STATE OF THE TOWN

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

<table>
<thead>
<tr>
<th>FYE 6/30/19</th>
<th>10 Year % Change</th>
<th>10 Year CAGR*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$83,067,201</td>
<td>21.9%</td>
</tr>
<tr>
<td><strong>Town Budget</strong></td>
<td>$23,855,556</td>
<td>28.8%</td>
</tr>
<tr>
<td><strong>Education Budget</strong></td>
<td>$55,549,488</td>
<td>22.1%</td>
</tr>
<tr>
<td><strong>Debt Service</strong></td>
<td>$3,662,157</td>
<td>-16.2%</td>
</tr>
<tr>
<td><strong>Total Approved Budget</strong></td>
<td>$83,067,201</td>
<td>21.5%</td>
</tr>
<tr>
<td><strong>Taxable Assessed Value</strong></td>
<td>$2,904,384,925</td>
<td>-15.0%</td>
</tr>
<tr>
<td><strong>Residential</strong></td>
<td>$2,472,996,000</td>
<td>-18.2%</td>
</tr>
<tr>
<td><strong>Commercial</strong></td>
<td>$180,611,300</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Mill Rate</strong></td>
<td>28.04</td>
<td>50.6%</td>
</tr>
</tbody>
</table>

- **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

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

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

*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

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

*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

*Excluding mentioned possible referendum projects in FY 20-21
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

- Bauer Park Advisory Committee
- Beach & Recreation Advisory Committee
- Blight Appeals Committee
- Board of Police Comm.
- Building Code of Appeals Committee
- 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
- Senior Commission
- Shellfish Commission
- Solid Waste Disposal (defunct)
- Veterans' Advisory Joint Comm.
- Water Pollution Control Authority
- Youth Services Board
- 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
- Joint Facilities Review Committee
- Ad-Hoc Academy School Comm. Center Design
- Ad-Hoc Gov. Study (forthcoming)
- Ad-Hoc Island Ave. Future Use (forthcoming)
- Safety Committee

Others

- 35 Volunteer-based Boards & Commissions

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- Joint Facilities Review Committee
- Ad-Hoc Academy School Comm. Center Design
- Ad-Hoc Gov. Study (forthcoming)
- Ad-Hoc Island Ave. Future Use (forthcoming)
- Safety Committee
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?