



Madison

CONNECTICUT



STATE OF THE TOWN

January 27, 2020

What We Will Cover



- Community Strengths & Challenges
- 2020 Initiatives
- Budget Trends
- Capital Plan Review
- Debt Profile
- Major Projects Update
- Commission Changes

Community Strengths



- Beautiful shoreline amenities (3 town beaches, Hammonasset)
- Great natural assets (Rockland, Bauer Park, Salt Meadow)
- Highly respected school district
- Vibrant downtown
- Small-town, New England character
- Low crime/safe community
- Strong financial position – high bond rating
- Good municipal staff
- Long-term capital plan
- High commitment of Town volunteers
- Historic resources
- Strategic geographic location vis-à-vis Boston, New York, Hartford, New Haven, and New London

Source: Selections from 2019 Draft Strategic Plan

Potential Challenges



- Reliance on residential property taxes
- Ageing town & school facilities
- Connecticut economic climate
- Ageing community
- Slow real estate market
- Limited development opportunities
- Town meeting form of government
- Limited community involvement
- Need for long-term vision to guide decision-making
- Need for diverse and affordable housing
- Need for diversity
- Need for focused internal management
- Need for improved communication with residents
- Need for activities for youth

Source: Selections from 2019 Draft Strategic Plan

2020 Initiatives - Short-term



- Developing Communications Plan to keep citizens informed and increase community involvement
- Reassessing management of constituency complaints to ensure a more responsive government
- Exploring best practices in town government through Government Studies Committee and Operational Excellence working group
- Resolving beach management issues
- Launching Island Avenue Future Use committee

2020 Initiatives - Long-term

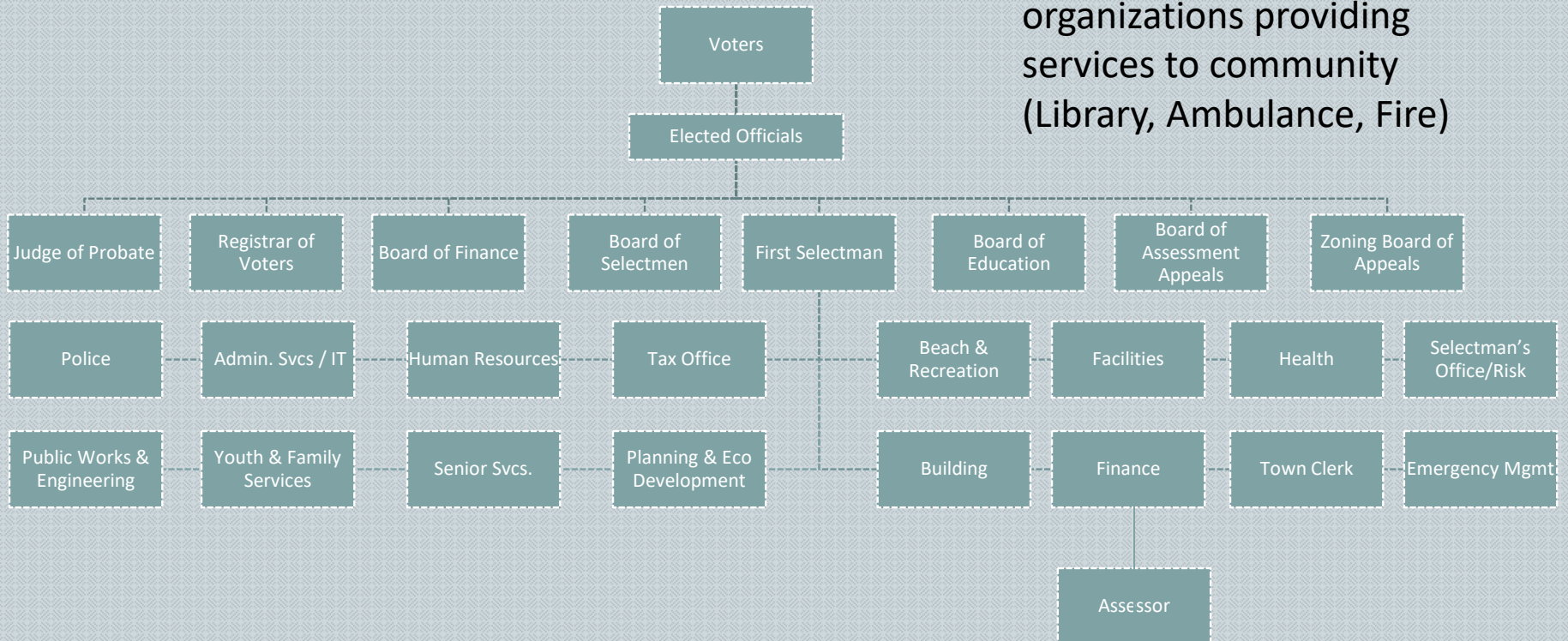


- Complete the Strategic Planning Process with an action oriented, community supported plan
- Assess School Facilities Plan Proposal and take to referendum
- Refine Academy Community Center Design proposal and take to referendum
- Improve Town Management by leveraging new ideas and new initiatives

Town Government



- 17 Town Departments
- 4 additional outside organizations providing services to community (Library, Ambulance, Fire)



Historic Budget Trends



	FYE 6/30/19	10 Year % Change	10 Year CAGR*
Total Revenue	\$ 83,067,201	21.9%	2.2%
Town Budget	\$ 23,855,556	28.8%	2.9%
Education Budget	\$ 55,549,488	22.1%	2.2%
Debt Service	\$ 3,662,157	-16.2%	-1.9%
Total Approved Budget	\$ 83,067,201	21.5%	2.2%
Taxable Assessed Value	\$ 2,904,384,925	-15.0%	-1.8%
Residential	\$ 2,472,996,000	-18.2%	-2.2%
Commercial	\$ 180,611,300	4.4%	0.5%
Mill Rate	28.04	50.6%	4.7%

- 10 year average change for Total Approved Budget is 2.3%, 2.15% for Education
- Recently Approved 2019/20 Town Budget up 7%, Education Budget down 0.1%
- 87% of total revenues from property taxes
- 67% of budget related to education

* Compounded Annual Growth Rate from 6/30/2010

Next Fiscal Year Budget Challenges (2020/21)



- 68% of Town Budget* typically driven by non-discretionary costs like employee costs, utilities, contracts, insurance
- Impact of new Scranton Memorial Library
- Continued challenges with Ambulance service model
- Return to fully staffed beach management (lifeguards, gate guards, attendants, etc.)
- Implementation of new operating software MUNIS
- Changes in pension funding formula/assumptions
- Pipeline of capital investment projects

** Excludes Education Budget*

Employee Profile



Number of Employees: *	6/30/2019	10 Year Difference
General Government	28.1	-0.9
Public Safety/Emergency Comm.	40.7	5.8
Public Works/Maintenance **	19.5	-1.0
Public Health	2.5	0.5
Social Services	17.4	5.0
Beach & Recreation **	14.2	9.6
Total Town	122.4	19.0
Education	508.0	-66.0
Total	630.4	-47.0

- *68% of Town Operating Budget is comprised of salary & benefits for employees*
- *Most staff growth has been in Public Safety and Social Services*

**Excludes outside organizations such as Library, Ambulance, and Fire Departments*

***10 maintenance employees were re-organized from Public Works/Facilities Maintenance into Beach & Recreation*

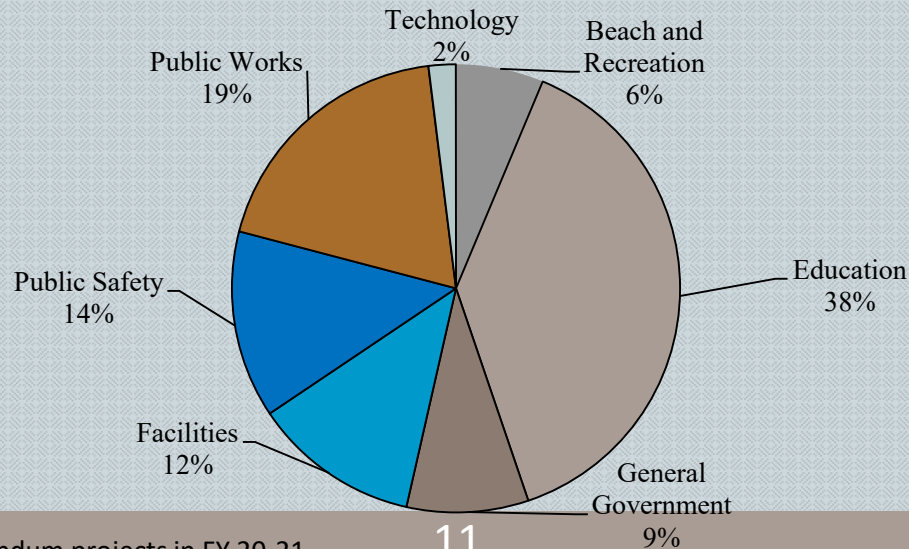
Capital Investment Plan

Capital Expenditures by Department - Fiscal Years 2020-2021 through 2024-2025



Fiscal Year

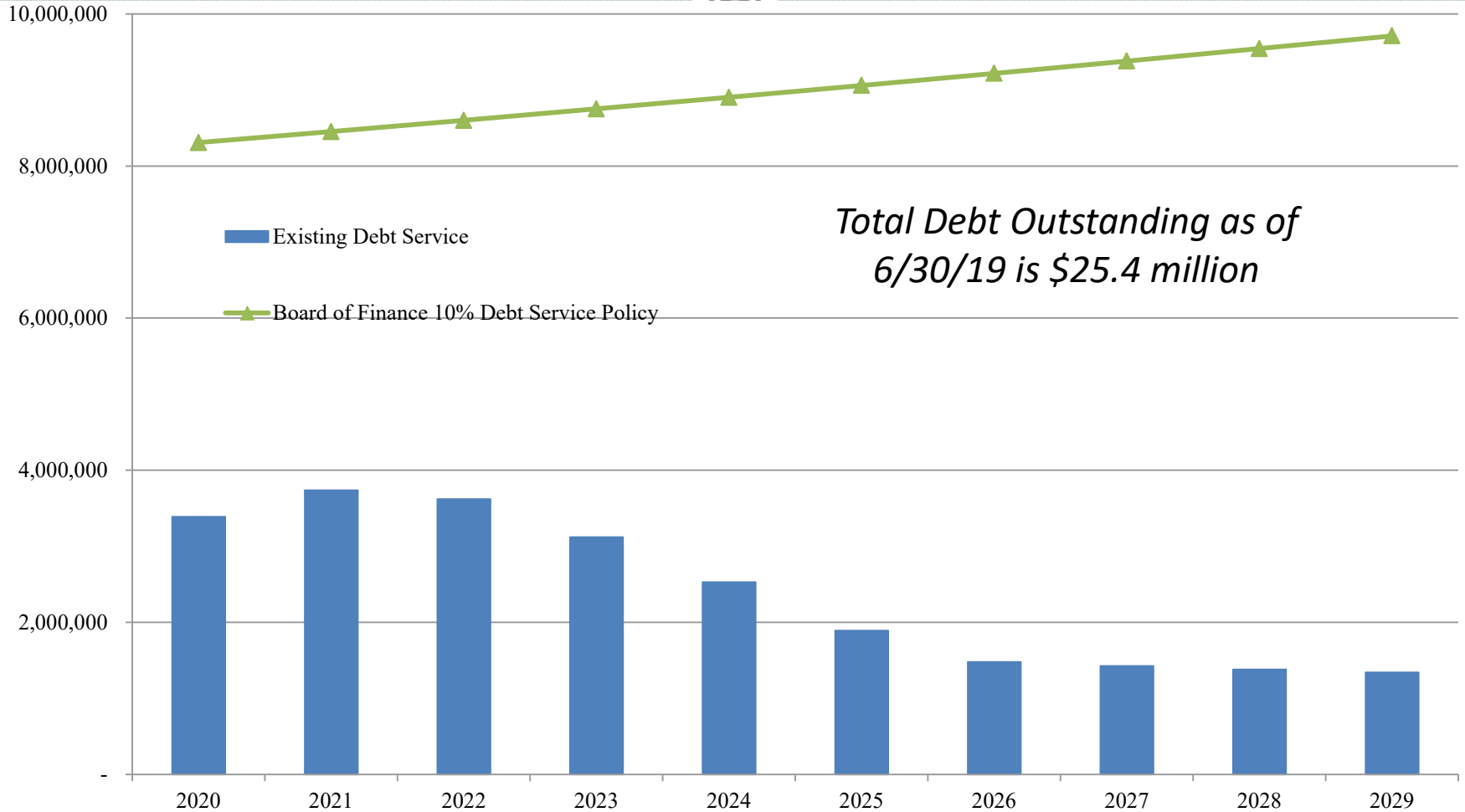
Department	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total	%
Beach and Recreation	\$ 570,000	\$ 452,000	\$ 1,126,178	\$ 175,000	\$ 55,000	\$ 350,000	\$ 2,158,178	6%
Education	726,453	415,201	1,018,478	2,666,632	4,655,335	4,383,313	13,138,959	38%
General Government	1,800,000	20,000	185,000		2,800,000		3,005,000	9%
Facilities	663,876	246,467	332,841	1,056,850	1,385,048	1,084,265	4,105,471	12%
Public Safety	2,790,716	903,177	1,172,765	718,366	466,856	1,357,856	4,619,020	14%
Public Works	806,667	2,090,867	1,724,726	786,200	797,000	1,070,000	6,468,793	19%
Technology	595,000	135,000	135,000	135,000	135,000	135,000	675,000	2%
Total Capital Expenditures	\$ 7,952,712	\$ 4,262,712	\$ 5,694,988	\$ 5,538,048	\$ 10,294,239	\$ 8,380,434	\$ 34,170,421	100%



*Excluding mentioned possible referendum projects in FY 20-21

Debt Profile

Projected Annual Debt Service (Existing Debt Service and Projected New Debt Service)



Total Debt Outstanding as of 6/30/19 is \$25.4 million

Note: 10% debt policy figure is calculated using FYE 2019 Total Budget, with a 1.75% escalation assumption

Major Project Updates



- Library Expansion Project – Opening July 2020
- Downtown Center Project – Developing timeline, costs and action plan to complete all phases
- School Facilities Plan – Targeting Fall 2020 Referendum
- Academy Community Center Project– Targeting Fall 2020 Referendum

Town Boards & Commissions



Appointive Boards & Commissions

- 35 Volunteer-based Boards & Commissions

Bauer Park Advisory Committee	Beach & Recreation	Blight Appeals	Board of Police Comm.	Building Code of Appeals	Committee for Land Acquisition (defunct)	Coastal Resiliency
Conservation	Economic Development	Employee Retirement Board	Energy & Efficiency	Firemen's Benefit	Flood & Erosion Control (defunct)	Historic Commission
Inland/Wetlands Agency	Job Evaluation	Landscape (defunct)	Planning & Zoning	Police Retirement	Rockland Preserve	Salt Meadow Park Advisory
Senior Commission	Shellfish Commission	Solid Waste Disposal (defunct)	Veterans' Advisory Joint Comm.	Water Pollution Control Authority	Youth Services Board	
Others						
Advisory Committee on Community Appearance	Blight Enforcement Committee	Capital Improvement Committee	Fields Advisory Committee	M.A.D.E. Commission	Old Elm Street Historic District Commission	Safety Committee
Joint Facilities Review Committee	Ad-Hoc Academy School Comm. Center Design	Ad-Hoc Bicycle & Pedestrian Adv.	Ad-Hoc Gov. Study (forthcoming)	Ad-Hoc Island Ave. Future Use (forthcoming)		

Commission Changes



- Bicycle and Pedestrian Advisory Committee moving to permanent from Ad Hoc
- Coastal Resiliency Commission launched
- Reviewing areas of possible overlap for some commissions (Coastal Resiliency, Conservation, Energy, etc.)

State of the Town, Madison, CT



Questions?