

TOWN OF MADISON

CONNECTICUT

Town Meeting – January 27, 2021

State of the Town

What We Will Cover

- COVID Update
- Community Strengths & Challenges
- Progress in 2020
- Budget Trends
- Debt Profile
- Capital Plan Overview
- Status of Major Projects
- Upcoming Initiatives

COVID Update

- Town working with Guilford, Branford, North Branford and East Haven for vaccine roll-out
- State/federal government set policies for eligibility, control vaccine supplies and distribution plans
- Prioritization of individuals 75 years and older has been challenging
- Madison gearing up to host weekly local clinics when supplies available

Madison	
Positive Cases	820
Deaths	37
Recovered	741
Active Cases	42
Current Hospitalizations	3
Current Positivity Rate	4.8%

COVID Impact on Town Operations

- Town navigating through 100-year pandemic, volatile economy, changing climate and national civil unrest
- Governor's Executive Orders have fundamentally changed (temporarily) how government is operated
- Town rapidly shifted to remote work while continuing to provide consistent access to services
- Public safety resources mobilized to serve health and safety needs of community
- Unprecedented demand for Madison's outdoor amenities
- Town required to implement difficult policies to maintain safe environment

Community Strengths

- **Desirable place to live during the pandemic**

- Low density living
- Abundant outdoor amenities
- Access to quality healthcare, mental health and social services
- Adaptable workforce to remote
- Vibrant downtown despite restrictions
- Exceptional community volunteerism
- Reliable delivery of core Town services
- In-person learning by local schools despite difficulties

- **Favorable economic profile**

- Lower unemployment (5.0%) relative to state (7.5%)
- Strong small business community
- Active real estate market
- Rising building/improvement activity

- **Strong Town finances**

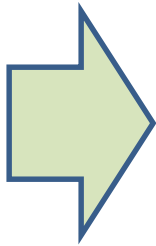
- Tax collections on track
- Sizable reserves
- Low levels of debt coupled with premium bond rating

Community Challenges

- **Extension of COVID restrictions**
- **Vaccinating all residents**
- **Continued economic uncertainty**
- **COVID impact on residents physical and mental health**
- **Sustainability of local businesses**
- **Transition to post-COVID world**
- **Need for long-term vision to guide government decision-making**
- **Lack of investment driving significant capital needs**
 - School Renewal Plan
 - Academy
 - Surf Club
 - Ageing Town Facilities
 - Fleet replacement
 - Many unfinished, “orphan” projects

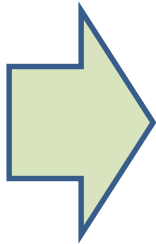
Progress – Policy

Launched New Citizen Driven Committees



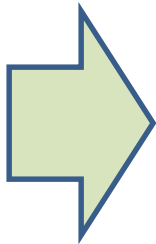
- Affordable Housing – Approved 12/14/20, Interviewing
- Bicycle/Pedestrian - Made Permanent 1/15/20
- Charter Review – Approved 12/14/20, Seated 1/12/21
- Government Studies – Final Report Delivered 8/24/20
- Island Avenue Future Use – Final Report 1/12/21, RFP next step

Updated Town Ordinances



- Tax Exemption for Volunteer Fire - Approved 1/25/21
- Econ. Dev. Tax Incentive – Town Meeting on 2/18/21
- Floodplain Management – In process, targeting March
- Senior Tax Relief – Internal review of possible improvements for 2022

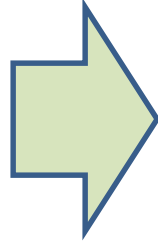
Completing Important Studies



- Town-wide Facilities Study – Preliminary findings pending
- Vehicle Fleet Study – Final Report presented 1/25/21
- MYFS Study – Final Report to be presented in February
- WPCA Study – Funding requested in 21/22 Budget

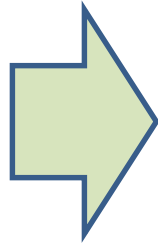
Progress – Town Operations

Improved Communications



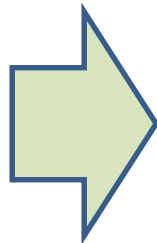
- Implemented livestreaming in March 2020
- Launched Madison Alerts system
- Developing communications plan

Improved Operations & Services



- Resolved beach management issues and launched on-line pass sales
- Expanded virtual access to most town services
- Implemented departmental project tracking
- Re-established regular senior staff meetings
- Evaluating purchasing policies, ways to improve
- Transitioning staff through Early Retirement Incentive Plan (ERIP)

Re-organizing Departments



- Merging Beach & Recreation with Senior Services
- Exploring other changes to create efficiencies, improve service and reduce costs

Budget Trends

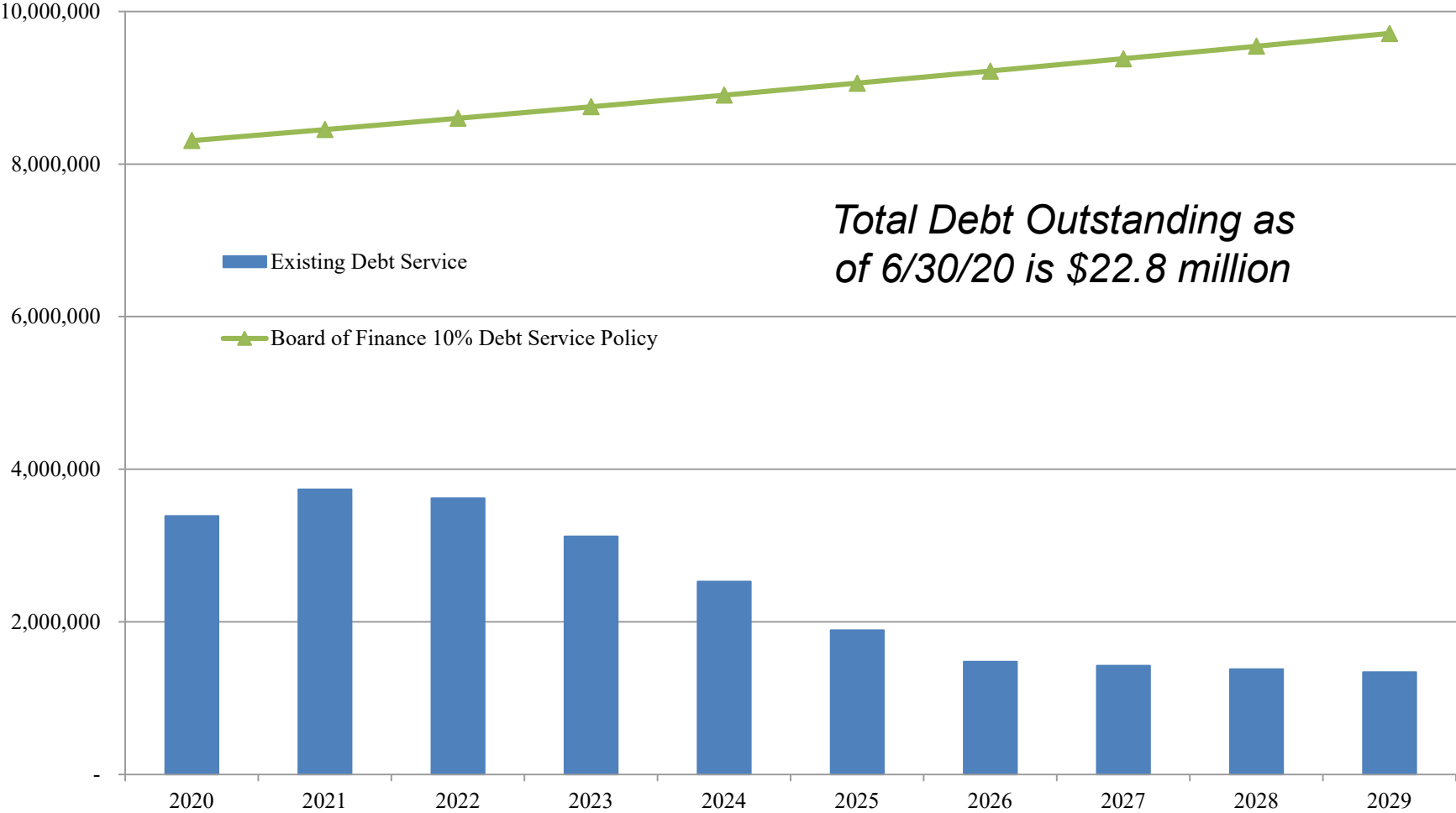
Current Approved

	FYE	3-Year	FYE	YoY
\$ millions	6/30/20	CAGR	6/30/21	CHG
Total Revenue	\$84.8	1.8%		
Town Budget	\$25.6	3.7%	\$26.8	4.6%
Education Budget	\$55.9	1.5%	\$56.5	1.1%
Debt Service	\$3.3	-6.5%	\$3.3	1.8%
Total Approved Budget	\$84.8	1.8%	\$86.6	2.2%
Taxable Assessed Value	\$2,932.9	0.8%		
Mill Rate	28.35	1.9%	28.35	0.0%
Total Debt	\$22.8	8.4%		
Undesignated Fund Balance	\$16.7	28.9%		
% of Approved Budget *	20.5%			

** Board of Finance Policy Requires Minimum Undesignated Fund Balance of 10% of Approved Budget less Debt Service*

Debt Profile

Projected Annual Debt Service (Existing Debt Service)



Total Debt Outstanding as of 6/30/20 is \$22.8 million

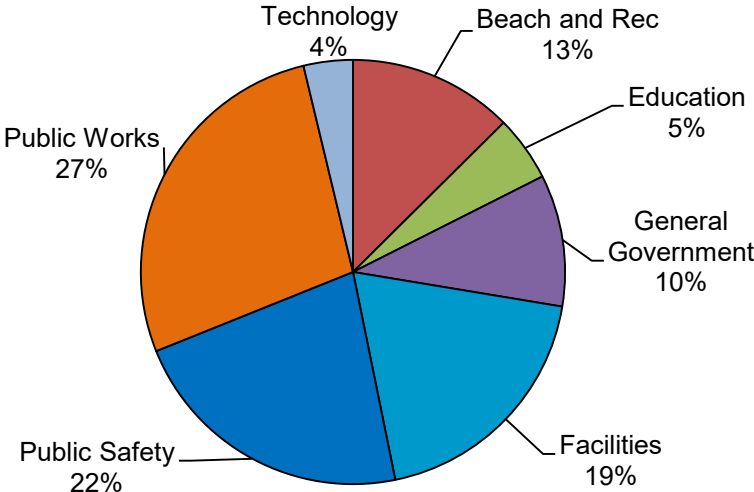
Note: 10% debt policy figure is calculated using FYE 2021 Total Budget, with a 2% escalation assumption

*Excluding mentioned possible referendum projects in FY 21-22

Capital Investment Plan (CIP)

Capital Expenditures by Department - Fiscal Years 2021-2022 through 2025-2026

Department	Fiscal Year					Total	%
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026		
Beach and Recreation	\$ 69,500	\$ 2,001,300	\$ 20,000	\$ 200,000	\$ 640,000	\$ 2,930,800	13%
Education	568,016	596,456				1,164,472	5%
General Government	561,837	400,000	220,000		1,160,000	2,341,837	10%
Facilities	250,328	50,000	241,841	3,748,051	183,019	4,473,239	19%
Public Safety	1,064,925	803,026	451,526	1,711,526	1,124,670	5,155,673	22%
Public Works	2,226,917	936,854	991,300	1,105,454	1,111,205	6,371,730	27%
Technology	175,000	175,000	175,000	175,000	175,000	875,000	4%
Total Capital Expenditures	\$ 4,916,523	\$ 4,962,636	\$ 2,099,667	\$ 6,940,031	\$ 4,393,894	\$ 23,312,751	100%



*Excluding mentioned possible referendum projects in FY 21-22

Status of Major Projects

- **Downtown Center Project** - Funding request to complete Phase 1 and plan future Phase 2
- **Madison School Renewal Plan** - Most building improvements on-hold pending anticipated referendum
- **Academy School** - On-hold pending completion of Town Facilities Study
- **Surf Club** - Funding request for master plan
- **Island Avenue** – Launching RFP process for future use.
- **Town Fleet** – Funding request to accelerate vehicle replacement
- **Madison Hose Building Expansion** – Selectmen to review
- **Other Projects** - Some delayed or combined pending results of Facilities Study and bonding referendum

Upcoming Initiatives

- Get everyone vaccinated!
- Transition Town, Schools and Community to post-COVID world
- Launch the Strategic Planning Process
- Address long-term facility needs
- Continue to improve Town operations and complete important infrastructure projects
- Send School Renewal Plan to Town vote
- Launch other policy initiatives (i.e. Sustainability Committee, Ethics Committee, Town Facilities Committee, etc.)

State of the Town, Madison, CT

Questions?