by the Police Department on a contractual basis to private companies and/or individuals that pay for the service. Revenues generated offset the expenditures for this service.

### **Police Forfeited Property**

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

### **Recreation Activities Fund**

Program activities administered by the Parks and Recreation Department that are funded by participant fees.

### **Riverfront Park Fund**

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

### **School Cafeteria Fund**

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

### **Sewer Operating Fund**

Operations of the Waste Water Treatment Plant. Sewer use fees are set by the Water Pollution Control Authority. Proceeds are used to operate and maintain the facility and pay debt service for loans

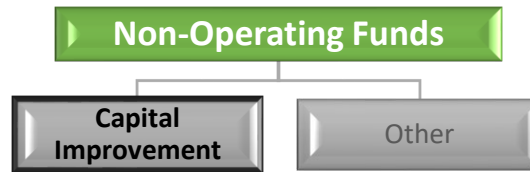
### **Special Gifts/Grants Fund**

Gifts from the public designated for specific purposes.

### **Student Groups Fund**

Program activities administered by the Education Department.

## Appendix D | Capital Improvement Funds



Capital Improvement Funds account for financial resources used to acquire, replace, or renovate major capital/fixed assets. These items are generally not of a recurring nature and are not included in the regular operating budget process.

### Capital Reserve Fund

#### Capital non-recurring Expenditures Fund (CNR)

- Funds allocated for the Town’s Capital Improvement Program (CIP).
- The funding is provided by the annual General Fund appropriation and transfer to the Capital Reserve Fund approved as part of the annual budget process.
- This is the primary funding source for the CIP.

### Sewer Sinking Fund

- This account is funded through sewer assessment and monies can be allocated to large scale projects to support the Waste Water Treatment plant and system.

### Town Aid

- Annual state grant for continuing maintenance of streets and roads.

### Grants and Donations

- Grants and donations are allocated to fund in whole or in part Capital Infrastructure projects.
- Community donations are also allocated to support capital infrastructure where possible.

## Appendix E | 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.

### 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.

**Actuarially Determined Contribution (ADC):** The employer's periodic contributions to a defined benefit plan, calculated in accordance with actuarial standards of practice.

**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.

**Annual Comprehensive Financial Report (ACFR):** 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.

**Annual Town Meeting (ATM):** An annual town meeting is held for the consideration of the proposed budget and the transaction of any other Town business.

**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.

**American Rescue Plan Act (ARPA):** On March 11, 2021, President Biden signed into law the \$1.9 trillion American Rescue Plan Act of 2021 ("ARPA"). This relief package includes, amongst other provisions, \$350 billion in state and local government aid. Of the \$350 billion, the State and its local governments are expected to receive approximately \$4.2 billion as a result of this legislation, with \$2.6 billion in State relief and another \$1.6 billion in relief for local governments. The Town will receive \$10.2 million in federal funding as a result of ARPA. The Town is developing a plan for the use of funds that will focus on infrastructure improvements that comply with the program eligibility criteria.

**Architectural Site and Design Review Committee (ASDRC):** Serve an advisory role to the TP&Z and Town Council on pending development applications. The committee specifically comments on building architecture, site amenities, and landscaping.

**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

**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 or of that type.

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

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

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

**Motor Vehicles (MV):** Motor Vehicles are a class of personal property that in Connecticut includes only CT registered motor vehicles.

## 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 issues, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work.

## **P**

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

**Personal Property (PP):** Personal Property is property that includes assets other than real estate. Personal property is movable and isn't fixed permanently to one particular location.

**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**

**Rate of Return (ROR):** The long-term expected rate of return on any investments set aside to pay for pension benefits.

**Real Estate (RE):** Real Estate is property in the form of land and permanent improvements affixed to the land.

**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 G | COMPARATIVE HISTORY OF BUDGETED GENERAL TOWN EMPLOYEES (FULL TIME)

DEPARTMENT	Division	FY2021	FY2022	FY2023	FY2024	FY2025
<b>GENERAL GOVERNMENT</b>	Town Manager	3	3	3	3	3
	Human Resources	3	3	3	5	5
	Facilities Maintenance	12	12	12	12.5	12.5
<b>COMMUNITY DEVELOPMENT</b>	Community Development	3.5	3.5	4	4.5	4.5
	Building Inspection	4	4	4	4.5	4.5
	Fire Marshal	2	2	2	2	2
	Health	5	5	5	5	5
<b>ADMINISTRATIVE SERVICES</b>	Financial Administration	9	9	9	9	9
	Accounting	4	4	4	3	3
	Property Assessment	4	4	4	4.5	4.5
	Revenue Collection	4	4	4	3.5	3.5
	Town Clerk	4	4	4	4	4
<b>PUBLIC SAFETY</b>	Police	79	79	81	81	81
	Fire	2	2	2	2	2
<b>PHYSICAL SERVICES</b>	Engineering	11.5	11.5	11	11	11
	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	9.5	9.5
<b>HUMAN SERVICES</b>	Senior & Social Services	7	6	6	6	6
	Youth & Family Services	11	11	12	14	14
<b>LEISURE/CULTURE</b>	Parks & Recreation	22	22	22	22	22
	Welles Turner Library	10	9	9	9	9
	<b>Total Town Government</b>	<b>239</b>	<b>237</b>	<b>240</b>	<b>245</b>	<b>245</b>
	<b>Total Education (FTE)</b>	<b>797</b>	<b>799</b>	<b>822</b>	<b>853</b>	<b>857</b>
	<b>TOTAL TOWN &amp; EDUCATION</b>	<b>1,036</b>	<b>1,036</b>	<b>1,062</b>	<b>1,098</b>	<b>1,102</b>

## Appendix H | COMPARATIVE BUDGET IMPACT – HISTORICAL

	ADOPTED 2020-2021	ADOPTED 2021-2022	ADOPTED 2022-2023	ADOPTED 2023-2024	PROPOSED 2024-2025
<b>Appropriations/Expenditures</b>					
Town	44,995,304	46,099,904	47,477,695	48,804,244	50,362,500
Debt	7,076,799	7,036,742	6,902,429	7,096,470	5,275,632
Transfers:					
Capital Reserve	5,750,000	5,250,000	5,650,000	5,850,000	7,670,368
Dog Fund	45,000	45,000	45,000	45,000	45,000
OPEB Trust	810,000	742,000	785,057	641,452	677,300
Sub-total Transfers	6,605,000	6,037,000	6,480,057	6,536,452	8,392,668
Debt and Transfers	13,681,799	13,073,742	13,382,486	13,632,922	13,668,300
Education	111,754,046	113,549,684	116,937,381	120,268,065	124,946,745
Total Appropriations	\$170,431,149	\$172,723,330	\$177,797,562	\$182,705,231	\$188,977,545
APPROPRIATION % INCREASE	<b>2.7%</b>	<b>1.3%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>3.4%</b>
<b>FINANCED BY:</b>					
Licenses/Permits	\$1,280,600	\$1,313,100	\$1,369,645	\$1,474,750	\$1,577,250
Intergovernmental Revenues	6,905,560	6,945,258	8,799,840	9,059,237	7,295,368
Charges/Services	1,441,663	1,400,303	1,573,403	1,580,928	1,470,033
Other	1,843,251	1,148,867	1,630,726	2,481,941	3,054,739
Use/Fund Balance	975,000	975,000	875,000	775,000	775,000
Taxes/non-current	2,352,000	2,352,000	2,352,000	2,352,000	2,352,000
Total Non-Tax Revenues	\$14,798,074	\$14,134,528	\$16,600,614	\$17,723,856	\$16,524,390
% Increase	0.5%	-4.5%	17.4%	6.8%	-6.8%
<b>CURRENT TAXES REQUIRED</b>	\$155,633,075	\$158,588,802	\$161,196,948	\$164,981,375	\$172,453,155
% Increase	2.9%	1.9%	1.6%	2.3%	4.5%
<b>GRAND LIST - Stated in Thousands</b>	\$4,279,214	\$4,315,682	\$4,459,845	\$5,390,000	\$5,400,000
<b>MILL RATE - Real Estate/Personal Property</b>	<b>36.90</b>	<b>37.32</b>	<b>37.30</b>	<b>31.01</b>	<b>32.45</b>
<b>MILL RATE - Motor Vehicles</b>	<b>36.90</b>	<b>37.32</b>	<b>31.00</b>	<b>31.01</b>	<b>32.45</b>
% Increase (Decrease) on RE/PP	1.49%	1.14%	(0.05%)	-16.86%	4.64%
% Increase (Decrease) on MV	1.49%	1.14%	(16.93%)	0.03%	4.64%

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# Town of Glastonbury