

Town of Groton



Adopted

FYE 2012 Budget

Fiscal Year Ending June 30, 2012

June 7, 2011

TOWN OF GROTON, CONNECTICUT

PRINCIPAL OFFICIALS

Town Council

James L. Streeter, Mayor
Bruce S. Flax
Bill C. Johnson
Catherine Kolnaski
Deborah B. Monteiro
Frank O'Beirne, Jr.
Deborah L. Peruzzotti
Paulann H. Sheets
Harry A. Watson

Appointed Officials

Mark R. Oefinger:	Town Manager
Paul J. Kadri:	Superintendent of Schools
Eileen M. Duggan:	Town Attorney

Department Directors

Administrative Services:	Douglas R. Ackerman
Finance:	Salvatore M. Pandolfo
Human Services:	Marjorie D. Fondulas
Library:	Elizabeth Ann Reiter
Parks & Recreation:	John P. Silsby
Planning & Development:	Michael Murphy
Police:	Chief Kelly Fogg
Public Works:	Gary J. Schneider
Town Clerk:	Betsy Moukawsher

TOWN OF GROTON

How To Use This Budget Document **Adopted Budget - FYE 2012**

This budget document is divided and organized into segments by utilizing tab sheets. The tabs organize the Budget by section and then Areas of Service. The budget is then separated by department and function within each of the Areas of Service.

The inside cover of this document has a list of the Principal Officials, Appointed Officials and Department Directors followed by a Table of Contents, Location & Transportation Map, Groton At A Glance introduction, Town Profile and the Distinguished Budget Award from FYE 2011. The tab labeled **“(I) Budget Message”**, includes the letter of transmittal from the Town Manager to the Town Council, Town Council Goals, a summary of full-time employees, as well as a graphic comparison of the Adopted/Adjusted FYE 2011 Budget to the Adopted FYE 2012 budget and various reconciliation, projection and summary reports.

The next tab labeled, **“(II) Financial Structure / Plans & Policies”** shows the reader how the Town of Groton is organized on an administrative level as well as providing detailed information on the Town Governmental Structure, Budgetary Process, Budgetary Control, Debt Policy & Management-Fiscal Practices, Town Charter Finance & Taxation excerpt, Reserve Fund For Capital Expenditures and the Basis of Budgeting and Accounting for the Town. The third tab **“(III) Revenues & Summaries”** contains financial information by fund and provides a concise overview of the budget for FYE 2012 including summaries of the revenue and expenditure budgets. The following schedules and narratives also appear within this section: General Fund Revenue Descriptions and Detail, Program Summary, Budget Comparisons by Functions, Budgets in Brief-All Funds, Summary of Sources and Uses-All Funds and Estimated Changes in Fund Balances.

The next fifteen tabs, beginning with **(IV) General Government** through **(XVIII) Other Funds**, reflect the various Areas of Service. A Mission Statement is provided on the front of each tab for the functions that are included within each of the Areas of Service. On the bottom front, a graphic showing the budget as a % to the total budget together with the operating and personnel costs associated with that particular Area of Service is depicted. The back of the tab depicts a table of organization associated with that specific Area of Service.

Each functional unit of the government is listed individually beginning with the page entitled Function Summary and Function Highlights. The Function Summary describes the Function and lists quantitative measurements for a three-year period: Actual FYE 2010, Estimate FYE 2011, and Anticipated FYE 2012. The Highlights section notes any anticipated changes for the next fiscal year. The pages following the Function Highlights are details of expenditures for each function by appropriation, cost centers, the financing plan for that function, personnel and operating expenses of each function. If applicable, these will be followed by a page that details the full-time positions and their associated salaries and wages. The final pages within each function provide a description of each of the cost centers within that specific function.

The next tab, **“(XI) Capital Budget/CIP”**, lists the Town’s Capital Improvement Budget (CIB) for FYE 2012. The CIB provides a summary of the projects by category, i.e., roads, education, public building, etc. and also includes the revenue sources that will be used to fund these projects. Individual Project Detail Sheets for FYE 2012 projects are also included within this tab section as well as a Capital Improvement Plan (CIP), which details the capital projects that the Town will pursue for the upcoming fiscal year plus the next 5 years. The CIP provides a description and justification for each project within that six-year period.

The final tab, **“(XX) Appendices”**, provides the reader with additional information such as a Glossary of terms, Acronym listing and Object Code Description. These will help to more clearly define terminology and help the reader to better understand the budget information.

**TOWN OF GROTON
FYE 2012 ADOPTED BUDGET**

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GENERAL FUND AREAS OF SERVICE/FUNCTIONS

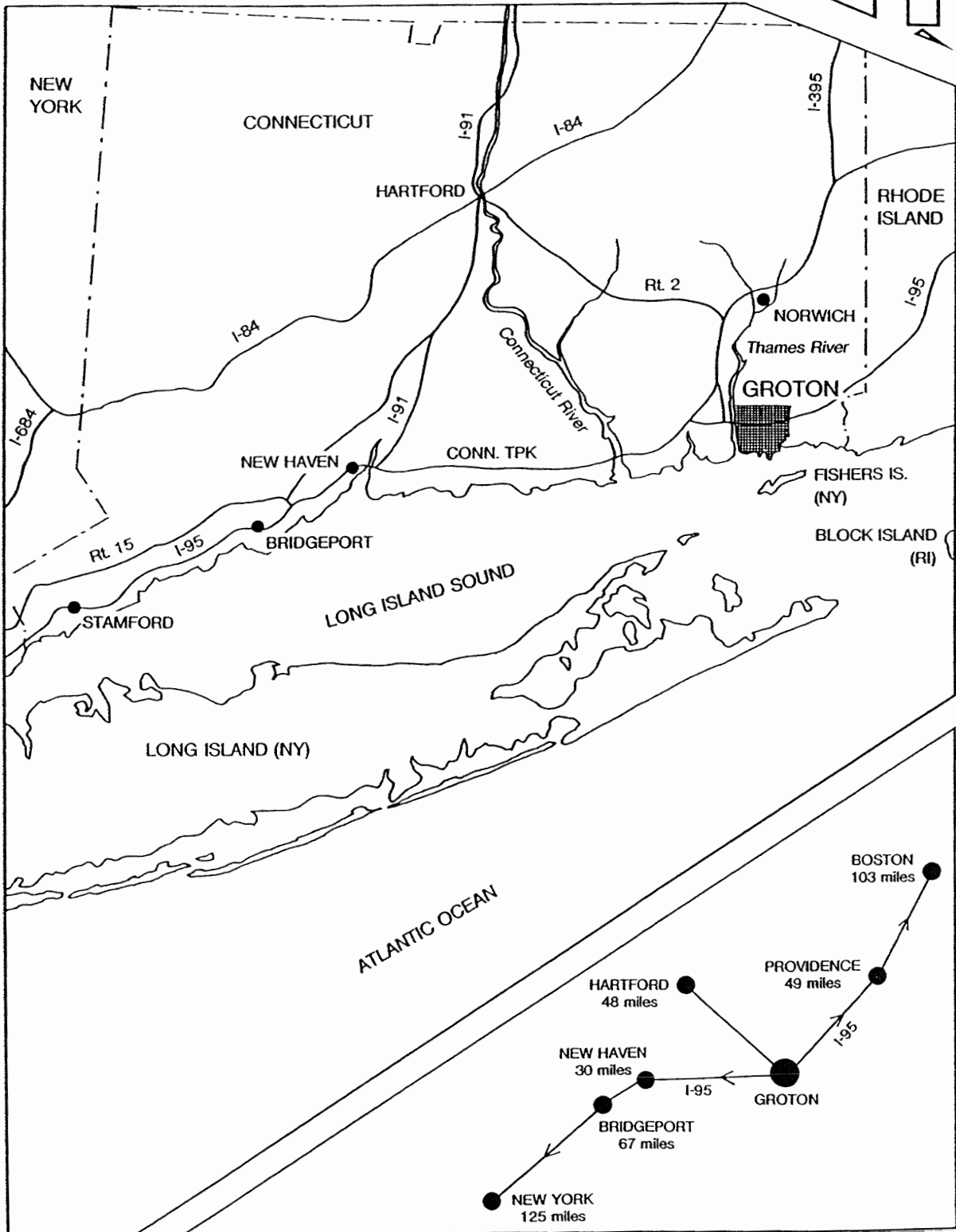
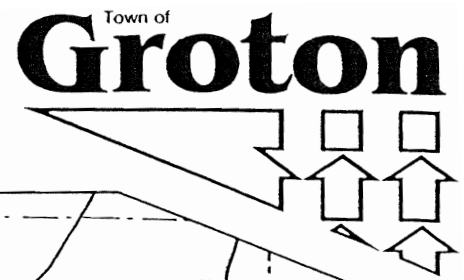
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LOCATION & TRANSPORTATION



GROTON AT A GLANCE

A charming Connecticut shoreline community, the Town of Groton borders Fishers Island Sound between the Thames and Mystic Rivers. Thirty-eight and three tenths square miles in size, over 3,500 acres of reserved open space, active recreation areas, and watershed lands, and 58 miles of shoreline provide residents with a high quality standard of living.

Originally the home of the Pequot Indians, an Algonquin-speaking woodland tribe, this territory provided vital resources; an abundance of food and clothing supplied from wildlife, and fish retrieved from the shoreline areas. The Pequots became the most powerful tribe in the region now known as Connecticut, attributable to their strength in warfare and possession over the shellfish beds, used for wampum trade amongst tribes.

Groton was first settled as part of New London in 1646 when John Winthrop, Jr. came from Massachusetts Bay to found Pequot Plantation at the mouth of the Thames River. By 1705, the population east of the Thames had increased sufficiently, and inhabitants were allowed to incorporate as a separate town, named Groton, in honor of the Winthrop family estate in England.

In 1868, area residents, with the help of the State of Connecticut, purchased 112 acres on the Thames River and presented the site to the Federal Government for use as a navy yard. During World War I, the navy yard was officially commissioned a United States submarine base.

Fittingly, Groton is known as "The Submarine Capital of the World". It is the home of the Electric Boat Division of General Dynamics, a firm responsible for delivering 74 diesel submarines to the Navy during World War II. In 1954, the company launched the world's first nuclear-powered submarine, the USS Nautilus, currently displayed at the USS Nautilus Memorial. Electric Boat is the premier designer of submarines for the United States Government and was responsible for the development of the fifteen of eighteen classes of nuclear submarines including Trident, Seawolf, and the new attack submarine.

Groton is home to Pfizer, Incorporated which encompasses over 3 million square feet of research, office and manufacturing space. Pfizer employs over 5,000 individuals and is the Town's largest single taxpayer. Products discovered, developed, and manufactured in Groton generate a substantial percentage of the company's yearly income, and alleviate disease and improve the quality of life throughout the world.

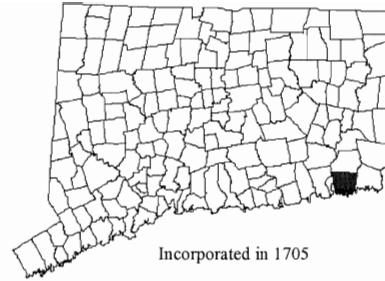
The treasures of Groton's past are retained through the historic homes that are scattered through the Town, the quaint streets of Noank, and the scenic Long Island Sound. The Town is committed to preserving this past, while striving to implement new initiatives as the leader in Southeastern Connecticut.

Groton, Connecticut

CERC Town Profile 2011

Town Hall
45 Fort Hill Road
Groton, CT 06340
(860) 441-6630

Belongs to
New London County
LMA Norwich - New London
Southeast Economic Dev. Region
Southeastern Connecticut Planning Area



Incorporated in 1705

Demographics

<i>Population (2010)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Race/Ethnicity (2010)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
1990	45,144	254,957	3,287,116	White	31,194	215,952	2,786,761
2000	39,907	259,088	3,405,565	Black	2,841	14,897	337,299
2010	39,981	262,533	3,511,137	Asian Pacific	2,712	11,139	128,651
2015	38,874	257,686	3,545,169	Native American	262	1,990	6,418
'10-'15 Growth / Yr	-0.6%	-0.4%	0.2%	Other/Multi-Race	2,972	18,555	252,008
				Hispanic (any race)	2,527	16,766	411,629
Land Area (sq. miles)	31	666	5,009	<i>Poverty Rate (2009)</i>	6.8%	6.7%	8.7%
Pop./ Sq. Mile (2010)	1,277	394	701	<i>Educational Attainment (2010)</i>			
Median Age (2010)	35	40	40	Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>
Households (2010)	16,166	105,052	1,337,758	High School Graduate	8,238	31%	689,864
Med HH Inc. (2010)	\$55,874	\$62,675	\$65,686	Some College	7,933	30%	585,203
				Bachelors or More	7,902	30%	842,517
							35%
<i>Age Distribution (2010)</i>							
	<i>0-4</i>		<i>5-17</i>		<i>18-24</i>		<i>25-49</i>
Male	1,484 4%	3,095 8%	2,775 7%		7,198 18%	3,258 8%	2,178 5%
Female	1,440 4%	3,037 8%	1,981 5%		6,995 17%	3,382 8%	3,158 8%
County Total	15,287 6%	43,111 16%	23,637 9%		92,222 35%	51,768 20%	36,508 14%
State Total	211,807 6%	586,571 17%	330,532 9%		1,173,203 33%	708,910 20%	500,114 14%

Economics

<i>Business Profile (2005)</i>	<i>% of Total</i>	<i>Top Five Grand List (2009)</i>	<i>Amount</i>	<i>% of Net</i>
<i>Sector</i>	<i>Establishments</i>	<i>Employment</i>		
Agriculture	1.5%	0.1%	Pfizer Inc.	\$559,124,192 13.6%
Const. and Mining	6.2%	0.6%	Electric Boat Corp	\$196,629,294 4.8%
Manufacturing	3.9%	21.8%	Exit 88 Hotel LLC	\$27,841,770 0.7%
Trans. and Utilities	3.8%	2.4%	LCOR Groton Apartments LLC	\$21,666,920 0.5%
Trade	27.1%	11.0%	Groton Devel Assoc	\$18,670,260 0.5%
Finance, Ins. and Real Estate	8.7%	2.0%	Net Grand List (2009)	\$4,123,340,224
Services	44.3%	13.3%	<i>Top Five Major Employers (2006)</i>	
Government	4.5%	48.7%	U.S. Naval Submarine Base	Town of Groton
			Electric Boat Corp.	AVCRAD
			Pfizer, Inc.	
			<i>Retail Sales (2007)</i>	<i>Town</i>
			All Outlets	\$1,899,166,454
				\$136,936,194,241

Education

<i>2009-2010 School Year</i>	<i>Town</i>	<i>State</i>	<i>Connecticut Mastery Test Percent Above Goal</i>	<i>Grade 4</i>	<i>Grade 6</i>	<i>Grade 8</i>
Total Town School Enrollment	5,293	552,782		<i>Town</i>	<i>State</i>	<i>Town</i>
Most public school students in Groton attend Groton School District, which has 5,134 students.				Reading	58 61	60 69
				Math	57 64	63 69
				Writing	58 64	49 62
						62 67
						<i>Average SAT Score</i>
						<i>Town</i>
<i>For more education data please see:</i>	<i>Students per Computer</i>	<i>Town</i>	<i>State</i>	<i>Average Class Size</i>	<i>Town</i>	<i>State</i>
http://www.state.ct.us/sde/	Elementary:	2.7	4.1	Grade K 17.1	Grade 2 20.3	Reading 502
	Middle:	2.2	2.8	Grade 5 22.6	Grade 7 16.1	Writing 497
	Secondary:	1.7	2.7	High School 19.3		Math 507

Groton Connecticut



Government

Government Form: Council-Manager

Total Revenue (2009)	\$121,351,153
Tax Revenue	\$71,813,206
Non-tax Revenue	\$49,537,947
Intergovernmental	\$46,927,346
Per Capita Tax (2009)	\$1,693
As % of State Average	69.5%

Total Expenditures (2009)	\$120,261,431
Education	\$76,365,187
Other	\$37,775,992
Total Indebtness (2009)	\$62,599,411
As % of Expenditures	52.1%
Per Capita	\$1,476
As % of State Average	69.6%

Annual Debt Service (2009)	\$6,120,252
As % of Expenditures	5.1%
Eq. Net Grand List (2007)	\$5,819,429,482
Per Capita	\$142,560
As % of State Average	86%
Date of Last Revaluation (2009)	2006
Moody's Bond Rating (2009)	Aa3
Actual Mill Rate (2007)	24.05
Equalized Mill Rate (2007)	10.25
% of Grand List Com/Ind (2007)	23.0%

Housing/Real Estate

Housing Stock (2009)	Town	County	State
Existing Units (total)	17,794	117,950	1,452,007
% Single Unit	59.4%	69.2%	64.8%
New Permits Auth. (2009)	42	427	3,786
As % Existing Units	0.24%	0.36%	0.26%
Demolitions (2009)	3	46	1,219
House Sales (2009)	188	1,204	14,696
Median Price	\$245,750	\$250,000	\$265,000
Built Pre 1950 share (2000)	24.7%	32.7%	31.5%

Owner Occupied Dwellings (2009)	7,460	64,162	812,964
As % Total Dwellings	41%	55%	57%
Subsidize Housing (2008)	3,625	12,075	149,355
Distribution of House Sales (2009)	Town	County	State
Number of Sales			
Less than \$100,000	14	55	346
\$100,000-\$199,999	48	277	3,539
\$200,000-\$299,999	66	479	4,847
\$300,000-\$399,999	29	204	2,510
\$400,000 or More	31	189	3,454

Labor Force

Place of Residence (2009)	Town	County	State
Labor Force	19,532	150,818	1,889,947
Employed	17,930	139,190	1,734,291
Unemployed	1,602	11,628	155,656
Unemployment Rate	8.2%	7.7%	8.2%
Place of Work (2009)	Town	County	State
# of Units	1,019	6,975	104,314
Total Employment	25,287	126,091	1,615,355
2000-'09 Growth AAGR	-0.6%	0.3%	-0.4%
Mfg Employment	n.a.		

<i>Commuters (2000)</i>			
Commuters into Town from:		Town Residents Commuting to:	
Groton	11,797	Groton	11,797
Ledyard	2,534	New London	1,791
New London	2,089	Ledyard	1,290
Stonington	2,078	Stonington	1,141
Norwich	1,696	Waterford	1,031
Waterford	1,499	Montville	712
East Lyme	1,484	Norwich	691
Montville	1,319	East Lyme	265
Westerly, RI	1,162	Old Saybrook	128
Griswold	613	Old Lyme	113

Other Information

	Town	State
Banks (2007)	6	1,029
Crime Rate (2009)		
Per 100,000 Residents	143	298
Distance to Major Cities	Miles	
Hartford	45	
Boston	86	
New York City	110	
Providence	46	
Library (2010)	Town	
Total Volumes	209,583	
Circulation Per Capita	11.9	

Residential Utilities

Electric Provider	Groton Utilities Electric Division (860) 446-4000
Gas Provider	Yankee Gas Company (800) 989-0900
Water Provider	Groton Utilities Water Division (860) 446-4000
Cable Provider	Comcast/Groton-Thames Valley Communicat (860) 446-4039





GOVERNMENT FINANCE OFFICERS ASSOCIATION

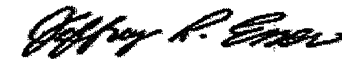

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Groton
Connecticut**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Groton, Connecticut for its annual budget for the fiscal year beginning July 1, 2010.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



TOWN OF GROTON

OFFICE OF THE TOWN MANAGER

Mark R. Oefinger, Town Manager
45 Fort Hill Road
Groton, Connecticut 06340
Telephone (860) 441-6630
Fax (860) 441-6638

June 7, 2011

FYE 2012 ADOPTED BUDGET

Dear Members of the Groton Town Council and Representative Town Meeting:

This is the Town of Groton's Adopted Budget for FYE 2012. The adopted budget has two main components: proposed expenditures and anticipated revenues. The mill rate is then determined by the amount of revenues needed to be raised by local property taxes to fund the appropriated expenditures minus other anticipated revenues.

The adopted FYE 2012 budget is \$118,485,063 which is a \$616,915 or 0.5% increase over the FYE 2011 Adopted/Adjusted Budget. The budget is divided into six major areas of service, and changes in the budgets for these areas of service from last year's Adopted/Adjusted Budget are as follows:

- Town Operations (-\$160,072 or -0.5%)
- Education Services (\$0 or 0.0%)
- Capital/Debt Services (\$547,799 or 9.2%)
- Outside Agencies (\$35,881 or 1.8%)
- Subdivisions (\$142,307 or 3.0%)
- Contingency (\$0 or 0.0%)

In addition to the increases in the expenditure side of the budget, the other factors impacting the FYE 2012 Adopted Budget are Revenues and Fund Balance Applied. Excluding General Property Taxes, the total of all revenues for FYE 2012 (state, federal and local) are anticipated to decrease by 1.9% or \$778,637 from the FYE 2011 Adjusted figures. Additionally the amount of Fund Balance that is available above the designated reserve of 7.5% had decreased by 13.8% or \$139,071 from what was available to fund expenditures in the FYE 2011 Adjusted budget. Together these items represent a Revenue and Fund Balance Applied shortfall of 2.2% or \$917,708 from the FYE 2011 Adjusted Budget.

The Adopted FYE 2012 budget results in a 0.47 mill increase, from 18.42 mills to 18.89 mills, a 2.6% increase. For every \$100,000 of assessed value, \$1.889 in local property taxes would be owed, a \$47 annual increase over FYE 2011.

GROTON'S BUDGET PROCESS

In November 2008, Town residents approved a new Town Charter. Chapter IX of the new Charter, titled "Budget and Finance" sets out in detail the annual budget preparation process and the duties of the Town Council, RTM, Board of Education, and Town Manager with respect to the annual budget process. In addition, the Charter identifies a specific schedule that must be followed in preparing, reviewing and approving the budget. In most aspects the new Charter is very similar to the previous one with respect to budget duties, responsibilities and process. A copy of the section of the Charter dealing with the Town budget process is located on pp. 8-12.

Town staff began development of the FYE 2012 Proposed Budget in November 2010 and as a result, the Town budget development, review and approval process takes close to eight months to complete. Input is sought from many individuals including the public, the Town Council, the RTM and Town staff. Anticipated revenues from the state and federal governments and other sources must also be determined.

This year the Town Council decided not to issue formal budget guidance to the Town Manager. However, since November 2010 the Town Council has had a standing referral concerning the FYE 2012 Budget which has appeared on all of their Committee of the Whole agendas since then. The Town Council held a series of discussions with representatives of the City of Groton and Groton Long Point primarily concerning their FYE 2012 highway maintenance budget requests. The Town Council also met with the Board of Education concerning the Phase II school project and its potential impact on the FYE 2012 Board of Education budget request and with the Stonington Board of Selectmen to discuss funding of a number of outside agencies that provide services to both communities. In addition, the RTM discussed the upcoming budget at a number of their meetings leading up to the issuance of the FYE 2012 Proposed Budget. Finally, on February 15, 2011 the Town Council held a pre-budget public hearing to solicit public comment on the FYE 2012 Proposed Budget.

This year, as in years past, the Town Manager requested all Town department heads to begin their budget preparation by developing a requested FYE 2012 "level service" budget which would maintain necessary and/or current programming. If department heads felt there were new initiatives that should be addressed and/or current programs that should be eliminated, they were requested to identify and present them in their budget submittals to the Town Manager. Department heads were also requested to prepare three alternative scenarios that would result in a zero dollar increase, a 5% decrease and a 10% decrease from their FYE 2011 appropriation. The "level service" budget requests are shown in the "Request FYE 2012" column of the Summary Cost Center page for each function (example on p. 39). The information that department heads submitted as part of their alternative scenarios was considered by the Town Manager along with other information in formulating the Town Manager's FYE 2012 Proposed Budget for Town Operations.

While the proposed budget is commonly referred to as the Town Manager's budget, the Town Manager and his direct reports have input and control over approximately 30% of the proposed budget amount. By Town Charter, the Town Manager has no control over budgets submitted by the Board of Education and the political subdivisions, and from a practical standpoint, can not alter the debt service that the Town is obligated to pay.

GENERAL FUND EXPENDITURES – HOW THE MONEY IS SPENT

The Town of Groton budget provides funds for six major areas of service: Town Operations; Education Services; Capital/Debt Services; Outside Agencies; Subdivisions; and Contingency (see p. 28 for further information on the Areas of Service/Functions). The adopted budget for FYE 2012 is \$118,485,063 and represents a \$616,915 or 0.5% increase over the FYE 2011 Adopted/Adjusted Budget. This increase is a result of proposed increases in three of the six of areas of service contained in the budget – Capital/ Debt Services, Outside Agencies and Subdivisions. Over 80% of the increase is due to increased expenditures in Capital/Debt Services (\$547,799). Another 23% of the increase is attributable to the Subdivisions area of service (\$142,307) due to increased requests from Groton Long Point. Both Town Operations (-\$160,072), Education Services (\$0) and Contingency (\$0) are at a -0.5% decrease or 0% increases. The following is an overview of these six areas of service.

TOWN OPERATIONS

The Town Operations portion of the budget contains two major components: ***Town Departments*** and ***Town Other***, which includes Non-Departmental (Insurance and Claims and Self-Funded Plans) and Contributions to Other Funds. As adopted, the Town Operations portion of the budget is \$32,045,298 and represents a -\$160,072 reduction from and a 0.5% decrease over the FYE 2011 Adopted/Adjusted Budget. The proposed Town Operations portion of the budget represents 27.1% of the FYE 2012 Adopted Budget.

Town Departments - Over the years due to changing needs, budget constraints, and changes to the Town's revenue structure, Town departments have modified, eliminated, and decreased a variety of services and programs. Since FYE 2009, 20 full time positions have been eliminated (p. 35). Since FYE 2002, 41 full time positions have been eliminated, a reduction of approximately 13.3% of the Town's full time workforce. In a very few instances new programs and services have been added, but only if funding became available as a result of additional funding sources or the elimination of another program/service.

As previously noted, the Town Manager asked all department heads to begin preparation of their FYE 2012 budget submittals by developing "level service" budgets that maintained necessary and/or current programming. For some departments, that would mean continuing to do what they have been doing during the current fiscal year; for others it would mean modifying their work program as a result of completing projects or initiatives and/or determining that a particular project, task, or program would no longer be necessary. The budget numbers that appear in the "Request FYE 2012" column represent what would be required, in the opinion of the department head, to maintain necessary and/or current programming. It should be noted that even though four collective bargaining agreements are up for negotiation, no money for wage increases associated with those four agreements has been included for FYE 2012.

Town departments' budget requests totaled \$24,599,249. Following review by the Town Manager, department requests were reduced \$1,215,305 resulting in a proposed Town Departments budget of \$23,383,944 a decrease of \$556,988 or 2.3% from the FYE 2011 Adopted/Adjusted Budget amount. During budget deliberation, the Town Council increased Town Departments by \$80,000 for Community Policing. The RTM reduced Town Departments by \$180,797 with these reduction coming for Public Safety (\$80,000), Public Works (\$63,258), Planning (\$36,403) and Legislative Policy (\$1,136). With those reductions, Town Departments represented a decrease of \$708,785 or 3.0% from the FYE 2011 Adjusted Budget. All but one of the Town departments show

budget reductions compared to their FYE 2011 Adopted/Adjusted Budgets. Adopted Town department budget changes (see p. 29) range from a 0% increase for Legal Services (1006) to a decrease of 25.2% for Voter Registration (1003). Probate (1004) shows a 100% decrease because this function has been moved to Outside Agencies, Regional Agencies (1007).

In reviewing the level service budgets submitted by the department heads, the objective was to reduce expenditures in Town Departments at least to the level necessary to offset the increases in Town Other so that the Town Operations portion of the budget would be level funded from FYE 2011. A significant portion of this decrease is being accomplished as a result of reductions in Parks and Recreation and the greater use of their special revenue fund, Public Works, and the Library. In addition, the Town Manager column reflects a reduction in departmental contributions to the Fleet Fund from 100% to 25%, which is the same level as last year. These reductions are shown in Vehicle Replacement (5310) and resulted in significant reductions to the Police, Public Works and Parks and Recreation budgets. The following is a brief review of the Town Departments program and budget highlights.

- Legislative Policy (1001) – This budget is down 2.8%. Approximately two-thirds of the funds are used to pay dues to the Connecticut Conference of Municipalities (CCM). In addition, funds are provided to support the Permanent School Building Committee, veterans/military recognitions, and the Jabez Smith House Committee, along with limited operating funds for the Town Council and RTM. The RTM reduced this function by \$1,136 (p. 37).
- Voter Registration (1003) – This budget is down 25.2% which is primarily due to the fact that only one election event is scheduled to take place in FYE 2012 compared to three that were budgeted/adjusted for in FYE 2011 (p. 43).
- Probate (1004) – On January 3, 2011 the Groton Probate Court, along with the probate courts from Ledyard, North Stonington and Stonington, were consolidated into the Southeastern Connecticut Regional Probate Court. The Town's contribution to the Regional Probate Court is shown in Regional Agencies (1007). The Town's prorated Probate Court contribution will be \$13,433, a 7.4% reduction from FYE 2011 (p. 49 and p. 171).
- Town Clerk (1005) – This budget is down 0.3%. Funds for Citizenship Day have been completely removed. Due to economic conditions, conveyance tax revenues along with other revenue producing activities are difficult to predict and have been conservatively estimated. The State's adopted budget includes for the continuation of the enhanced real estate conveyance tax (p. 55).
- Legal Services (1006) – This budget is level funded (0%) and has been prepared in consultation with the Town Attorney. The Town Attorney's hourly rate has been in effect since January 2005 and will continue unchanged through FYE 2012. The budget is a best estimate as to the allocation among the various cost centers and is reflective of current legal activities (p. 63).
- Executive Management (1010) – This budget is down 0.3%. In FYE 2011 the vacant Assistant to the Town Manager position was eliminated. The need for this type of position is continuing to be evaluated. Potential future considerations include creation of

an Assistant Town Manager position, the restructuring of departmental functions, and/or the integration of other department activities into the Town Manager's office (p. 69).

- Finance Administration (1013) – This budget is down 0.1%. Personnel services are increased by 0.7% and operating expenses have been decreased by 7.7% due to reductions in Professional Development/Training and Professional/Technical Services (p. 75).
- Administrative Services (1014) – This budget is down 0.7%. During FYE 2011, a revised schedule was agreed to with the Telecommunicator's Union (Dispatch) based on the use of 13 Telecommunicators rather than the 14 needed for the previous schedule. The new schedule requires the greater use of overtime but this is more than offset by salary savings from not having to fill a vacant Telecommunicator IV position. Operating expenses are up slightly (\$2,359) due to higher line costs in Dispatch (\$17,970); this increase is partially offset by reductions in a number of other accounts (p. 83).
- Public Safety (1024) – This budget is down 0.3%. The budget does not maintain the current level of police operations and will bring about the elimination of the department's community policing networking program. The budget requires a negative salary adjustment (5109) of -\$50,000 compared to -\$138,007 in FYE 2011 (p. 91).
- Public Works (1035) – This budget is down 2.8% and represents a \$177,633 reduction from FYE 2011. The personnel services budget is down \$122,507 primarily due to the elimination of a vacant Equipment Operator position, reductions in overtime and a reduction of \$63,258 by the RTM. Operating expenses are down \$55,126 as a result of removing expenses related to municipal solid waste charges for the transfer station (\$85,140) which are accounted for in the Solid Waste Fund (2030) and reductions in Repairs and Maintenance, Professional Development/Training, and Materials and Supplies. A number of operating expenses have increased significantly including fuel costs and vehicle maintenance fees (p. 99).
- Planning and Development (1046) – This budget is down 3.8%. An Inspector II position is currently vacant; is being evaluated (as is the practice with all vacant positions); and is included in the budget for a partial year of funding. Grant reimbursements (Mystic Streetscape Project) are projected to increase, further reducing the use of General Fund dollars. Development activity is anticipated to increase in FYE 2012 (p. 107). The RTM reduced this function by the amount (\$36,403) associated with the vacant Inspector II position.
- Human Services (1051) – This budget is down 1.3%. The budget maintains the existing level of service. Budget reductions are primarily achieved in Professional/Technical Services and Evictions. As a result of legislative changes last year, the Town has revamped its eviction procedure which has greatly reduced our involvement and costs in an eviction. Finally, the budget calls for the elimination of two cost centers, the creation of one new cost center and the reassignment of costs (p. 115).
- Library (1063) – This budget is down 3.3%. The combining of the adult and children's information desks will increase the number of staff available to be scheduled at the circulation desk thereby enabling a reduction in the use of part-time employees for a

savings of \$40,346. Operating budget reductions are in postage/printing, utilities and fuel, professional technical services and the transfer of some software maintenance costs to the Connecticut fund (p. 123).

- Parks and Recreation (1064) – This budget is down 13.9% or \$295,670. The bulk of this reduction (\$284,294) is due to transfer of costs and associated revenues to a new budgeted special revenue fund 3240, entitled “Recreation and Senior Activities.” In FYE 2004 a non-budgeted Parks and Recreation special revenue fund was created which was initially envisioned to be a program account where recreation programs that “paid for themselves” were placed, thereby not impacting the General Fund. In FYE 2012, the use of the special revenue fund is greatly expanded and made a budgeted fund (p. 129).

Summary - The Town Departments portion of the Town Operations budget proposes a \$708,785 or 3.0% decrease from the FYE 2011 Adopted/Adjusted Budget. A significant portion of this decrease is being accomplished by transferring \$284,294 of costs and associated revenues from Parks and Recreation to a new budgeted special revenue fund 3240, entitled “Recreation and Senior Activities” and the RTM reductions in the Public Works and the Planning & Development functions.

The FYE 2011 budget called for the elimination of four full time positions. In addition, during FYE 2011, nine full time positions were eliminated as a result of budgeted salary adjustments (5109). The entire amount of these adjustments was taken out of Cost Center 0 Leadership/General Support, since at the time of budget approval the actual identity of the positions was not known. This disproportionately lowered the FYE 2011 budgeted amount in Cost Center 0 for the affected departments. However, the savings from the eventual elimination of positions during FYE 2011 are reflected in the estimated column in cost centers where the positions were budgeted. So it will be difficult in some departments to make year to year comparisons of FYE 2011 cost center expenditures with the FYE 2012 budgeted amount.

The FYE 2012 Budget calls for the elimination of a vacant Equipment Operator position in Public Works. As a result of the impact of the above noted salary adjustments and the proposed elimination of one additional position in FYE 2012, regular full time pay (5101) is being reduced 4.1 % or \$618,867 from FYE 2011. This decrease is significantly offset by the reduction of negative Salary Adjustments (5109) in FYE 2012, a decrease of 72.9% or \$406,121. Overall, salaries and wages are down \$468,594 or 2.7% from FYE 2011. (See Table 1, Town Operations Expenditure Report on p. VII.)

Like last year and the year before a number of operating accounts will see significant reductions (-5% or more), including Postage/Printing/Advertising (-23.6%); Professional Development/Training (-11.6%); Materials/Supplies (-5.4%); Repairs and Maintenance of Facilities/Equipment (-8.9%); Software Maintenance Fees (-5.9%); and Equipment/Machinery/Furniture (-75.0%), to name a few. Overall Town Operating Expenses decreased \$271,449 or 4.4% compared to FYE 2011. Table 1 entitled “Town Operations Expenditure Report” on p. VII shows increases/decreases for all personnel and operating accounts. (See Table 1, Town Operations Expenditure Report on p. VII.)

Town Operations Expenditure Report							
Account Code	DESCRIPTION	ACTUAL FYE 2010	ADJUSTED FYE 2011	ADOPTED FYE 2012	\$ VARIANCE '11' to '12'	% VARIANCE '11' to '12'	% OF TOTAL BUDGET
5101	Regular Full Time	\$ 14,811,991	\$ 15,206,100	\$ 14,587,233	\$ (618,867)	-4.1%	45.5%
5102	Part Time Personnel	\$ 554,986	\$ 565,153	\$ 489,090	\$ (76,063)	-13.5%	1.5%
5103	Seasonal Personnel	\$ 213,484	\$ 251,428	\$ 62,100	\$ (189,328)	-75.3%	0.2%
5104	Overtime Pay	\$ 1,021,558	\$ 881,947	\$ 898,894	\$ 16,947	1.9%	2.8%
5105	Longevity Pay	\$ 89,548	\$ 94,196	\$ 92,777	\$ (1,419)	-1.5%	0.3%
5106	College Incentive Pay	\$ 86,503	\$ 92,874	\$ 92,874	\$ -	0.0%	0.3%
5107	Shift Replacement Overtime	\$ 348,094	\$ 344,115	\$ 305,504	\$ (38,611)	-11.2%	1.0%
5109	Salary Adjustment	\$ 151,247	\$ (557,334)	\$ (151,213)	\$ 406,121	-72.9%	-0.5%
5110	Regular Part Time	\$ 310,254	\$ 267,299	\$ 307,687	\$ 40,388	15.1%	1.0%
5111	Premium Pay	\$ 103,222	\$ 86,659	\$ 85,629	\$ (1,030)	-1.2%	0.3%
5112	Sick Incentive	\$ 48,349	\$ 53,594	\$ 52,690	\$ (904)	-1.7%	0.2%
5115	Shift Premium	\$ 69,603	\$ 77,530	\$ 77,530	\$ -	0.0%	0.2%
5116	Wage Continuation	\$ 4,865	\$ -	\$ -	\$ -	0.0%	0.0%
5117	Allowances	\$ 49,611	\$ 51,440	\$ 51,440	\$ -	0.0%	0.2%
5119	Salary Reimbursements	\$ -	\$ (31,105)	\$ (36,933)	\$ (5,828)	18.7%	-0.1%
	Salaries and Wages	\$ 17,863,315	\$ 17,383,896	16,915,302	(468,594)	-2.7%	52.8%
5151	Social Security	\$ 991,937	\$ 971,726	\$ 953,434	\$ (18,292)	-1.9%	3.0%
5152	Retirement	\$ 1,209,948	\$ 1,801,377	\$ 2,191,710	\$ 390,333	21.7%	6.8%
5153	Health Insurance	\$ 3,055,890	\$ 3,843,912	\$ 3,967,985	\$ 124,073	3.2%	12.4%
5154	Unemployment Comp.	\$ 40,426	\$ 108,136	\$ 68,136	\$ (40,000)	-37.0%	0.2%
5155	Worker's Compensation	0	\$ -	0	\$ -	0.0%	0.0%
5158	Life Insurance	\$ 30,664	\$ 30,521	\$ 28,249	\$ (2,272)	-7.4%	0.1%
5159	Heart & Hypertension	\$ 214,858	\$ 220,415	\$ 219,484	\$ (931)	-0.4%	0.7%
5160	Health-Retiree-Current	\$ 502,056	\$ 589,713	\$ 671,773	\$ 82,060	13.9%	2.1%
5170	Other Post Employment Benefits	\$ 1,033,700	\$ 1,033,700	\$ 1,078,700	\$ 45,000	4.4%	3.4%
	Employee Benefits	\$ 7,079,479	\$ 8,599,500	\$ 9,179,471	\$ 579,971	6.7%	28.6%
	TOTAL PERSONNEL SERVICES	\$ 24,942,794	\$ 25,983,396	\$ 26,094,773	\$ 111,377	0.4%	81.4%
5201	Postage/Print/Advertising	\$ 165,610	\$ 214,937	\$ 164,119	\$ (50,818)	-23.6%	0.5%
5210	Profession Develop/Train	\$ 117,070	\$ 140,704	\$ 124,419	\$ (16,285)	-11.6%	0.4%
5220	Utilities/Fuel/Mileage	\$ 1,503,905	\$ 1,385,499	\$ 1,388,031	\$ 2,532	0.2%	4.3%
5230	Pymnts/Contributions	\$ 124,873	\$ 62,873	\$ 37,423	\$ (25,450)	-40.5%	0.1%
5240	Boards & Commissions	\$ -	\$ 250	\$ 150	\$ (100)	-40.0%	0.0%
5260	Repairs & Maint-Fac/Equip	\$ 214,487	\$ 273,616	\$ 249,185	\$ (24,431)	-8.9%	0.8%
5261	Software Maint Fees	\$ 282,406	\$ 262,986	\$ 247,506	\$ (15,480)	-5.9%	0.8%
5280	Insurance/Risk Mgmt	\$ 458,564	\$ 493,800	\$ 484,250	\$ (9,550)	-1.9%	1.5%
5281	Occupational Health & Safety	\$ 65,139	\$ 80,766	\$ 79,561	\$ (1,205)	-1.5%	0.2%
5285	Building & Property Damage	\$ -	\$ 10,000	\$ 10,000	\$ -	0.0%	0.0%
5289	Insurance Claim Payments	\$ 12,897	\$ 30,000	\$ 15,000	\$ (15,000)	-50.0%	0.0%
5290	Profess/Technical Service	\$ 1,729,569	\$ 1,543,586	\$ 1,417,789	\$ (125,797)	-8.1%	4.4%
5300	Materials & Supplies	\$ 892,507	\$ 827,373	\$ 782,854	\$ (44,519)	-5.4%	2.4%
5310	Vehicle Oper/Maintenance	\$ 9,649	\$ 16,605	\$ 15,605	\$ (1,000)	-6.0%	0.0%
5315	Vehicle Replacement Fee	\$ 581,867	\$ 184,310	\$ 184,586	\$ 276	0.1%	0.6%
5316	Vehicle Maintenance Fee	\$ 254,900	\$ 252,550	\$ 294,725	\$ 42,175	16.7%	0.9%
5317	Vehicle Fuel	\$ 299,030	\$ 329,457	\$ 359,100	\$ 29,643	9.0%	1.1%
5318	Computer Replacement Fee	\$ 89,462	\$ 94,662	\$ 91,722	\$ (2,940)	-3.1%	0.3%
5400	Equip/Machinery & Furn	\$ 139,689	\$ 10,000	\$ 2,500	\$ (7,500)	-75.0%	0.0%
5410	Computer Equipment	\$ 16,882	\$ -	\$ -	\$ -	0.0%	0.0%
5609	Evictions	\$ 9,419	\$ 8,000	\$ 2,000	\$ (6,000)	-75.0%	0.0%
	TOTAL OPERATING EXPENSES	\$ 6,967,925	\$ 6,221,974	\$ 5,950,525	\$ (271,449)	-4.4%	18.6%
	GRAND TOTAL	\$ 31,910,719	\$ 32,205,370	\$ 32,045,298	\$ (160,072)	-0.5%	

Table 1. Town Operations Expenditure Report

Town Other - The Town Other portion of the Town Operations budget shows a \$548,713 or 6.7% increase from the FYE 2011 Adopted/Adjusted Budget. This subsection of the Town Operations budget includes Non-Departmental (Insurance and Claims 1070 and Self-Funded Plans 1071) and Contributions to Other Funds 1077. The increase is attributable to an increase in Self Funded Plans (1071) of \$638,263 or 8.5%. This increase is due to higher Town contributions to the Retirement Fund and Health Insurance Fund. Insurance and Claims (1070) shows a decrease of \$64,550 or - 10.1% largely due to a reduction in projected unemployment payments and deductibles. Contributions to Other Funds (1077) reflects a \$25,000 reduction in the General Fund contribution to the Revaluation Fund.

Notable changes in Self Funded Plans (1071) include:

- General Fund contribution to the Town's Retirement Fund is up \$390,333 or 21.7%. Actuarial losses attributable to the past market decline continue to impact the Town plan due to smoothing of investment gains/losses over a five-year period. While the increase in contributions is less than in FYE 2011 (32.7%), \$12.3 million in unrecognized actuarial losses continue to negatively impact annual required contributions.
- Overall health insurance costs actually decreased by 2.3% for FYE 2012 due to favorable plan experience, fewer employees and an increase in employee contributions. However, the General Fund contribution to the Health Insurance Fund for active and retired employees increased by 4.6% to \$4,639,758. The discrepancy is solely due to a decrease in the amount of Fund Balance available to offset contributions. In an effort to reduce the annual contribution to health insurance, the Town has over the past several years applied a percentage of the Fund Balance in excess of the difference between expected claims and 125% of expected claims, the point at which stop-loss insurance takes over. This difference is termed the "corridor". The amount applied has steadily declined from \$834,440 in FYE 2010, to \$401,048 in FYE 2011 and to \$107,270 for FYE 2012. The \$107,270 represents 100% of the Town portion of the excess Fund Balance. In prior years 50% of the excess Fund Balance was applied, however in FYE 2012 this would have left only \$53,635 in excess Fund Balance. Given the necessity to reduce costs wherever possible, it is felt to be prudent to use the remaining \$53,635 to reduce contributions rather than leave such a small dollar amount of excess Fund Balance. The remaining Town portion of the Fund Balance (\$1.37 million) fully covers the corridor.
- For FYE 2012, no contribution is being proposed to the Town's self-insured Worker's Compensation Fund. As of July 1, 2010, the Worker's Compensation Fund had a fund balance of \$1.04 million. While the fund balance decreased slightly from FYE 2011, the opportunity again presented itself to make no contribution for FYE 2012 which will leave a projected fund balance of \$660,970 after covering expected claims and incurred, but not reported, claims.
- Heart and Hypertension costs represent a \$931 decrease from FYE 2011. This account has stabilized after a period of +/- 30% fluctuations.
- FYE 2008 was the first year that the Town was required to recognize the liability of Other Post Employment Benefits (OPEB) on its financial statements. The Town began making General Fund contributions for OPEB in FYE 2005. In June 2008, the Town set

up a trust and to date approximately \$4.1 million has been deposited. Based on the July 2010 actuarial valuation, the Town's OPEB liability was estimated to be \$30.7 million and the Town will have 30 years to amortize this liability. In FYE 2008, the Town established a plan to reach the Annual Recommended Contribution (ARC) level for this liability, which, based on the latest valuation, is \$2.9 million. While the plan has been revised to reflect approved contributions it clearly indicates a commitment by the Town to reach the ARC within a reasonable time frame. In FYE 2012, the recommended General Fund Contribution to OPEB is \$1,078,700, an increase of \$45,000 (4.4%) over FYE 2011.

Summary - The FYE 2012 Town Operations budget is \$32,045,298 and represents a \$160,072 decrease or 0.5% change from the FYE 2011 Adopted/Adjusted Budget. This decrease has been obtained despite significant increases in the benefits portion of the budget, in particular retirement and health insurance contributions. See Table 1, Town Operations Expenditure Report on p. VII for account detail. Over the last couple of years significant and unprecedented cuts have been made to the Town Departments portion of the budget in an effort to mitigate these and other types of built-in increases.

Over the last nine years, the Town Operations portion of the budget has increased 10.6%, an average of 1.2% per year (see Table 2, Town Operations Adjusted/Proposed Budgets. Nine Year Comparison below). This cumulative increase, when coupled with built-in annual increases in operating and personnel costs that have averaged +/-3% per year, effectively results in a +/-16% reduction in the resources available for Town Operations for this same nine-year period.

Town Operations Adjusted/Proposed Budgets Nine (9) Year Comparison		
Fiscal Year Ending (FYE)	Budget	% change from Previous Year
Adjusted 2003	\$ 28,963,762	-
Adjusted 2004	\$ 27,854,320	-3.8%
Adjusted 2005	\$ 27,883,530	0.1%
Adjusted 2006	\$ 28,918,787	3.7%
Adjusted 2007	\$ 30,652,950	6.0%
Adjusted 2008	\$ 31,783,947	3.7%
Adjusted 2009	\$ 32,659,294	2.8%
Adjusted 2010	\$ 32,367,562	-0.9%
Adjusted 2011	\$ 32,205,370	-0.5%
Adopted 2012	\$ 32,045,298	-0.5%
Increase over nine years: 2003 to 2012	----->	10.6%
Average Nine Year Increase	----->	1.2%

Table 2. Town Operations Adjusted/Proposed Budgets. Nine Year Comparison

EDUCATION

The Education Services budget as submitted by the Board of Education/ Superintendent of Schools was \$74,863,988 and represented a \$2,218,488 or 3.1% increase over the FYE 2011 Adopted/Adjusted Budget. The Town Council reduced the Education budget by \$683,000 and the RTM further reduced the Education Services budget by \$1,535,488 bringing the function to a zero dollar increase from the FYE 2011 Adjusted Budget. The Education Services budget represents 61.3% of the FYE 2012 Adopted Budget. (See Board of Education FYE 2012 Proposed Budget for details.)

Other budgeted education-related expenses that are not contained in the Education Services budget include Outside Agencies - VNA - School Health (10541); the School Resource Officer at the High School (1024); Debt Service for School Related Projects (1076); a portion of the Capital Reserve Contribution (5010); and proposed education facility related capital improvement projects.

CAPITAL/DEBT SERVICES

This area of service accounts for General Fund contributions that are made to the Town's Capital Reserve Fund, as well as debt service payments made on bonded projects. The FYE 2012 appropriation for Capital/Debt Services is \$6,512,449 which is a 9.2% increase above the FYE 2011 appropriation. The Capital/Debt Services account represents 5.5% of the FYE 2012 Budget and is needed to cover debt service payments including interest and principle payments due on bonded projects and a contribution to the Capital Reserve Fund.

The Town's contribution to the Capital Reserve Fund is \$1,500,000, which is a \$672,000 or 81.2% increase above the FYE 2011 appropriation. Ideally, due to the growing backlog of capital improvement needs and a shrinking Capital Reserve Fund Balance, this contribution should be significantly higher, but due to budget constraints, it is at \$1,500,000.

The Town's budgeted debt service payment is decreasing \$124,201 or 2.4% from \$5,136,650 in FYE 2011 to \$5,012,449 in FYE 2012. It is projected that debt service will continue to decrease in future years, unless other projects are approved for bonding. The October 2009 bond issue included the remaining portion of the Phase I School Project; Additions/Renovations to the Senior Center; and the Animal Shelter Replacement. The full impact of this issue on debt service was realized in FYE 2011 when the first principal payments and a full year of interest payments were due. Also, previously issued bonds become fully paid off in future years (see pp. 159-169).

OUTSIDE AGENCIES

The Outside Agencies service area includes Function 1007 Regional Agencies; 1026 Ambulance Services; 1054 Health/Service/Cultural Agencies; and 1065 Other Libraries. For FYE 2012, the proposed budget for Outside Agencies is \$2,050,744, which represents a \$35,881 or 1.8% increase over the FYE 2011 Adopted/Adjusted Budget. The Outside Agencies budget represents 1.7% of the FYE 2012 Budget.

Regional Agencies (1007) is up \$16,664 or 15.1% due to a 4% increase in the SEAT request and the inclusion of the Town's contribution (\$13,433) to the newly formed Southeastern Regional Probate Court in this function. Both SCCOG and SECTER are requested the same level of support as in FYE 2011.

Ambulance Services (1026) which provides funding for Groton Ambulance, Mystic River Ambulance and the Local Emergency Planning Council, is down \$4,746 or 3.9% from the FYE 2011 appropriation. Groton Ambulance's appropriation is \$81,955 which is a \$4 increase or 0.0% increase above their FYE 2011 appropriation; Mystic River Ambulance cut their request by 10% or \$3,750; and funding for the Local Emergency Planning Council has been eliminated (\$1,000).

Other Libraries (1065) which provides funding for the Bill Memorial Library and the Mystic and Noank Library is up \$26,448 or 15.9%. This increase is entirely due to an increase in the Mystic and Noank Library's appropriation over what they received in FYE 2011. Bill Memorial appropriation is the same level of support as in FYE 2011.

Health/Service/Cultural Agencies (1054) is the largest function area in the Outside Agencies area of service. This function includes the Town and City contributions to the Ledge Light Health District, the cost of services provided by the Visiting Nurses Association (VNA) to the Board of Education as well as health promotion activities, Housing Authority sewer use payments, requests for funding by outside social service and cultural agencies and the Marine Sewage Disposal Service.

The appropriation to the Ledge Light Health District decreased 9.0% or \$26,705 due to a change in the per capita charge from \$7.60 to \$6.85. This is the second year in a row that Ledge Light has proposed a reduction in the requested contribution amount. The appropriation of \$270,925 includes a \$63,815 contribution on behalf of the City of Groton.

With respect to the VNA - School Health (10541), their request for FYE 2012 was \$1,151,138, which was a \$95,124 or 9% increase over FYE 2011. After consultation with the VNA and the Board of Education, the Town Council reduced this function was reduced by \$15,500 and that reduction was sustained by the RTM. The other VNA account, Health Promotion (10542), reflects a \$38,000 or 33% decrease from their FYE 2011 appropriation.

Other accounts that appear in 1054 include Housing Authority sewer use payments of \$57,976, which represents a \$3,096 or 5.6% increase over FYE 2011. Service Agencies (10545) and Cultural Agencies (10546), which are commonly referred to as outside agency requests, were reviewed by a committee of Town employees and their recommendation was forwarded to the Town Manager. Requests received totaled \$106,152, and the committee recommended funding in the amount of \$53,500. As a result, these two cost centers when combined show a \$20,500 or 27.7% decrease from the FYE 2011 appropriation. Finally, Marine Sewage Disposal (10547) was level funded at the \$19,980 FYE 2011 amount. This program provides pumpout boat services along the Mystic River, Fishers Island Sound, and the Thames River.

SUBDIVISIONS

The Subdivisions service area includes payments to and for services (police, highway and street lighting) for the City of Groton (1090), Groton Long Point (1091), and the various fire districts through the Fire Districts PILOT Program (1092). Requested payments for the City of Groton, Groton Long Point and the Fire Districts PILOT for FYE 2012 total \$5,943,060, a \$1,204,295 or 25.4% increase from the FYE 2011 appropriation. Requested funds in this service area represent 4.9% of the proposed FYE 2012 budget. The Town Council reduced the request by \$89,728 for City Police and \$661,540 for City Highway resulting in an adopted budget for FYE 2012 of \$4,268,631 a reduction of \$70,593 or 1.6% from FYE 2011 budget. The Town Council reductions were sustained by the RTM. For FYE 2012, the street lighting expenses for the City, which the Town pays, will be \$111,457, compared to \$109,224 in FYE 2011.

Groton Long Point's (GLP) request for police and highway funds was \$663,500 and represented a \$523,400 or 373.6% increase over their FYE 2011 appropriation. The requested payment would cover 31.4% of the Groton Long Point Association's police budget and 100% of their highway maintenance budget. The police budget request of \$208,000 (which is the same as the FYE 2010 appropriation) is a \$208,000 increase over the \$0 FYE 2011 appropriation. The highway budget request of \$455,500 is a \$315,400 or 225.1% increase over the FYE 2011 appropriation. Unlike last year, Groton Long Point Association has not submitted CIP requests for FYE 2012, but instead has requested Highway Capital (\$303,000) in their operating budget request. If the Highway Capital request of \$303,000 is removed from Groton Long Point's highway budget request, their budget request would be \$152,500, which would represent a \$12,400 or 8.9% increase over their FYE 2011 appropriation. The Town Council reduced the request by \$303,000 for GLP's Highway budget. That reduction was sustained by the RTM and the RTM also reduced by \$7,500 GLP's police budget and by \$220 the GLP's street lighting.

The Fire District PILOT Program (1092) is funded at \$246,012, which is the same amount it has been funded at since FYE 2002. Once again it is recommended that consideration be given to making FYE 2012 PILOT payments dependent upon the receiving entity agreeing to participate in a Town-wide fire protection service assessment. The need for this type of assessment has been discussed by the Town Council and others for a number of years with no real progress being made.

CONTINGENCY

The Contingency account (1074) is its own service area and represents funds set aside for unforeseen expenses, and it is available for any and all expenses contained within the General Fund. Section 9.10.7 of the Town Charter requires that no expenditures be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of \$10,000 or more require the approval of the Representative Town Meeting (RTM). The Town's Debt Policy and Management/Fiscal Practices specify that an annual Contingency reserve of not more than 2.0% of the General Fund Operating Budget can be appropriated. For FYE 2012, it is requested that \$350,000 be budgeted for this purpose which equates to approximately 0.3 % of the General Fund Operating Budget and represents no increase over FYE 2011. For FYE 2011, \$350,000 was appropriated for Contingency and as a result of anticipated transfers to the Voter Registration, Town Clerk and Public Works functions totaling \$237,545, the FYE 2011 Contingency balance will be \$112,455.

GENERAL FUND REVENUES – WHERE THE MONEY COMES FROM

The following is a summary of the projected FYE 2012 revenues (see pp. 15-27), which will be used to fund the adopted FYE 2012 budget of \$118,485,063. The revenues designated from the State of Connecticut are based on the State's FYE 2012 Adopted Budget.

One of the greatest challenges facing all Connecticut municipalities is the uncertainty associated with the amount of state funding that will be received for FYE 2012 and beyond. Historically, the Town has used the Governor's estimates in formulating our proposed budget. This year the State adopted a budget for the upcoming fiscal year before the Town Council set the final mill rate for FYE 2012.

With this budget, the Town will maintain a projected Fund Balance of 7.5% of General Fund expenditures, with \$8,886,380 remaining in the Fund Balance. The Town, through the FYE 2009 budget process, increased the Fund Balance from 7.25% to 7.5%; maintained a 7.5% Fund Balance in FYE 2010 and FYE 2011; and it is maintaining this % for FYE 2012.

Like all Connecticut municipalities, Groton uses a variety of revenue sources to fund its adopted expenditures. These include general property taxes; state grants in aid-education; state grants in aid-general government; federal grants in aid for education; fees associated with licenses and permits; interest on investments; charges for current services; user fees; and fund balance/other revenue. For the FYE 2012 Budget, the percentages of revenue coming from these various sources are projected to be as follows:

Property Taxes	65.4%	Licenses/Permits	0.2%
State Grants-Education	22.7%	Investment Income	0.1%
State Grants-Other	4.9%	Service Charges	1.8%
Federal Grants in Aid		User Fees	0.4%
for Education	3.8%	Fund Balance/Other	0.7%

GENERAL PROPERTY TAXES

The FYE 2012 Budget increases the FYE 2011 mill rate of 18.42 mills by 0.47 mills to 18.89 mills, a 2.6% increase. This increase is a result of an increase in expenditures while state, federal and other revenues are declining along with a smaller amount of Fund Balance above the 7.5% threshold available to be applied to fund operations. The proposed property tax levy for FYE 2012 will be based on all taxable property in the Town as of October 1, 2010 after adjustments by the Board of Assessment Appeals (BAA). The October 1, 2010 Grand List declined 0.2% over last year's after the Board of Assessment Appeals. The net adjusted Grand List now totals \$4,096,300,162.

Net **real estate** increased about 0.4%, from about \$3.601 billion to about \$3.617 billion. Penalty assessments account for a significant portion of the increase. Net residential real estate assessments increased about 0.7%, from about \$2.35 billion to over \$2.37 billion. The residential real estate's share of the entire net Grand List rose from 57.2% of the 2009 Grand List to 57.6% of the 2010 Grand List. Net commercial real estate dropped slightly, falling 0.8% to about \$434 million. Commercial real estate assessments fell due to a number of court judgments settling lawsuits dating back to the 2006 revaluation. Industrial property, including Pfizer and Electric Boat, remained flat at about \$611 million. Thirty-three single-family homes were started for the October 1, 2010 Grand List.

The net **personal property** Grand List fell about 8.6%, from about \$331 million to about \$302 million, mostly due to continuing retraction at Pfizer, although depreciation and a lack of offsetting new purchases contributed to the decline. Personal property exemptions increased in 2010, rising 10.6 percent to about \$147 million. There were 75 fewer businesses listed this year, with 2,140 accounts on the Grand List. One hundred eighty three accounts were added and 258 were terminated.

The **motor vehicles** portion of the Grand List, adjusted for military exemptions, increased 3.4% from \$171,487,204 in 2009 to \$177,292,052 in 2010. The assessed value of motor vehicles rose despite the fact that there were 159 fewer motor vehicles registered in the Town in 2010.

Summary - Total revenue to be raised by general property taxes including supplemental motor vehicles, interest and liens, and prior year taxes is \$77,546,606 compared to the FYE 2011 of \$76,011,983, a 2.0% increase. General property taxes will provide 65.4% of the General Fund budget, as compared to 64.5% last year (see p. 17).

OTHER REVENUES

Licenses and Permits - Revenues generated from licenses and fees will total \$216,875, which represents 0.2% of the FYE 2012 General Fund budget. These funds are received from building and development activity, sporting and dog licenses, and other licenses and fees. The projected revenue from this source is down approximately \$11,600 from the FYE 2011 budget amount (see p. 18).

Investments - Over the last couple of years, revenues from investments have significantly decreased due to changing economic conditions. For FYE 2012, it is estimated that the Town will receive \$100,000 in investment income, which represents 0.1% of the proposed FYE 2012 General Fund budget. The projected revenue from this source is down approximately \$50,000 from the FYE 2010 actual amount (see p. 19).

State Grants in Aid-Education - The revenues designated from the State of Connecticut for State Grants in Aid-Education are State's adopted budget. Accordingly, the Town will receive \$26,913,794 in State Grants in Aid-Education in FYE 2012. This amount is approximately \$3.3 million more than the FYE 2011 estimate. This is due to the previous reduction of approximately 14.3% associated with FYE 2010 and FYE 2011 federal funds support. The projected amount to be received represents 22.7% of the FYE 2012 General Fund budget compared to 20.0% for FYE 2011. With the State adopted budget, 37.0% of the education budget (1080) will be funded from state aid for education in FYE 2012 compared to 32.5% in FYE 2011 (see p. 20).

State Grants in Aid-General Government – According to the State's adopted budget, the Town will receive \$5,753,812 in State Grants in Aid-General Government. This amount is approximately \$1,684,465 more than the FYE 2011 estimate, and up approximately \$149,349 from the FYE 2011 budgeted amount. The reason for the large difference compared to the FYE 2011 estimate is due to the PILOT: Manufacturing Machinery & Equipment (MME) exemption program. During their audit process, the State Office of Policy and Management determined that their adjustments on 2008 Grand List and 2009 Grand List claims exceeded the amount of the 2009 Grand List reimbursement. The 2009 Grand List reimbursement, the FYE 2011 Estimate, would have been received by the Town in December 2010. The Governor proposed the elimination of the MME program; however the State adopted budget does include funds for the MME program. This budget includes a new state revenue source, Property Tax Relief; which is made up of a 0.1% Retail Sales Tax and a 0.25% increased State Real Estate Conveyance Tax. The amount of anticipated state aid will represent 4.9% of the FYE 2012 General Fund budget, which is up slightly from 4.8% budgeted in FYE 2011 (see pp. 21-22).

Federal Grants in Aid – Revenues from Federal Grants in Aid for FYE 2012 are estimated to be \$4,532,324, which represents 3.8% of the FYE 2012 General Fund budget. The principal Federal Grant in Aid that the Town receives is pupil impact aid, which covers a portion of the cost of educating dependents of personnel assigned to the U.S. Submarine Base. The projected revenue from this source is down approximately \$575,000 from the FYE 2011 estimate, and down approximately \$551,000 from the FYE 2011 budgeted amount. Additionally where Federal State Fiscal Stabilization Funds supported 14.3% of the State’s Education Cost Sharing entitlement grants in FYE 2010 and FYE 2011 that is not the case in FYE 2012 as those funds are now coming from the state (see p. 23).

Charges for Current Services - Revenues for current services are estimated to be \$1,845,316, which represents 1.6% of the FYE 2012 General Fund budget. This amount has increased from the FYE 2011 budgeted amount by about \$167,000 mainly attributable to having a cost allocation study performed on services the General Fund’s central service departments support the other funds (\$675,801) and political subdivisions/taxing districts (\$208,439). As per the State’s adopted budget, we continue budgeting the Conveyance Tax at 0.5% of the selling price (see p. 24).

Schools-Library-Recreation Accounts - Revenues from user fees associated with Schools-Library-Recreation activities are estimated to be \$286,606, which represents 0.2% of the FYE 2012 General Fund budget. Revenues are down approximately \$58,000 from the FYE 2011 estimate and down approximately \$251,000 from the FYE 2011 budgeted amount. The primary decrease is due to the transfer of two recreation related revenues to a new budgeted special revenue fund (Recreation and Senior Activities #3240). Payments received for students outside the district that attend Groton schools also decreased (see p. 25).

Other Revenue and Fund Balance Applied - Other Revenue and Fund Balance Applied accounts for \$1,289,730 or 1.1% of the FYE 2012 General Fund budget (see p. 26). Of this amount \$866,130 of the Town’s projected fund balance will be used to fund a portion of the FYE 2012 budget. With this year’s allocation for the Fund Balance Applied, the General fund’s fund balance is projected to be maintained at 7.5% of operating expenses.. Maintaining this Fund Balance percentage should continue to satisfy the bond rating agencies, as the Town will once again be seeking a bond rating and issuing bonds in the future.

Summary - It should be noted that as a result of last year’s budget deliberations and a supplemental appropriation during the year, \$1,005,201 of the Fund Balance Applied was approved to be used to support the General Fund budget. It now appears that because of anticipated increases in FYE 2011 revenues and FYE 2011 expenses coming in under budget, only \$177,310 of that amount will be need to provide a balance budget for FYE 2011. (see p. 26).

As shown in the chart below (Table 3, Trends in General Fund Current Revenues), state, federal, and other revenues continue to decline while property taxes are used to make up that shortfall. For FYE 2003, State/Federal revenues funded 42.9%, Other Revenue funded 3.9% and Property Tax funded 53.1% of the budget. Over the next nine years, State/Federal and Other Revenues have declined as percentages of funding the annual budgets while the percentage of Property Tax funding the annual budgets has increased. In FYE 2012, the percents have changed dramatically with State/Federal revenues funding 31.6%, Other Revenues funding 2.4% and Property Tax funding 65.9% of the FYE 2012 Budget.

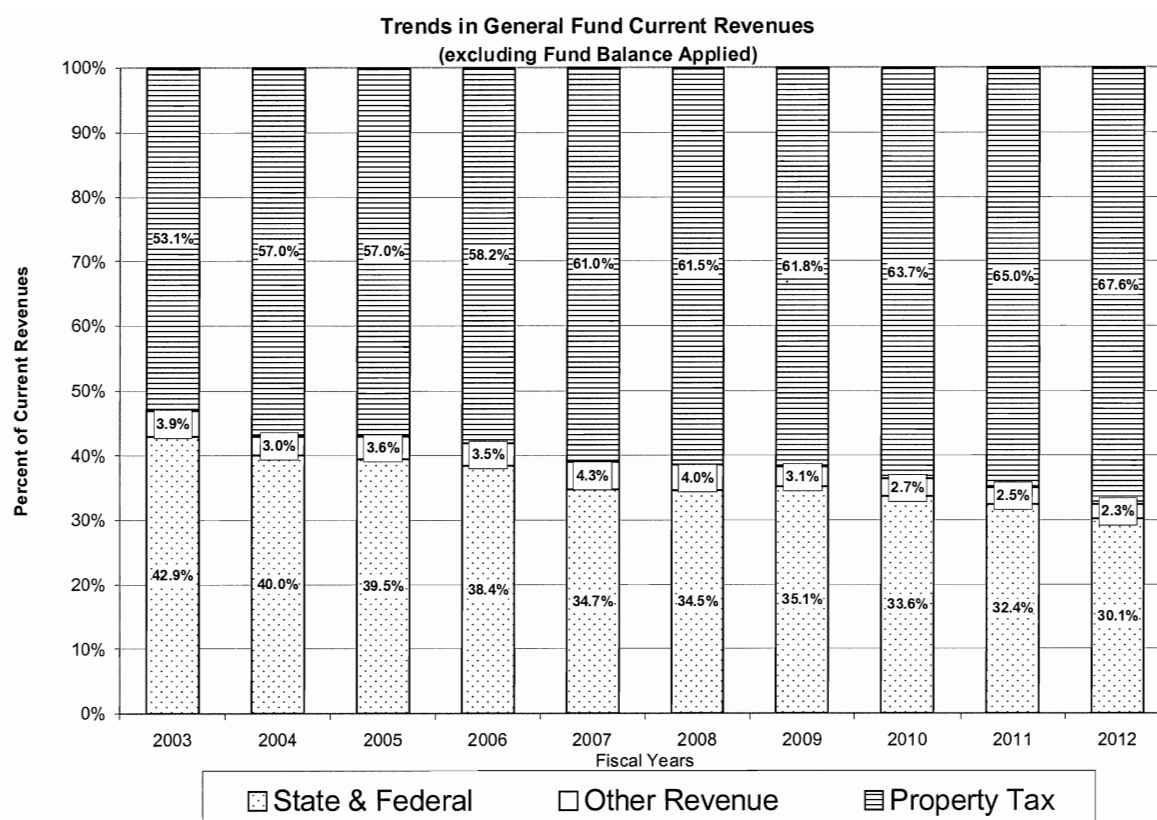


Table 3. Trends in General Fund Current Revenues

OTHER FUNDS

Over the years, the Town has established a number of special funds in order to provide services to the residents of the community. The following is an overview of the major funds that are considered as part of the annual budget process:

Golf Course Fund (2010) – The Shennecossett Golf Course is owned and operated by the Town of Groton, but unlike many other recreation activities/facilities is considered a self-supporting enterprise in which operational expenses are to be funded by income generated by the golf course operation. For FYE 2012, the golf course budget is \$1,163,399, which represents a 2.1% decrease from the FYE 2011 budget. No General Fund contribution is being requested for FYE 2012. For FYE 2012, this fund will make a cost allocation payment to the General Fund in the amount of \$63,103 for services performed by General Fund departments, up from \$57,074 in FYE 2011. Operating costs were reduced by \$33,311 (7.0%) almost entirely due to a \$31,028 reduction in the Vehicle Replacement account. The Golf Course worked with Public Works to adjust its contributions to the Fleet Fund to better reflect its vehicle and equipment needs. The proposed contribution is 100% of the adjusted amount. The Golf Course Fund is projecting an estimated Fund Balance of \$3,857 for FYE 2012 (see p. 207).

Sewer Operating Fund (2020) – Water Pollution Control is a 100% user fee funded division of the Public Works Department. The Water Pollution Control budget for FYE 2012 is \$5,795,276 which represents a 3.1% increase from the FYE 2011 Approved/Adjusted Budget. The residential use rate will remain at \$26.00/month/unit. Debt service for the Fort Hill Sewer Rehabilitation Project is \$557,806 a slight decrease (\$15,000) from FYE 2011. This amount will

continue to decrease annually until the payments are completed in 2029. This fund will make a cost allocation payment to the General Fund in the amount of \$387,363 for services performed by General Fund departments such as billing, accounting, and general management, up from \$292,994 in FYE 2011, a 32.2% increase. In addition, this fund will contribute \$685,000 to the Capital Reserve Fund for needed capital improvements to the system (see p. 215).

Solid Waste Fund (2030) – The FYE 2012 budget for this fund is \$2,625,684, which represents a 7.2% reduction from the FYE 2011 budget. This decrease is solely the result of a mid-year transfer made in FYE 2011 by the Town Council and the RTM authorizing payment under protest of the 6% sales tax on commercial solid waste accounts in the amount of \$240,866 assessed by the State Department of Revenue Services. The budget and expenditures for FYE 2011 were increased by this amount. For FYE 2012, \$204,283 of available fund balance is being used to fund expenses associated with this fund. It is projected that 29,481 tons of municipal solid waste will be sent to Preston, the same as in FYE 2011. The Southeastern Connecticut Regional Resource Recovery Agency (SCRRRA) has advised us that they will keep the same tipping fee of \$60/ton for another year. This fund will make a cost allocation payment to the General Fund in the amount of \$225,335 for services performed by General Fund departments, a 17.1% increase over FYE 2011 (see p. 223). It should be noted that the transfer of \$85,140 from Public Works is already accounted for in this fund.

Revaluation Fund (2120) – The FYE 2012 budget for this fund is \$140,310 which represents a 59.9% decrease from the FYE 2011 budget. This amount will be used for the State mandated revaluation that is effective October 1, 2011. The major expenditures for the revaluation \$351,352 were in the FYE 2011 budget (see p. 233).

Recreation and Senior Activities Fund (3240) – This fund is shown for the first time as a budgeted fund in FYE 2012. A non-budgeted Special Revenue Fund was created in 2004 that included recreational programs that were designed to “pay for themselves,” i.e. the direct cost of the programs would be covered by fees. Since 2004 a number of recreational programs and expenses have been shifted to the account. Over the years, the fund has generated a fund balance which stands at \$121,838 as of FYE 2011. The FYE 2012 budget proposes that \$284,294 of program costs be transferred from Parks and Recreation (1064) to this Special Revenue Fund. Given the magnitude of this shift and the continued growth of this non-budgeted fund, it is appropriate to create a budgeted special revenue fund and include it in the FYE 2012 Proposed Budget.

The fund consists of five cost centers: Recreational Programs, Summer Camp, Special Needs Programs, Senior Trips and Senior Programs. The proposed budget for FYE 2012 is \$917,959. It includes seasonal and part time employees as well as contractual program instructors. No full time personal are charged to this function. It does include operating costs for William Seeley, i.e., fuel and custodial services. Programs being moved into this fund from Recreation are Summer Camp Programs, Special Needs and some Senior Fitness Programs.

The revenues associated with the above-noted programs are also being shifted to this account, but they are \$70,000 less than the expenses associated with these programs. The difference will have to be made up by increasing fees, reducing costs, and/or increasing participation.

For FYE 2012 revenues from the programs are expected to cover the projected costs with no application of fund balance. It is anticipated that revenues for each cost center will cover

budgeted expenses. While individual programs may subsidize other programs within a cost center, it is not intended that recreation programs will subsidize senior programs or trips. The revenues shown for FYE 2011 are fees paid in FYE 2011 for FYE 2012 programs. No General Fund contribution or use of fund balance is budgeted for FYE 2012. The goal of this fund is to over time shift additional personnel and/or indirect operating costs currently in 1064 related to recreational and senior programs to this fund to the extent they can be absorbed by fees (see p. 239).

Sewer District Fund (4010) – This fund finances the Town of Groton sewer district, which pays the principal and interest on sewer bonds and notes. The principal sources of revenues are the Sewer District tax and fund balance applied. The budget for FYE 2012 is \$1,168,570 and represents a 22.2% decrease from FYE 2011. The mill rate for FYE 2012 is 0.25 mills, a decrease from 0.27 mills in FYE 2011. This decrease is due to a decrease in debt service payments associated with the second year debt service payments on the Clean Water Fund loan and the use of \$500,000 from fund balance. This fund's fund balance has been maintained at approximately \$2.2 million in an effort to minimize the impact on the mill rate as the fund repays the state's Clean Water Fund loan (\$12.9 million) over the next 20 years, and to cover any temporary finance costs on the \$22.9 million upgrade project (see p. 251).

Capital Reserve Fund (5010) – The Capital Reserve Fund contains funds to be appropriated for needed capital improvement projects. The appropriation of \$1,968,540 consists of capital improvement projects being funded from the Capital Reserve Fund of \$1,283,540; and Sewer Operating Fund (WPCF) projects totaling \$685,000. No projects are proposed to be funded utilizing LoCIP funding. Eighteen capital improvement projects are to be funded in FYE 2012 including 12 for the Town, four for the Board of Education, and two Water Pollution Control projects. These projects are part of the Town's six-year Capital Improvement Program (CIP) that is required by both Town Charter and State Statutes. The Planning Commission has reviewed the draft CIP and its recommendations were considered in the preparation of the Town's Proposed FYE 2012 through FYE 2017 Capital Improvement Program (see p. 251).

Fleet Reserve Fund (6040) – The Fleet Reserve Fund is supported by user fees which cover the costs of vehicle purchases, maintenance, and fuel. The Fleet Division of the Public Works Department is responsible for the asset management of the Town's fleet and the repair of its construction, operations, and staff vehicles. The Fleet Reserve budget for FYE 2012 is \$1,097,079, which represents a 7.0% increase from the FYE 2011 budgeted amount. The majority of this increase is due to rising vehicle maintenance and fuel costs.

For FYE 2012, the replacement schedule program called for the replacement 36 vehicles (\$1,634,500) of which 26 are past their replacement date. The budget calls for the replacement of 11 vehicles including four refurbishments (\$409,500).

The departmental contributions to the fund were reduced to 75% of the recommended amount in FYE 2009 and FYE 2010. The percentage was further reduced in FYE 2011 to 25%, which will be continued for FYE 2012. The Golf Course and Wastewater Treatment continue to pay 100% of the scheduled replacement costs.

The maintenance fees assigned to each vehicle are based on actual maintenance costs which were incurred during the previous three years and then averaged for a one year period. Budgeted vehicle maintenance costs for FYE 2012 are projected to increase \$20,900 or 7.2%.

Due to rising fuel costs (\$2.48/gallon FYE 2011 vs. \$2.85/gallon FYE 2012), vehicle fuel costs are proposed to increase \$31,330.

OTHER CONSIDERATIONS

PERSONNEL COSTS

FYE 2011 budget included general wage increases of approximately \$186,000 for the Police, AFSCME Supervisors, and CILU units due to previously negotiated agreements. The Non-Union, Steelworkers, and CILU-Telecommunicators unit had no general wage increases for FYE 2011.

For FYE 2012, the Towns Operations portion of the budget includes actual wage increases less one furlough day (approximately \$5,300) for the AFSCME Supervisory Union (five members) based on the wage contract that was approved in May, 2010 and remains in effect until June 20, 2013. The Town Operations portion of the FYE 2012 budget does not include wage increases for the Non-Union (41 members), United Steelworkers (53 members), CILU (87 members), CILU-telecommunicators (13 members) and Police units (68 members). There are no wage increases in the budget for Part-Time personnel in anticipation of a change in the part time pay plan. The collective bargaining agreements (United Steelworkers, CILU, CILU-Telecommunicators and Police) expire on June 30, 2011. The Non-Union pay plan is in effect through June 30, 2011. The Town negotiating team will be negotiating successor agreements over the next few months. There are no contingency funds in the FYE 2012 budget to cover any wage increases for these units. For information purposes, a 1% across the board wage increase would equate to approximately \$150,000.

FUND BALANCE

According to the Government Finance Officers Association (GFOA), Fund Balance is the cumulative (not annual) difference of all revenues and expenditures from the government's creation. Over the last nine years, the Town has increased and/or maintained its undesignated/unreserved Fund Balance from 5% to 7.5% of the total General Fund budget. For FYE 2012, it is recommended that the Town maintain its projected Fund Balance at 7.5%. Maintaining the Town's Fund Balance will send a positive message to the bond rating agencies, which will be particularly important in light of the fact that the Town will once again be seeking a bond rating and issuing bonds in the future.

LOOKING AHEAD

The FYE 2012 Budget preparation and review process has been very challenging. All of the easy, and many not so easy, cuts in Town operations have been made in previous years.

There is still uncertainty with respect to the national economy and actual revenues that the Town can reasonably expect to receive from the federal government and the State of Connecticut. While there is optimism that our new Governor is attempting to set Connecticut's fiscal house in order, the ongoing state budget crisis will in all likelihood not be resolved for a number of years.

Most would probably agree that there is little likelihood that the state will provide municipalities with additional funding over the next couple of years. This, coupled with anticipated increases in benefit costs, energy, and other fixed costs means that municipalities can expect to see “level” service budgets continue to increase in the 2-3%+ range. These types of increases are not sustainable unless there is a willingness on the part of local taxpayers to pick up this additional burden, or additional revenues are received. The only alternatives that the Town has if this is not the case, are to cut costs either through eliminating programs and services or reducing the cost of the services that it provides.

Following the completion of the FYE 2012 budget review and approval process, it is recommended once again that the Town Council and RTM hold a series of meetings during the summer/fall of 2011 to talk about the upcoming FYE 2013 budget. Consideration should be given to engaging the public in a dialogue to help prioritize what services and programs they would like to see provided and the extent to which they are willing to pay for these services and programs. The FYE 2012 Budget, like the ones before it, is reflective of a difficult economy, which unfortunately will be with us for awhile longer.

Looking ahead, the following general precepts should be considered as we move through next year and plan for the FYE 2013 budget:

- We need to make sure that we do not take on additional responsibilities without an understanding of their impact on current and future budgets and services. We should try to avoid imposing mandates on ourselves, and where possible, simplify rather than make things more complex.
- Continue to review scope of services provided by the Town, identify core services, and explore funding options with others.
- Structure the organization to provide these core services in the most efficient and cost-effective manner.
- As opportunities present themselves, we need to evaluate joint endeavors with the Board of Education, political subdivisions and fire districts.
- Town-wide police and fire assessments need to be undertaken and completed.
- Collective bargaining agreements must reflect the changing economic circumstances. Explore options such as early retirement, furloughs, and benefit plan design and funding in an effort to reduce costs.
- Increase emphasis on growing revenues to offset tax increases. The steady increase in property taxes as a percentage of revenue has put extreme pressure on operating budgets in an effort to maintain the scope of services desired by the community.
- Carefully evaluate contributions to outside agencies in light of reductions to Town departments providing the same or similar services.

- Regionalization should be explored in those areas where it would result in cost savings and improved efficiencies. While the Town may need to take the lead in these efforts, it must be careful to assure that costs are shared equitably among participating communities (e.g. emergency dispatch; vehicle maintenance; revaluation).

ACKNOWLEDGEMENTS

Work began on preparation of the FYE 2012 Budget in fall 2010 and has involved countless hours of effort by department heads and their respective staffs. In addition to recognizing and thanking the department heads and their staff for their hard work and dedication in preparing their FYE 2012 budget requests, I would like to once again personally express my sincere gratitude and appreciation to Sal Pandolfo, Finance Director; Doug Ackerman, Administrative Services Director; Joyce Sauchuk, Manager Labor Relations/Risk Management; Robin Moulding, Financial Assistant II; Cindy Landry, Treasurer/Accounting Manager; Mary Jane Foster, Administrative Secretary; and Nicki Bresnayan, Executive Assistant for their commitment and hard work they put forth in assisting me in the preparation of the FYE 2012 Budget.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark R. Oefinger', with a stylized flourish at the end.

Mark R. Oefinger, AICP
Town Manager



Town of Groton, Connecticut

Text File

45 Fort Hill Road
Groton, CT 06340-4394
Town Clerk 860-441-6640
Town Manager 860-441-6630

Introduced: 12/1/2009

File Number: 2009-0305

Version: 2

Status: Passed

RESOLUTION ADOPTING TWENTY-SEVENTH GROTON TOWN COUNCIL GOALS

WHEREAS, a statement of the vision and priorities of the Groton Town Council is beneficial as guidance for both the professional administrators and the citizens of the Town of Groton, now therefore be it

RESOLVED, that the 27th Groton Town Council adopts the following MISSION/ COMMUNITY VISION STATEMENT:

- 1) The Town Council is committed to promoting the health, safety and general welfare of the community, fostering public awareness and active participation in safeguarding the community, and maintaining the confidence of the citizens.
- 2) The Town Council will plan for the community's future and represent Groton's citizens while maintaining the highest standard of ethical behavior.
- 3) The Town Council will foster positive communication with the Town's boards and commissions, political subdivisions, and state, regional, military and other federal agencies.
- 4) The Town Council will work to establish fairness and equity in taxation.
- 5) The Town Council will work to assure that Groton is a desirable place to live and work, by providing sufficient services, stimulating economic growth, protecting the environment, and preserving the community's historic character.
- 6) The Town Council will support Town staff and employees through improved communication and clear policy direction; and be it further

RESOLVED, that the 27th Groton Town Council adopts the following GOALS:

- Assess all information available to ensure there is merit for Phase 2 School Development to go to referendum.
- Assess and take action on the forthcoming 2010 Report and Recommendations of the Groton Task Force on Climate Change and Sustainable Community, and support the Task Force and Groton staff energy conservation and efficiency program for Groton public buildings, funded by the U.S. Department of Energy.
- Study the availability of space in Town-owned buildings and schools to identify opportunities for use of the facilities including, but not limited to, purposes such as a community center, regional probate court, parks and recreation offices/program center, visitor center, and community meeting space.
- Evaluate, develop and promote, in partnership with the City, a new financial proposal and strategy to achieve voters' approval of a referendum to fund Thames Street Rehabilitation Project.
- Review the Property Maintenance Code as amended by proponents and approved for the Neighborhood Revitalization Zone, further amend as necessary or desired, and proceed for adoption Town-wide in Groton.
- Support and promote existing local business as well as work with the Economic Development Commission in



Town of Groton, Connecticut

Text File

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Status: Passed

RESOLUTION ADOPTING TWENTY-SEVENTH GROTON TOWN COUNCIL GOALS three areas:

1. Evaluate the viability of, and time frames for, projects listed in the 2006 Groton Strategic Economic Development Plan.
 2. Identify areas in the Town that would support commercial development and ideas for development.
 3. Establish a realistic percentage of Grand List growth with the Commission for year end 2011.
- Assess and support where appropriate the Parks and Recreation Master Plan Purpose and Vision.

TOWN OF GROTON

Reconciliation from Manager's to Council's to RTM's Budget

FYE 2012 Budget - General Fund (#100)

Manager's Budget (as of 3/15/2011):				\$ 121,897,291
Additions to Manager's Budget by Town Council:				
10545	Service Agencies (Behavioral Health) (4/19/11)	\$ 4,000		
1024	Public Safety (4/25/11)	\$ 80,000		
	Total Additions		\$ 84,000	
Reductions to Manager's Budget by Town Council:				
10545	Service Agencies (Behavioral Health) (4/6/11)	\$ (4,000)		
10650	Mystic & Noank Library (4/6/11)	\$ (26,000)		
10901	City of Groton Highway (4/11/11)	\$ (661,540)		
10900	City of Groton Police (4/11/11)	\$ (89,728)		
10911	Groton Long Point Highway (4/11/11)	\$ (303,000)		
10260	Groton Ambulance (4/11/11)	\$ (2,455)		
1080	Education (4/19/11)	\$ (683,000)		
10541	VNA (School Health)(4/19/11)	\$ (15,500)		
	Total Reductions		\$ (1,785,223)	
	Net Change			\$ (1,701,223)
Council's Budget (as of 4/25/2011):				\$ 120,196,068
Additions to Council's Budget by RTM:				
10650	Mystic & Noank Library (5/18/11)	\$ 13,000		
	Total Additions		\$ 13,000	
Reductions to Council's Budget by RTM:				
1001	Legislative Policy (4/28/11)	\$ (1,136)		
1024	Public Safety (5/4/11)	\$ (80,000)		
10910	Groton Long Point Police (5/4/11)	\$ (7,500)		
10912	Groton Long Point Street Lighting (5/4/11)	\$ (220)		
1046	Planning & Development Services (5/9/11)(5/18/11)	\$ (36,403)		
1080	Education (5/11/11)	\$ (1,535,488)		
1036	Public Works (5/16/11)	\$ (63,258)		
	Total Reductions		\$ (1,724,005)	
	Net Change			\$ (1,711,005)
RTM's Budget (as of 5/18/2011):				\$ 118,485,063

TOWN OF GROTON					
Reconciliation from Manager's to Council's to RTM's					
FYE 2012 Capital Projects Budget					
		Capital Reserve Fund (501)	General Obligation Bonds	Other	Total
Manager's Budget (as of 3/15/2011):		\$ 1,189,000	\$ 0	\$ 4,198,000	\$ 5,387,000
Additions to Manager's Budget by Town Council:					
1K)	Thames Street Retaining Wall Project (4/11/11)	\$ 241,540		\$ 966,160	\$ 1,207,700
1B)	Pavement Management Program Implem. - City (4/11/11)	\$ 420,000			\$ 420,000
1M)	Bridge Reconstruction - GLP (4/11/11) with remaining CIP funds from GLP project applied	\$ 148,000			\$ 148,000
1N)	Replacement of Defective Roadside Barriers - GLP (4/11/11)	\$ 45,000			\$ 45,000
1C)	Pavement Management Program Implem. - GLP (4/11/11)	\$ 110,000			\$ 110,000
7C)	Town Fire/EMS Radio System (Reconsidered 4/11/11)	\$ 165,000			\$ 165,000
Reductions to Manager's Budget by Town Council:					
7C)	Town Fire/EMS Radio System (3/31/11)	\$ (165,000)			\$ (165,000)
4D)	Open Space (4/6/11)	\$ (25,000)			\$ (25,000)
1A)	Pavement Management Program Impl. Town (4/9/11)	\$ (125,000)			\$ (125,000)
3A)	Replacement Sidewalk Construction (4/9/11)	\$ (30,000)			\$ (30,000)
6J)	Jabez Smith House (4/9/11)	\$ (24,000)			\$ (24,000)
6N)	Construction of Permanent Vehicle Wash(4/9/11)	\$ (25,000)			\$ (25,000)
1B)	Pavement Management Program Implem. - City (4/11/11)	\$ (420,000)			\$ (420,000)
1C)	Pavement Management Program Implem. - GLP (4/11/11)	\$ (110,000)			\$ (110,000)
5B)	Fitch High School (4/16/11)	\$ (30,000)			\$ (30,000)
1N)	Replacement of Defective Roadside Barriers - GLP (4/16/11)	\$ (45,000)			\$ (45,000)
2D)	Judson Avenue Drainage(4/19/11)	\$ (165,000)			\$ (165,000)
Council's Budget (as of 4/25/2011):		\$ 1,154,540	\$ -	\$ 5,164,160	\$ 6,318,700
Additions to Council's Budget by RTM:					
2D)	Judson Avenue Drainage (5/16/11)	\$ 165,000			\$ 165,000
6J)	Jabez Smith House (5/16/11)	\$ 24,000			\$ 24,000
Reductions to Council's Budget by RTM:					
3C)	New Sidewalk Construction - Route 1 Mystic (5/16/11)	\$ (60,000)			\$ (60,000)
RTM's Budget (Through 5/18/2011):		\$ 1,283,540	\$ -	\$ 5,164,160	\$ 6,447,700
	Add WPCF Projects	\$ 685,000			
	Capital Reserve Fund Appropriation (#5010)	\$ 1,968,540			

TOWN OF GROTON

FYE 2012 General Fund

CALCULATION OF GRAND LIST, MILL RATE AND FUND BALANCE

Mill rate increased from 18.42 mills to 18.89 mills (0.47) or 2.6% increase

06/07/2011

A Based on NET 10/1/10 Grand List Categories

1	Real Estate	\$3,616,694,853
2	Motor Vehicle	\$177,292,052
3	Personal Property	\$302,313,257
4	Total Grand List (adjusted net)	\$ 4,096,300,162
5	(BEFORE Board of Assessment Appeals adjustments)	\$ 4,096,300,162

B Calculation of Mill Rate

1	Total Operating Appropriations	\$118,485,063		
2	Less: Operating Revenues	\$40,219,113		
3	'Less: State Mfg. Exemption Grant	\$1,373,459		
4	'Less: State Enterprise Zone Grant	\$574,000		
5	Sub-Total: Appropriations less Operating Revenues & Grants	\$76,318,491		
6	Less: (Fund Balance Applied) / needed to maintain 7.5%	(\$866,130)		
7	Balance To Be Raised From Taxes	\$75,452,361	Mill Rate	One Mill =
8	divided by Grand list (at 100% collection rate)	0.018420	18.42	
9	Mill Rate Adjusted (at 97.5% Collection Rate)			
10	(based on a 3 year collection rate)	0.018892	18.89	\$3,993,893

C Calculation of Current Taxes & Mfg. Exempt.& Enterprize Zone

1	Current Taxes: Grand list \$ X mill rate X 97.5%	0.01889		Tax Revenue
				\$ 75,452,361

D Analysis of Unreserved/Undesignated Fund Balance

1	Unreserved/Undesignated Fund Balance as of June 30, 2010		\$8,829,424
2	Less: Supplemental Appropriations during the year		(\$73,000)
3	Add: FYE 2011 returned to Fund Balance or (additional needed)		\$996,086
4	Estimated Unreserved/Undesignated Fund Balance as of June 30, 2011		\$9,752,510
5	Less: (Fund Balance Designated for FYE 2012) / additional needed to meet 7.5%		(\$866,130)
6	Estimated Unreserved/Undesignated Fund Balance as of June 30, 2012		\$8,886,380
7	Estimated Fund Balance on June 30, 2012 as a % of FYE 2012 Operating Appropriations		7.50%

PURPOSE:

The below two year forecast (FYE 2013 and FYE 2014) serves as an illustration as to how the budget may look in the coming fiscal years. It is purely a forecast and in no way represents proposed appropriations in the out years. Consideration is given to known factors such as debt service. In other areas, assumptions are used which are based on history of both revenues and expenditures. The Adjusted Budgets for FYE 2010 and for FYE 2011 and the FYE 2012 Adopted Budget are provided for reference.

Town of Groton
Two Years' Projections (FYE 2013 & FYE 2014)
for the General Fund
Projected Revenues, Appropriations, Mill Rates, Taxes and Fund Balance

A	B	C	D	E	F
Revenues and Appropriations:	FYE 2010 Adjusted	FYE 2011 Adjusted	FYE 2012 Adopted	FYE 2013 Projected	FYE 2014 Projected
1 Revenues:					
2 Property Taxes	\$ 72,326,483	\$ 74,161,983	\$ 75,452,361	\$ 78,598,035	\$ 81,060,843
3 Other Property Taxes	\$ 1,600,000	\$ 1,850,000	\$ 2,094,245	\$ 2,100,000	\$ 2,100,000
4 Manufacturing Exemption-State Reimbursement	\$ 2,619,432	\$ 1,748,783	\$ 1,373,459	\$ 1,373,000	\$ 1,373,000
5 Enterprise Zone-State Reimbursement	\$ 504,023	\$ 543,625	\$ 574,000	\$ 574,000	\$ 574,000
6 Pequot/Mohegan Funds	\$ 1,919,770	\$ 1,372,285	\$ 1,362,025	\$ 1,362,000	\$ 1,362,000
7 PILOT: State exempts	\$ 1,425,724	\$ 1,214,876	\$ 1,204,227	\$ 1,200,000	\$ 1,200,000
8 Other State & Federal Aid	\$ 32,601,673	\$ 33,003,422	\$ 32,686,219	\$ 32,686,000	\$ 32,686,000
9 Other Revenues	\$ 3,112,009	\$ 2,967,973	\$ 2,872,397	\$ 2,900,000	\$ 2,900,000
10 Fund Balance Applied (needed to maintain a 7.5% fund balance)	\$ 2,254,225	\$ 1,005,201	\$ 866,130	\$ (161,021)	\$ (183,058)
11 Total Revenues	\$ 118,363,339	\$ 117,868,148	\$ 118,485,063	\$ 120,632,014	\$ 123,072,785
12 Appropriations:					
13 Town Operations	\$ 32,367,562	\$ 32,205,370	\$ 32,045,298	\$ 32,750,295	\$ 33,470,801
14 Education	\$ 72,572,500	\$ 72,645,500	\$ 72,645,500	\$ 74,316,347	\$ 76,025,622
15 Outside Agencies	\$ 1,895,890	\$ 2,014,863	\$ 2,050,744	\$ 2,112,266	\$ 2,175,634
16 Subdivisions	\$ 4,964,012	\$ 4,738,765	\$ 4,881,072	\$ 4,939,645	\$ 4,998,921
17 Capital/Debt Service	\$ 6,461,100	\$ 5,964,650	\$ 6,512,449	\$ 6,163,461	\$ 6,051,806
18 Contingency	\$ 102,275	\$ 299,000	\$ 350,000	\$ 350,000	\$ 350,000
19 Total Appropriations	\$ 118,363,339	\$ 117,868,148	\$ 118,485,063	\$ 120,632,014	\$ 123,072,785
20 % Increase in Appropriations from Previous Year	0.3%	-0.4%	0.5%	1.8%	2.0%
Tax Rate and Change from Previous Year:					
21 General Fund Mill Rate	17.95	18.42	18.89	19.58	20.09
22 Mill Rate Change from Previous Year	-1.32	0.47	0.47	0.69	1.20
Median Assessment, Annual Taxes and \$ & % Change:					
23 Assessment on a "median" Fair Market Value Home of \$236,300	\$165,410	\$165,410	\$165,410	\$165,410	\$165,410
24 Town Tax - Annual	\$2,969	\$3,047	\$3,125	\$3,239	\$3,323
25 Annual \$ Increase in Taxes from Previous Year	\$215	\$78	\$78	\$114	\$198
26 Annual % Increase in Taxes from Previous Year	7.8%	2.6%	2.6%	3.7%	6.4%
Estimated Fund Balance:					
27 Estimated Fund Balance - Beginning	\$10,489,614	\$8,829,424	\$8,886,380	\$8,886,380	\$9,047,401
28 Estimated Fund Balance - Returned (additional needed)	(\$727,989)	\$923,086	\$0	\$0	\$0
29 (Fund Balance Applied) or Raised to Maintain Fund Balance %	(\$932,201)	(\$866,130)	\$0	\$161,021	\$183,058
30 Estimated Fund Balance - Ending	\$8,829,424	\$8,886,380	\$8,886,380	\$9,047,401	\$9,230,459
31 Estimated Fund Balance as a % of Appropriations	7.5%	7.5%	7.5%	7.5%	7.5%

Assumption for Revenue Projections:

Property Taxes: Property taxes are what is needed to balance the budget after all other revenue sources are considered. Assumes 0.5% growth in the Grand Lists that will impact the FYE 2013 and FYE 2014 budgets. The collection rate is projected at 97.5%. Though the next revaluation on real estate is scheduled for October 2011, no estimates have been made on its affect on the FYE 2013 Budget.

Other Property Taxes: Anticipates that the collections of other taxes will be maintained.

State & Federal Aid: Forecast is based on no increase from what is anticipated in FYE 2012.

Other Revenues: Projections are based on actual trends over the past three years. Forecast does not include any anticipated fee schedule increases.

Fund Balance Applied: The amount of Fund Balance needed to have a balanced budget. A negative amount represents the amount that must be raised to maintain a 7.5% fund balance as a % of appropriations.

Assumption for Expenditures Projections:

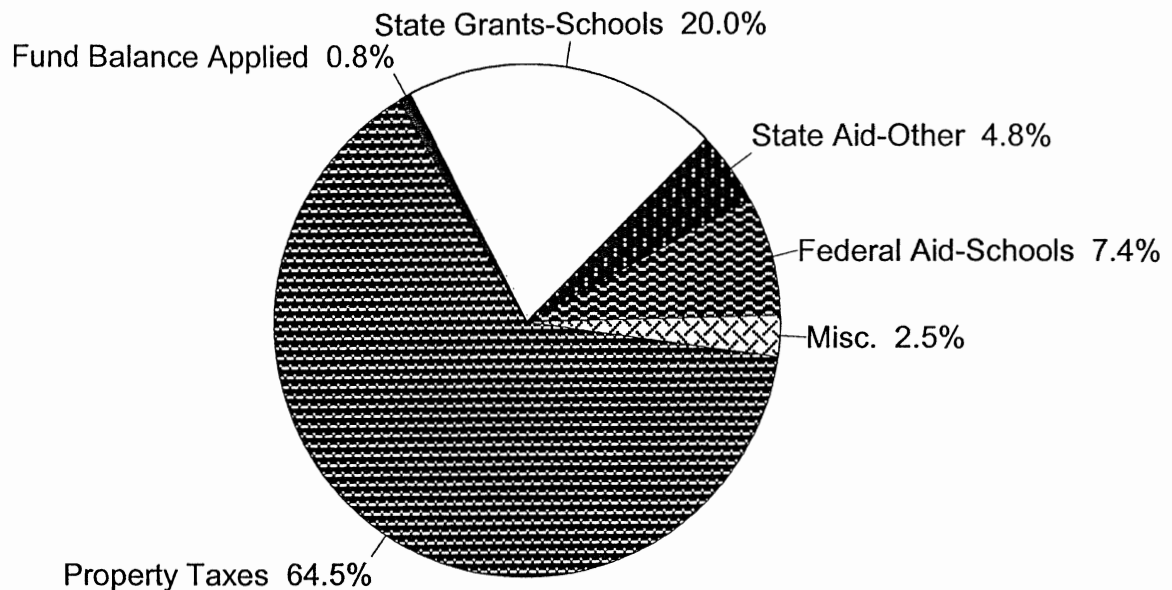
Town Operations, Education, Outside Agencies and Subdivisions: are assumed to increase based on the average increases over the last ten years, 2.2%, 2.3%, 3.0% and 1.2% respectively.

Reserves/Debt Service: Anticipates that \$1.5 million will be annually transferred into the Capital Reserve Fund and incorporates the existing payments that must be made to satisfy outstanding debt obligations.

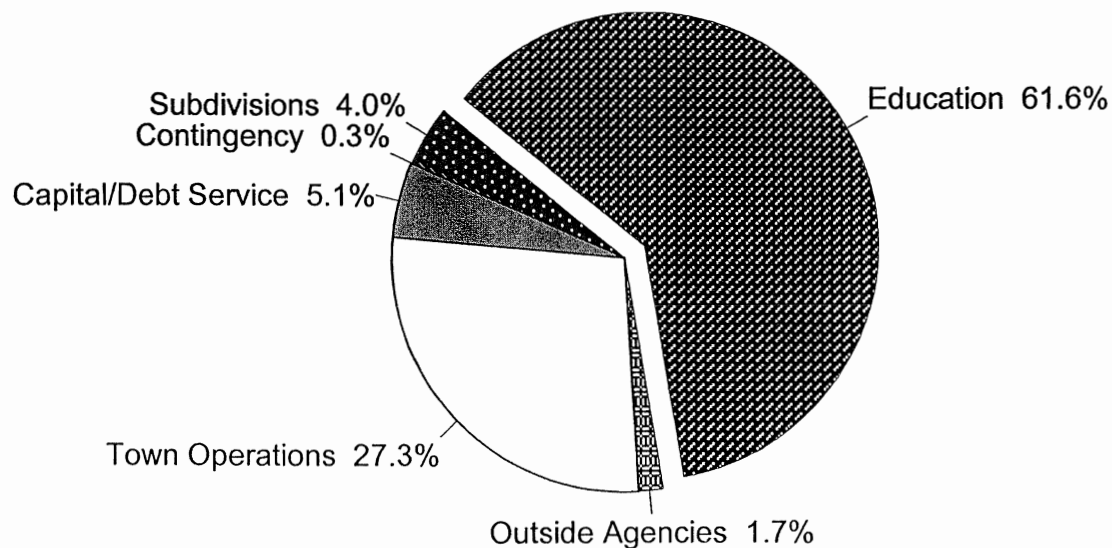
Contingency: Maintains a constant amount for this area of service.

TOWN OF GROTON

Adjusted FYE 2011 Budget



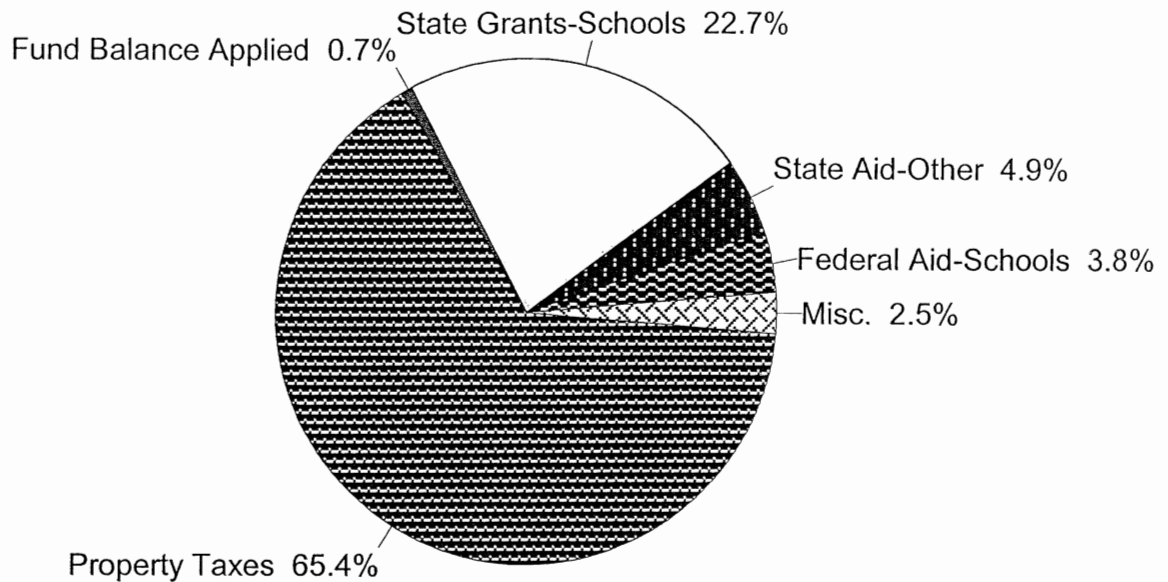
General Fund Revenues



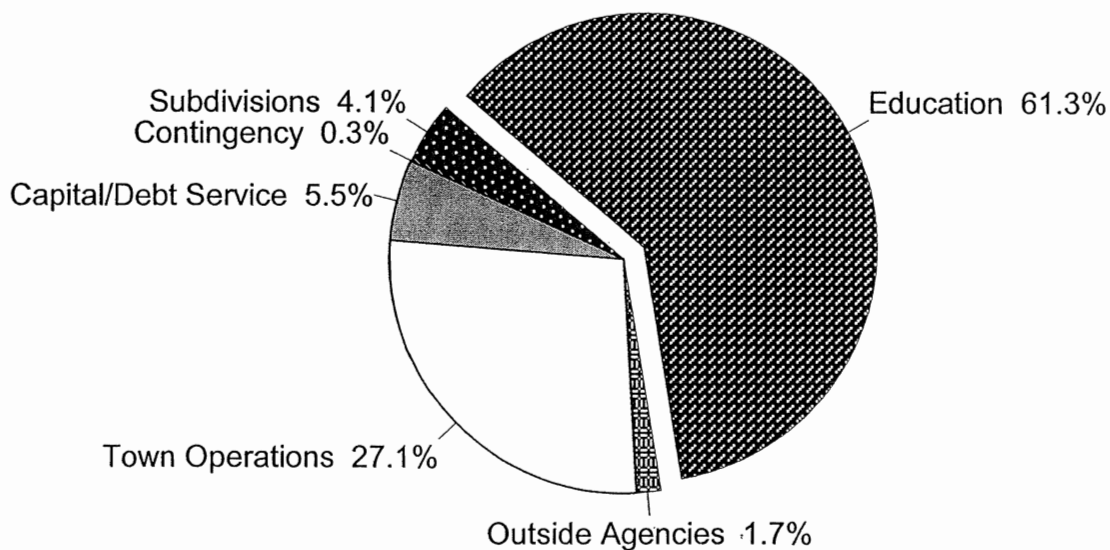
General Fund Expenditures

TOWN OF GROTON

Adopted FYE 2012 Budget



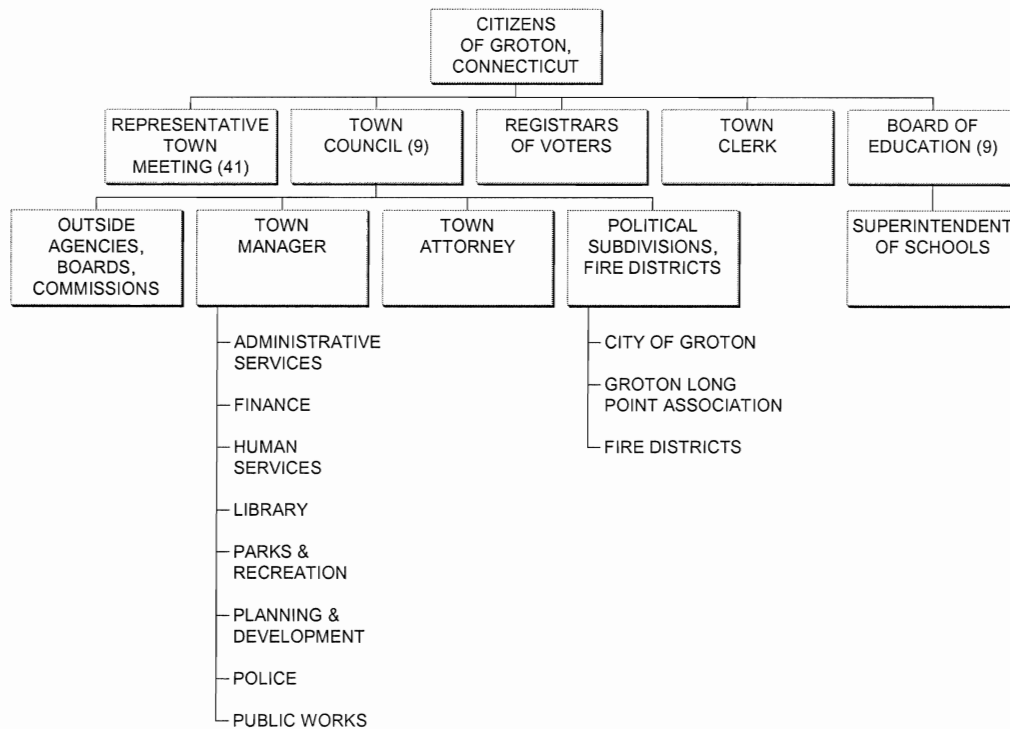
General Fund Revenues



General Fund Expenditures



TOWN OF GROTON ORGANIZATION CHART



FYE 2012

GOVERNMENTAL STRUCTURE

The structure of the Town's government combines a modern professional approach with the traditional town meeting form. Since 1957, the Town has been governed by a Town Council-Town Manager-Representative Town Meeting (RTM) structure. A revised Town Charter was adopted on November 4, 2008 and became effective January 3, 2009.

The Town Council is responsible for determining policy and appointing the Town Manager to execute this policy and administer the day-to-day affairs of the Town. The Council holds public hearings on the budget and sets the tax rate. It appoints one of its nine (9) members as Mayor to serve as chairperson of its meetings and as the Town's representative at ceremonial functions. The councilors each are elected for two-year terms.

The Town Manager is appointed by and directly responsible to the Council and serves for no definite term, but at the pleasure of the Council. The Manager is responsible to the Council for the supervision and administration of Town departments and boards and commissions of the Town, except those elected by the people, or appointed by the Council, Mayor or a regional or state authority. The Council appoints the Town's independent financial auditor.

The Council approves a budget that it sends to the RTM for consideration and final approval. The RTM must approve the budget before the Council sets the final tax rate. In most other matters, the RTM reviews the actions of the Council and has the power of initiative to institute legislation or force reconsideration of legislation already adopted. RTM members are elected by eight (8) voting districts for two-year terms.

Within the Town of Groton there are two political subdivisions, the City of Groton and Groton Long Point Association. In addition, there are seven (7) special taxing districts within the Town. For the political subdivisions, the Town funds approximately one hundred percent of their public works budgets and up to fifty percent of their public safety budgets. The special districts are organized units of government within the Town, having separate governing bodies. They were established by special acts of the State legislature for specific purposes such as fire protection. All these governmental units have individual taxing authority.

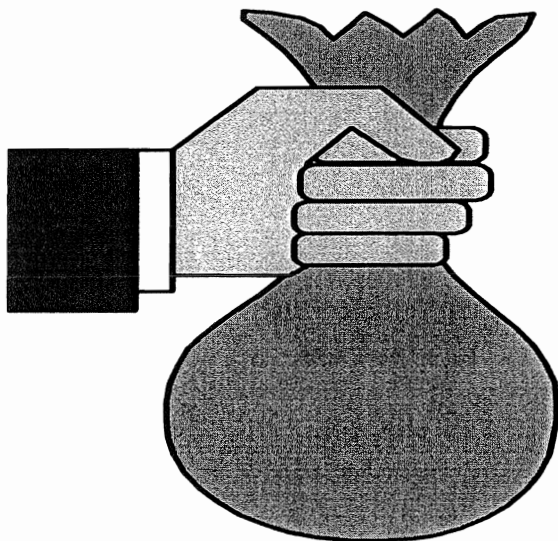
BUDGETARY CONTROL

The Town maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Town Council and RTM. Activities of the general fund, certain special revenue funds and the debt service are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The level of budgetary control (i.e., the level at which expenditures cannot legally exceed the appropriated amount) is the function level within each fund.

At the direction of the Town Manager, all Department Directors are expected to follow strict guidelines for expenditure control within the approved function appropriation. The Town Manager reserves the right to set "administrative spending authority" limits when justified to maintain the fiscal integrity of the budget. Department Directors are evaluated on budget management abilities.

The Town also maintains an encumbrance accounting system as another method of maintaining budgetary control. All purchases, except certain services as outlined in the Town's Purchasing Manual, require a purchase requisition and a purchase order. In addition, purchases over \$500 require evidence that quotations were received and that the lowest quote, consistent with quality, was selected. The Town's Purchasing Manual requires formal competitive bids for expenditures over \$7,500. Funds are recorded as encumbered when the purchase order is issued and expenditures are recorded when the Town issues a check or incurs a liability.

All encumbered appropriations lapse at year-end except in the Capital Reserve Fund where appropriations are continued until completion of the projects or five years from date of appropriation, whichever is less. Budgetary control in the Capital Reserve Fund is achieved by the constraints imposed by the project's authorization or grant awards related to these funds.



Budgetary Process

The budget process for the Town of Groton begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During the FYE 2012 development, the Directors were asked to submit a "level service" budget. In addition, directors were asked to submit with their initial budget request, reductions in their budget that would bring about budgets representing a \$0 increase, a 5% decrease, and a 10% decrease from the FYE 2011 Adopted Budget.

The Budget Cycle:

One of the functions of a budget is to provide a financial plan for the organization's operations for a given period of time. For the Town of Groton, the budget provides a plan from July through June of each year. Prior to implementation in July, the budget is developed with the aid, cooperation and resources of many participants. The entire process consumes almost a full year, from development of the goals, objectives and budget guidelines and assumptions by the Town Council in October through the implementation of the approved budget and printing of the Adopted Budget document. Opportunities for public comment are available throughout March and April before the final adoption of the budget by June. An overview of a typical Town of Groton Budget Cycle follows:

Town of Groton's Budget Cycle - FYE 2012											
Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.
(late Oct.)	Budget Calendar developed										
	(late Nov. - mid Dec.)	Town Council develops and finalizes Budget Goals & Objectives									
		(mid Dec. - mid Jan.)	Department's prepare Budget Requests								
			(by Jan. 14)	Departments submit Requests to Finance							
			(late Jan. - late Feb.)	Town Manager reviews Requests & prepares Recommended Budget							
			(mid Feb.)	Town Council holds a Preliminary Public Input Meeting on the Budget							
			(by Feb. 28)	Board of Education & Political Subdivisions submit their requests for appropriations							
				(by March 15)	Town Manager submits Recommended Budget & Capital Improvement Plan (CIP) to the Town Council and RTM						
				(late March - mid April)	Town Council holds Public Hearing by April 6th & Budget Deliberations						
					(by April 28)	Town Council approves Budget & forwards to RTM					
						(all month)	RTM holds Public Comment Session by May 3rd & Budget Deliberations				
						(by May 25)	RTM adopts Budget				
							(by June 9)	Town Council sets Tax Rate			
								(July 1)	Budget Implementation		
											(by Sept. 9)
											Submittal of Adopted Budget to GFOA for Distinguished Budget Presentation Award
Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.

TOWN OF GROTON, CONNECTICUT

**DEBT POLICY
&
MANAGEMENT / FISCAL PRACTICES**

Revised by the Town Council on: May 19, 2009
ADOPTED BY THE TOWN COUNCIL ON: SEPTEMBER 21, 1993.
=====

A. Purpose:

1. To establish a criteria for the issuance of debt obligations so as not to exceed acceptable levels of indebtedness.
2. To provide consistency and continuity to public policy development through the Town's Capital Improvement Program, a mechanism that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing, and
3. To transmit a message to investors and rating agencies who value such evidence of a community's commitment to financial management.

B. Guiding Principles/General Policies:

1. The Town Charter Section 9.13 "Borrowing" and applicable State Statutes governs the Town's issuance of debt as it pertains to referendum requirements and state mandated debt limitations.
2. The Town will conduct its debt management functions in a manner designed to maintain or enhance its existing credit ratings (Fitch: AA-; Moody's: AA3; and Standard & Poor: AA).
3. Debt issuance will be utilized by the town only in those cases where equity, effectiveness and efficient use of limited resources favor debt over alternative sources of funds. The Town shall view debt as a mechanism to equalize the costs of improvements to present and future residents. The issuance of debt should provide a sufficient sum of money to make major improvements when it is needed and should take into account the relative costs of obtaining the funds. Decision criteria considered shall include the following:
 - (a) Debt shall be primarily used to finance capital projects with a relatively long life expectancy, i.e., ten (10) years or greater. Capital requirements that are recurring, of relative small scale, or are for short-lived improvement should be funded through current funds or the Capital Reserve Fund.
 - (b) Debt shall be issued in such a way so that the term of the financing does not exceed the useful life of the asset.
4. All budgeted funds are required to be balanced. As such, total anticipated revenues, plus fund balance applied if applicable, must equal the sum of budgeted expenditures for each fund.

5. The Town maintains a financial and budgetary control system to ensure adherence to the budget and an awareness of the financial environment, preparing quarterly reports to compare actual revenues and expenditures to budgeted amounts.

C. Capital Improvement Program:

1. A Capital Improvement Program shall be prepared by Town staff and submitted to the Planning Commission as per Connecticut General State Statutes.
2. The Town Council shall approve a Capital Improvement Program annually.
3. The Capital Improvement Program shall consist of a multi-year priority listing of long term capital projects, accompanied by a financing plan which finances all projects in the plan, and is supported by the appropriate sources of revenue. The financing plan shall be in accordance with the debt management policies contained herein.
4. It is the intent of these policies that authorized projects must be part of an adopted Capital Improvement Program.
5. Appropriations for construction or for other permanent improvements from whatever source derived shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned. However any project shall be deemed to have been abandoned if three (3) fiscal years lapse without any expenditure from or encumbrance of the appropriation therefore. Furthermore, any such appropriation which has not been completely expended at the end of five (5) years from the date thereof shall thereupon lapse, unless re-appropriated or extended.

D. Capital Reserve Fund:

1. A Capital Reserve Fund shall be funded annually to ensure that adequate funds are available to purchase equipment, repairs and improvements on a timely basis. This program is designed to stabilize budgeting for such purchases and to fund that part of the Town's capital budget related to those purchases.
2. As per council resolution adopted in December of 1984 and Ordinance Number 179 adopted on September 17, 1985, the Town Manager shall include in the proposed annual budget not less than four (4) percent of the total General Fund Budget for the purpose of paying current outstanding debt service and allocating funds to a "Reserve Fund for Capital and Non-Recurring Expenditures". The amount of said Capital Reserve Fund for capital items will be the remainder after subtracting the necessary debt service payments. The amount so allocated shall be subject to the annual budgetary process.

E. Management:

1. It shall be the responsibility of the Town Manager or his designee to maintain all necessary files associated with the issuance of Town debt.

2. The Town Manager shall submit for Council consideration a fiscal impact statement prior to any Council action to authorize a project involving the issuance of debt. The fiscal impact statement shall contain tables, charts and graphs which address the following:
 - (a) an estimate of the debt service levy to be required at the time of long term debt issuance,
 - (b) a calculation showing the impact of this additional levy to the existing debt service levy at that time,
 - (c) a schedule showing the impact of such issuance on the mill rate over the period of time that the issuance is for, and
 - (d) a table setting forth the computation of the debt limit of the Town and the debt incurring margin as set by State Statute and listing various debt ratios relating to the Town's indebtedness.

F. Debt Issuance Ratios/Limits and Repayment Schedules:

1. The Town shall use the following limits to guide issuance of debt:
 - (a) The Town shall not exceed fifty (50) percent of its statutory debt limit.
 - (b) Total direct indebtedness shall not exceed five (5) percent as percentage of full valuation (most recent equalized grand list as developed by the State of Connecticut).
 - (c) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures.
2. Repayment schedules shall be designed to relate to the useful life of the asset and generally be in accordance with the following:
 - (a) Fifteen (15) years for most general obligation public improvement debt.
 - (b) Twenty (20) years for benefit district debt and debt supported by special revenues.
 - (c) Ten (10) to twenty (20) years for capital improvement of town-wide significance and where justified by the magnitude of the project.
 - (d) On an overall basis, all general obligation debt shall be structured to retire at least fifty (50) percent of the Town's indebtedness within ten (10) years.

G. Operating Reserves:

1. The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. They are an integral part of the financial structure of the Town and help make it possible for the Town to issue debt. Operating reserves are a significant factor considered in evaluating and assigning credit ratings by the bond rating agencies.
2. The Town shall maintain the following reserves:
 - (a) An annual contingency reserve in the general fund operating budget which is not more than two (2) percent of annual expenditures.

- (b) An unassigned General Fund reserve maintained in an amount equal to at least seven and one-half (7.5%) percent of annual general fund expenditures.
- (c) A sixty (60) day reserve in special revenue funds in order to meet potential unanticipated needs.

H. Continuing Disclosure:

1. The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of the Securities and Exchange Commission (SEC), Rule 15c2-12 concerning primary and secondary market disclosure. The Town shall file such information through a nationally recognized municipal securities information repository (NRMSIR) and where applicable on the Town's web page.

I. Alternative Financing Plan:

The Town Manager is allowed to suggest to the Town Council an alternative financing plan for proposed capital projects if a complete analysis indicates that an alternative approach is deemed in the best interests of the Town of Groton.

Excerpt from Town Charter that describes the process for preparing, reviewing, adopting and amending the budget.

CHAPTER IX. BUDGET AND FINANCE

9.1 Annual Budget Preparation.

9.1.1 The Budget shall provide a complete financial plan of all town funds to be appropriated for the ensuing fiscal year and, except as required by CGS or this Charter, shall be in such form as the Council may require. The Budget shall begin with a general summary of its contents; shall show in detail all estimated income, including the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged to show comparative figures for actual revenue and expenditures of the preceding fiscal year, estimated revenue and expenditures of the current fiscal year, and estimates of revenue and requested budget for the next fiscal year.

9.1.2 The Budget shall include the Town Manager's recommendations of the amounts to be appropriated for the several departments, departmental functions, offices or agencies of the Town for the ensuing fiscal year for all items, except that the Town Manager shall transmit to the Council the estimates for the BOE or any political subdivision within the Town as submitted to the Town Manager under Section 9.2. Upon the request of the Council, the Town Manager may provide comments on the budget estimates of any political subdivision. The Town Manager shall present reasons for all the manager's recommendations with other such information as may be required by the Council.

9.1.3 Proposed Capital Projects.

As part of the annual Budget or as a separate report attached thereto, the Town Manager shall present a program, previously considered and acted upon by the Town Planning Commission in accordance with the CGS, concerning municipal improvements and proposed capital projects for the ensuing fiscal year and for the five (5) fiscal years thereafter. Estimates of the costs of such projects shall be submitted by each department, departmental function, office or agency including the BOE annually in the form and manner prescribed by the Town Manager. The Town Manager shall recommend to the Council those projects to be undertaken during the ensuing fiscal year and the methods of financing the same. All proposed capital projects, regardless of the proposed method or source of funding, shall be included in the Budget. No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

9.1.4 Fiscal Year.

The fiscal year of the Town shall begin on July 1st and end June 30th unless changed by the CGS.

9.2 Duties of the Town Manager on the Budget.

The Town Manager shall require each department, office or agency of the Town supported wholly or in part by town funds, or for which a specific town appropriation is made, including the BOE and any political subdivision within the Town requesting an appropriation, to set forth in such form as the Council may prescribe, a program or programs showing services, activities and work accomplished during the current year and to be accomplished during the ensuing year. Estimated cost of services, work and activities shall be included.

9.2.1 Budget Estimates.

9.2.1.1 The Town Manager shall compile preliminary estimates for the annual Budget. The head of each department, office or agency of the Town, except the BOE and any political subdivision within the Town requesting town appropriation, shall file with the Town Manager on or before January 14th on forms prescribed and provided by the Manager a detailed estimate of the expenditures to be incurred by each department, departmental function or agency and the revenue, other than tax revenues, to be earned thereby in the ensuing fiscal year and such other information as may be required by the Council or the Town Manager.

9.2.1.2. The Chairman of the BOE shall submit a similar report on or before February 28th.

9.2.1.3. The governing body of any political subdivision within the Town requesting town appropriations shall submit a similar report on or before February 28th.

9.2.2. Not later than March 15th the Town Manager shall present to the Council a total Budget of the general form and content described in Section 9.1.

Sec. 9.3 Duties of the Council on the Budget.

9.3.1 General.

Following receipt of the proposed budget estimates from the Town Manager, the Chairman of the BOE, and the political subdivisions, and not later than April 6th, the Council shall hold at least one public hearing at which the public may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. At least ten (10) days prior to the aforementioned public hearing, the Council shall cause sufficient copies of said budget estimates to be made available for general distribution in the office of the Town Clerk; shall cause a copy of said estimates to be made available for download via the internet; and shall cause to be published in a newspaper having circulation in the Town, a notice of such public hearing and a summary of said proposed budget estimates and also showing the amount proposed to be raised by taxation. After holding such hearing and on or before April 28th, the Council shall approve a Budget, present the same to the RTM, and set a date for the annual budget meeting of the RTM. The Council's proposed Budget need not be limited in total or in any particular by the recommendations of the Town Manager, the BOE, nor any political subdivision within the Town.

9.3.2 Tax rate.

When the Council approves the Budget, it shall also compute the tax rate in mills which would be levied on the taxable property in the Town for the ensuing fiscal year if the RTM adopts the Budget. Such tax shall be sufficient to pay all estimated expenses for the ensuing year, and any deficits of the current year. When the RTM has approved a final Budget, the Council shall determine the final tax rate on or before June 9th.

Sec. 9.4 Duties of the RTM on the Budget.

Following receipt of the Budget approved by the Council, the RTM shall meet as directed by the Council for the consideration of the Budget. This meeting shall be held on or before May 3rd at such hour and at such place as the Council shall direct. It may be adjourned from time-to-time provided that final action be taken on the Budget not later than May 25th.

The RTM may cut appropriations recommended in the Budget and may, by a two-thirds (2/3) vote of the members present and voting, restore cuts made in a department appropriation by the Council; provided, that in no case can the final total of the Budget or of any bond issue be greater than that proposed by the Town Manager (including the BOE budget) or by the Council, whichever is greater. The RTM shall return the approved Budget to the Council.

Sec. 9.5 Failure to adopt Budget.

9.5.1 Council fails to adopt Budget.

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager, in accordance with the provisions of Section 9.2.2 of this Charter, shall be presented to the RTM. Should the RTM adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the RTM's adopted Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.2 RTM fails to adopt Budget.

Should the Council approve a Budget on or before April 28th, and the RTM fails to adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the Council's approved Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.3 Both Council and RTM fail to adopt Budget.

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager in accordance with the provisions of Section 9.2.2 of the Charter, shall be presented to the RTM. Should the RTM fail to adopt a Budget at the annual budget meeting as specified in Section 9.4 of the Charter, the Budget as transmitted by the Town Manager in accordance with Section 9.2.2 of the Charter shall be deemed to be the Budget of the Town, and the Town Manager shall lay the tax rate in accordance therewith.

Sec. 9.6 Financial Powers of the RTM.

Any appropriation of ten thousand dollars (\$10,000) or more in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes, except notes in anticipation of taxes to be paid within the fiscal year in which issued, and any resolution providing for the sale of real estate of the Town valued in excess of ten thousand dollars (\$10,000) used or reserved for town purposes or the purchase of real estate valued in excess of ten thousand dollars (\$10,000) for such purposes, shall become effective, except as otherwise specifically provided in this Charter, only after it has been adopted by the RTM by the vote of the majority of those present and voting at such meeting.

The RTM shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing except upon recommendation of the Council nor act upon any appropriation which has not been acted upon by the Council.

No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

Sec. 9.7 Emergency Appropriations.

Emergency appropriations not exceeding fifty thousand dollars (\$50,000.00) in any one fiscal year may be made upon the recommendation of the Town Manager and by a vote of not less than seven (7) members of the Council for the purpose of meeting a public emergency threatening either the lives, health or property of citizens; provided a public hearing, at which any elector or taxpayer of the Town shall have an opportunity to be heard, shall be held prior to making such appropriations, notice of which hearing shall be given in a local daily newspaper having circulation in the Town not more than ten (10) days nor less than five (5) days prior to such hearing. Such hearing and notice of hearing may be waived if the Council by an affirmative vote of not less than eight (8) of its members shall decide that a delay in making the emergency appropriation would jeopardize the lives or health or property of citizens.

In addition to the above appropriation, upon the recommendation of the Town Manager, the Council may also make an emergency appropriation for similar purposes not exceeding ten thousand dollars (\$10,000) without any such hearing and notice upon the affirmative vote of not less than six (6) of its members. In the absence of an available unappropriated and unencumbered surplus in the general fund to meet such appropriations, additional means of financing shall be provided in such a manner, consistent with the provisions of the CGS and of the Charter, as may be determined by the Council.

Sec. 9.8 Tax Bills.

It shall be the duty of the Tax Collector to prepare and mail to each taxpayer, before the date when taxes are due and payable, a tax bill the form of which shall be acceptable to the Commissioner of Revenue Services.

Sec. 9.9 Assessment and Collection of Taxes.

Except as specifically provided in the Charter, the assessment of property for taxation and the collection of taxes shall be carried on as provided in the CGS.

Sec. 9.10 Expenditures and Accounting.

9.10.1 General.

No purchase shall be made by any department, ABC, or officer of the Town other than the BOE, the Probate Court, except through the Purchasing Agent and such purchases shall be made under such rules and regulations as may be established by the Council. The Director of Finance shall record the amounts of authorized purchases and contracts for future purchases as encumbrances against the appropriation from which they are to be paid.

9.10.2 Approval by Director of Finance.

No voucher, claim or charge against the Town shall be paid until the same has been audited by the Director of Finance or the Director's agent and approved by him/her for correctness and legality. Checks shall be drawn by the Director of Finance for the payment of approved claims which shall be valid only when countersigned by the Treasurer. The Council may make provision, by resolution, for other town officials,

or town or BOE employees to sign and countersign checks in the absence or inability to act of either the Director of Finance or the Treasurer, or both, subject to such conditions as the Council may impose.

9.10.2.1 *Restrictions on purchasing.* Purchases shall be made under such rules and regulations as may be established by the Council, subject to the provisions of CGS.

9.10.3 *Method of making Payments.*

The Director of Finance shall prescribe the time at which and the manner in which persons receiving money on account of the Town shall pay the same to the Town Treasurer.

9.10.4 *Council Approval before exceeding Budgetary item.*

The several departments, commissions, officers and boards of the Town shall not involve the Town in any obligation to spend money for any purpose in excess of the amount appropriated therefor until the matter has been approved and voted by the Council and each order drawn upon the Treasurer shall state the department, commission, board or officer or the appropriation against which it is to be charged. When any department, commission, board or officer shall desire to secure a transfer of funds in its or his/her appropriation from funds set apart for one specific purpose to another, before incurring any expenditure therefor, such department, commission, board or officer shall make application to the Town Manager whose duty it shall be to examine into the matter, and upon approval of the Council such transfer may be made but not otherwise.

9.10.5 *Council Authority for Transfer of Funds.*

Upon the request of the Town Manager, but only within the last three (3) months of the fiscal year, the Council may by resolution transfer any unencumbered appropriations, balance or portion thereof from one department, commission, board or office to another.

In no instance shall appropriations for debt service or other statutory charges be transferred to other purposes. Transfers of ten thousand dollars (\$10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.6 *Supplemental appropriations.*

Additional appropriations over and above the total Budget may be made from time to time by the Council, except as otherwise provided in this Charter, upon recommendation of the Town Manager and certification from the Director of Finance or his/her agent as approved by the Town Manager that there is available an unappropriated and unencumbered surplus in general fund to meet such appropriations.

9.10.7 *Contingency account.*

No expenditure may be charged to the contingency account, but the Council may transfer funds in the contingency account to any other account. Transfers of ten thousand dollars (\$10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.8 *Penalties for violations.*

Every payment made in violation of the provision of this Charter shall be deemed illegal and every official authorizing or making such payment or taking part therein and every person receiving such payment or any part thereof shall be jointly and severally liable to the Town for the full amount so paid or received. If any officer or employee of the Town or BOE shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of the Charter or take any part therein, such action shall be cause for his/her removal.

Sec. 9.11 Contributions.

The annual Budget may include contributions to organizations or private corporations which perform a public function that benefits the Town and/or its residents. Such organizations or private corporations shall properly account for the proposed spending of funds provided by the Town.

Sec. 9.12 Annual Audit.

The Council shall require an annual audit of all accounts of record and all town funds appropriated, nonappropriated and held in trust in accordance with the CGS.

Sec. 9.13 Borrowing.

The Town shall have the power to incur indebtedness by issuing its bonds or notes as provided by the CGS subject to the limitations thereof and the provisions of this section.

The issuance of bonds and notes shall be authorized by ordinance and if any such bond issue or issuance of notes, except notes in anticipation of taxes to be paid or other revenue to be received within the fiscal year in which issued, shall exceed when authorized the sum of seven hundred fifty thousand dollars (\$750,000) or which shall, when added to all other bond issues or issuance of notes previously authorized in the same fiscal year bring the total of such bond issues or issuance of notes authorized for that fiscal year to a sum in excess of seven hundred fifty thousand dollars (\$750,000), said bond issue or issuance of notes shall be approved by a referendum vote at any regular town, state or special election or at a referendum called for that purpose.

RESERVE FUND FOR CAPITAL AND NON-RECURRING EXPENDITURES

ARTICLE I. IN GENERAL

Sec. 2-1. Reserve fund for capital and nonrecurring expenditures.

(a) *Creation of fund.* Pursuant to C.G.S. §§ 7-359 through 7-368, there is hereby established a reserve fund for capital and nonrecurring expenditures for the town.

(b) *Allocation to reserve fund.* The town manager shall include in the proposed annual budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures. The amount so allocated shall be subject to the annual budget and appropriation or supplemental appropriation process as provided in the Charter. No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget.

(c) *Appropriation from the fund.* The town manager shall annually recommend expenditures from such fund for the purpose of planning, construction, reconstruction, or acquisition of any specific capital improvement or acquisition of any specific item of equipment as provided by statute, such expenditures proposed shall be subject to the annual budget and appropriation or supplemental appropriation process as provided by the Charter. Appropriations from the fund shall be made only for capital assets, projects, or acquisitions of a non-recurring nature, with a cost of over \$25,000.00, and with a useful life expectancy of over five years. Supplemental appropriations from the fund shall require public notice, a public hearing, and simple majority vote of the town council and representative town meeting.

(d) *Maintenance of the fund.* At least quarterly, the town manager shall report to the town council on the status of the fund and the expended and unexpended balances of each appropriation.
(Ord. No. 179, 9-17-85)

TOWN OF GROTON, CONNECTICUT

BASIS OF BUDGETING AND ACCOUNTING

Background

There are three basic categories of differences between the basis of accounting and the basis of budgeting that follows generally accepted accounting principles (GAAP) for state and local government: (1) Basis of Accounting – “Cash plus encumbrances” and “modified accrual” are two of the different ways to define revenue and expenditures; (2) Perspective – The budget and accounting reports may have different fund reporting structures, e.g., a budget may account for debt services in the Local Funds, while GAAP principles require that debt service be recorded in a separate fund; (3) Reporting Component – the Town’s Comprehensive Annual Financial Report (CAFR) may present “reporting components and funds in different ways than the budget document.

Accounting System

The Town’s accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity (corresponding to a corporation in the private sector) having its own assets, liabilities, equity, revenue and expenditure/expenses. The types of funds used are determined by GAAP. The number of funds established within each type is determined by sound financial administration. Specialized accounting and reporting principles and practices apply to governmental funds. Proprietary and trust funds are accounted for in the same manner as similar business enterprises or nonbusiness organizations.

Internal Control

Management of the Town is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Town are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Basis of Budgeting

The basis of budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, which are the legal authority to spend or collect revenues. The Town uses a modified accrual basis for budgeting governmental funds. Propriety funds are budgeted using accrual concepts. All operating and capital expenditures and revenue are identified in the budgeting process because of the need for appropriation authority.

The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in preparing the CAFR at the end of the fiscal year. A number of GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget.

FUND DESCRIPTIONS

The accounts of the Town are organized on the basis of funds and account groups, each of which are considered a separate accounting entity. The operation of the funds is accounted for by a separate set of self-balancing accounts that comprise assets, liabilities, fund equity, and revenues, and as applicable, expenditures and expenses. The individual funds account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with special regulation, restriction, or limitations. These are all allocated.

GOVERNMENTAL FUNDS: These funds are used to account for the programs and activities of the governmental functions of the Town.

General Fund: This fund serves as the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund. General government, general services, public safety, public works, planning & development, human services, community services, insurance, contributions to other funds, education, capital/debt service, outside agencies, subdivisions are financed through real property taxes, licenses and permits, interest, state & federal funds, service charges and other revenues.

SPECIAL REVENUE FUNDS: These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted expenditures for specified purposes.

Golf Course (Function 2010): This fund is used to account for the operation of the Town's municipal golf course, Shennecossett Golf Course.

Sewer Operating (Function 2020): This fund is used to account for the operation of the water pollution control wastewater collection system and secondary treatment facility.

Solid Waste Collections (Function 2030): This fund is used to account for the management of the solid waste disposal system, residential, commercial and governmental operations.

Special/Taxing Districts (Function 2060): This fund is used to provide funds for fire protection services to properties not in an operational fire district.

Revaluation (Function 2120): This fund is used to account for quadrennial revaluations and updating aerial mapping.

Recreation and Senior Activities (Function 3240): This fund is used to account for recreational activities conducted by the Recreational Services Division and physical fitness and trip programs offered by the Senior Center.

Connecticard (Function 3310): This fund accounts for receipt of state aid for library purposes.

Sewer District (Function 4010): This fund is used to finance the Sewer District, which pays the principal and interest on bonds and notes.

Capital Reserve (Function 5010): This fund is used to account for financial resources provided by other funds with appropriations from the fund made only for capital assets, projects or acquisition of a non-recurring nature with a cost of over \$25,000 and with a useful life expectancy of over five years.

Computer Replacement (Function 6050): This fund accounts for the reservation of funds used for the acquisition of computers, licenses and related equipment.

INTERNAL SERVICE FUND: This fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the Town on a cost-reimbursement basis. Also includes funds that account for the capitalization of assets associated with their activities.

Fleet Reserve (Function 6040): This fund accounts for the reservation of funds for the acquisition and maintenance of vehicles, fuel and parts.

EXPENDABLE TRUST FUND: This fund is used to account for trust where both principal and earnings on principal may be spent for the trust's intended purposes.

Human Services Assistance (Function 7320): This fund is used to account for the benefit, maintenance and support of the poor residents of the Town of Groton.

FLOW OF FUNDS STRUCTURE

Funding Sources:

- Property Tax
- Licenses & Permits
- Interest on Investment
- State & Federal Funds
- Service Charges
- Other Revenues

GENERAL FUND

- Property Tax
- User Fees
- Interest on Investment
- State Grants
- Donations
- Payments from Other Funds

SPECIAL REVENUE FUNDS

- Vehicle Maintenance Fees
- Departmental Reimbursement
- Payments from Other Agencies
- Payments from Other Funds

INTERNAL SERVICE/ TRUST FUND

Users:

- General Government
- General Services
- Public Safety
- Public Works
- Planning & Development
- Human Services
- Community Services
- Non-Departmentals
- Contributions to Other Funds
- Education
- Capital/Debt Service
- Outside Agencies
- Subdivisions
- Contingency

Users:

- Golf Course
- Sewer Operating
- Solid Waste Collections
- Mumford Cove
- Revaluation
- Recreation & Senior Activities
- Connecticard
- Groton Sewer District
- Capital Reserve
- Computer Replacement

Users:

- Fleet Reserve
- Human Services Assistance

TOWN OF GROTON
FYE 2012 Adopted Budget
GENERAL FUND REVENUE DETAIL

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	PROPOSED FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
<u>General Property Taxes</u>							
4110 Current Taxes	72,018,649	74,161,983	74,347,100	80,846,370	78,318,814	75,452,361	1999
4111 Supplemental MV Tax	277,263	350,000	299,200	300,000	300,000	300,000	1999
4113 Interest & Lien Fees	536,168	600,000	543,000	510,000	510,000	510,000	1999
4114 Prior Year Taxes	1,935,407	900,000	2,700,200	1,000,000	1,284,245	1,284,245	1999
Total	74,767,487	76,011,983	77,889,500	82,656,370	80,413,059	77,546,606	
<u>Licenses and Permits</u>							
4234 Bldg & Related Permits/C.O.	184,544	207,283	188,192	194,832	194,832	194,832	1046
4236 Sporting Licenses	1,253	1,300	1,300	1,300	1,300	1,300	1005
4238 Dog Licenses	8,517	8,200	8,000	8,000	8,000	8,000	1005
4239 Other Licenses & Permits	8,594	11,500	12,360	12,400	12,400	12,400	1005, 1024
4242 Building Permits-Education Fee	164	80	186	193	193	193	1046
4243 State Land Use Fees	472	150	100	150	150	150	1046
Total	203,544	228,513	210,138	216,875	216,875	216,875	
<u>Revenue from Investments</u>							
4412 Interest on Investments	149,936	100,000	122,825	100,000	100,000	100,000	1013
Total	149,936	100,000	122,825	100,000	100,000	100,000	
<u>State Grants in Aid-Education</u>							
4521 Education Cost Sharing	21,705,313	21,756,515	21,775,544	25,374,989	25,374,989	25,374,989	1080
4522 Adult Education	112,102	153,130	135,251	112,230	112,230	114,517	1080
4523 Instruction for the Blind	13,843	40,000	13,843	13,843	13,843	13,843	1080
4525 Special Education	1,177,278	1,026,587	1,167,726	1,020,572	1,020,572	1,020,572	1080
4527 Non-Public Transportation	28,164	34,999	35,600	27,020	27,020	27,020	1080
4534 School Transportation	354,210	496,514	382,036	274,373	274,373	274,373	1080
4540 School Building Grants	114,064	55,852	55,852	54,689	54,689	54,689	1076
4541 Int Subsidy Payments	5,709	2,773	2,773	940	940	940	1076
4544 Non-Public Pupil Service	30,110	34,400	32,846	32,851	32,851	32,851	1080
Total	23,540,793	23,600,770	23,601,471	26,911,507	26,911,507	26,913,794	
<u>State Grants in Aid-General Gov</u>							
4507 State Grants	0	35,000	135,768	60,000	60,000	148,853	
4551 PILOT:Enterprise Zone	503,496	543,625	547,385	608,745	595,000	574,000	1999
4552 PILOT:Mfgr Mach & Equipment	1,405,002	1,748,783	0	1,404,035	1,736,900	1,373,459	1999
4553 PILOT:State & Tax Exempts	1,382,964	1,214,876	1,400,411	1,204,227	1,204,227	1,204,227	1999
4554 Pequot-Mohegan Grant	1,388,508	1,372,285	1,374,940	1,362,025	1,362,025	1,362,025	1999
4555 911 Enhancements	165,482	162,500	165,482	165,482	165,482	165,482	1014
4556 Miscellaneous State Revenue	24,846	7,800	14,100	14,800	14,800	14,800	various
4557 Nuclear Safety Drill	26,066	24,072	24,072	24,836	24,836	31,626	1014
4558 Highway Illumination	1,619	1,619	1,619	1,619	1,619	1,619	1035
4559 Town Highway Aid	203,490	203,490	203,490	203,490	203,490	203,490	1035
4560 Telephone Access	167,740	250,000	161,646	250,000	250,000	161,000	1999
4562 Retail Sales Tax	0	0	0	139,668	235,044	0	1999
4563 Room Occupancy Tax	0	0	0	239,953	239,953	0	1999
4564 Property Tax Relief	0	0	0	0	0	472,797	1999
4566 TVCCA-Supp Housing Program Grant	9,000	9,000	9,000	9,000	9,000	9,000	1051
4568 Youth Service Bureau	31,434	31,413	31,434	31,434	31,434	31,434	1051
Total	5,309,647	5,604,463	4,069,347	5,719,314	6,133,810	5,753,812	
<u>Federal Grants in Aid</u>							
4508 Federal Funds	110,913	95,000	119,377	119,377	119,377	119,377	1080, 1999, 1024
4510 FEMA Reimbursement	227,664	0	76325	0	0	0	1014, 1035
4591 Pupil Impact Aid	4,113,790	4,949,088	4,973,039	4,082,363	4,082,363	4,397,751	1080
4592 Emergency Management (SLA)	13,326	15,196	15,196	15,196	15,196	15,196	1014
4593 Education State Grants (ARRA/SFSF)	2,333,524	2,331,962	3,620,123	0	0	0	1080
4594 Governor's Service Funds(ARRA/SFSF)	1,286,599	1,286,512	0	0	0	0	1080
Total	8,085,816	8,677,758	8,804,060	4,216,936	4,216,936	4,532,324	

TOWN OF GROTON
FYE 2012 Adopted Budget
GENERAL FUND REVENUE DETAIL

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	PROPOSED FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
<u>Charges for Current Services</u>							
4602 Planning Application Fees	11,200	10,350	8,000	10,000	10,000	10,000	1046
4610 Recording Instruments	155,656	160,000	192,000	170,000	170,000	170,000	1005
4611 Conveyance Tax	590,622	550,000	586,000	560,000	560,000	586,000	1005
4616 Golf Course	55,412	57,074	57,074	63,103	63,103	63,103	1999
4617 Maps/Copies/Document Sales	1,136	1,000	800	1,000	1,000	1,000	1046
4618 Tax Collection Services	177,308	182,627	182,627	208,439	208,439	208,439	1013
4620 Sewer Fund/Landfill Service	504,415	519,548	485,477	485,478	612,698	612,698	1999
4622 Accident Reports	1,782	2,200	1,528	2,100	2,100	2,100	1024
4623 Dispatch/Paramedic Service	1,000	1,000	1,000	1,000	1,000	1,000	1014
4624 N Stonington-Dispatch	48,573	37,562	37,562	52,819	52,819	52,819	1014
4624A Stonington Ambulance Dispatch	0	5,000	5,000	5,000	5,000	5,000	1014
4624B Groton Utilities Dispatch	0	5,000	5,000	5,000	5,000	5,000	1014
4626 Playground Aides - BOE	25,444	24,992	40,574	0	0	0	1064
4627 Housing Authority Shelter Rent	46,296	46,500	49,160	49,250	49,250	49,250	1054, 1035
4629 Coord Medical Emerg Direc	22,832	22,832	22,832	22,832	22,832	22,832	1014
4631 BOE-FHS/Ground Mowing	42,417	44,538	44,538	48,875	48,875	48,875	1064
4632 GIS Revenue	2,073	1,800	1,000	1,000	1,000	1,000	1013, 1014, 1035
4641 Vital Statistics	5,624	6,200	6,200	6,200	6,200	6,200	1005
Total	1,691,790	1,678,223	1,726,372	1,692,096	1,819,316	1,845,316	
<u>Schools-Library-Recreation</u>							
4662 Tuition from Other Towns	125,515	251,425	138,066	138,066	138,066	138,066	1080
4669 Other School Receipts	74,767	60,000	50,000	50,000	50,000	50,000	1080
4670 Library Fines	28,833	28,000	28,000	28,000	28,000	28,000	1063
4671 Library-Lost & Damaged	3,056	3,000	3,000	3,000	3,000	3,000	1063
4672 Senior Center Fees	65,403	58,000	64,000	42,540	42,540	42,540	1064
4683 Park Concession & Rental	1,668	1,000	1,100	1,000	1,000	1,000	1064
4684 Program & Events Revenue	23,958	15,330	13,330	0	0	0	1064
4685 Summer Playground Revenue	85,464	98,000	24,757	0	0	0	1064
4686 Park & Recreation Rentals	3,185	3,000	2,000	3,000	3,000	3,000	1064
4688 Library Fees	15,004	14,000	15,000	15,000	15,000	15,000	1063
4691 Library-Copier Fees	6,848	6,500	6,000	6,000	6,000	6,000	1063
Total	433,701	538,255	345,253	286,606	286,606	286,606	
<u>Other Revenue</u>							
4310 Court Fines	13,834	12,100	13,177	13,210	13,210	13,210	1024
4311 Parking Tickets	2,355	3,100	2,210	2,700	2,700	2,700	1024
4710 Land Record Copies	26,790	32,000	28,000	28,000	28,000	28,000	1005
4711 Vital Copies	65,669	60,000	60,000	60,000	60,000	60,000	1005
4712 Finance Dept Copies	1,422	1,250	1,350	1,350	1,350	1,350	1013
4714 Returned Check Fees	1,320	1,600	1,300	1,320	1,320	1,320	1013
4715 Aircraft Registrations	21,780	20,000	19,130	20,000	20,000	20,000	1013
4731 Sale of Capital Assets	8,203	4,000	6,246	4,100	4,100	4,100	1013
4733 Misc. Unclassified	97,320	44,207	69,377	39,118	39,118	39,118	1035
4734 Animal Control Fees	4,996	5,200	4,680	5,100	5,100	5,100	1024
4740 Disposal Fees	135,439	127,611	154,944	134,498	134,498	134,498	1035
4741 Lease Fees	106,265	106,744	108,526	109,004	109,004	109,004	various
4766 Payments From Other Funds	9,828	5,170	78,200	5,200	5,200	5,200	1005
Total	495,221	422,982	547,140	423,600	423,600	423,600	
Total Revenue	114,677,935	116,862,947	117,316,106	122,350,524	120,521,709	117,618,933	
4999 Fund Balance Applied	2,897,548	1,005,201	177,310	0	0	866,130	1999
Total Revenue with Fund Balance	117,575,483	117,868,148	117,493,416	122,350,524	120,521,709	118,485,063	

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

The adopted financing plan for the General Fund for Fiscal Year Ending June 30, 2012 totals \$118,485,063 . This is an increase of 0.5 % over the FYE 2011 revenue budget. The following are explanations of the FYE 2012 revenues by category along with comparison financial data. The revenues designated from the State of Connecticut are based on the State's Adopted Budget for FYE 2012 that was signed by the Governor in early May 2011.

This budget maintains the projected fund balance at 7.5% of General Fund Expenditures and proposes that \$8,886,380 million remain in the fund balance.

*****GENERAL PROPERTY TAXES:**

65.4% of the General Fund Budget:

The current (FYE 2011) mill rate of 18.42 mills is increased by 0.47 mills to 18.89 mills, a 2.6% increase.

***Current Taxes:** The current levy for FYE 2012 is based on all taxable property in the Town as of October 1, 2010, after adjustments by the Board of Assessment Appeals.

The total of all values compiled is the Grand List.

The amount to be raised by taxes is calculated by taking the adopted budget appropriations for FYE 2012 less estimated receipts from non-tax sources. The mill rate (one mill is equivalent to one dollar of tax for every one thousand dollars of assessed value) is then calculated by using the October 1, 2010 Grand List less estimated legal exemptions and the tax collection rate of 97.5%.

Current taxes are due July 1 and January 1.

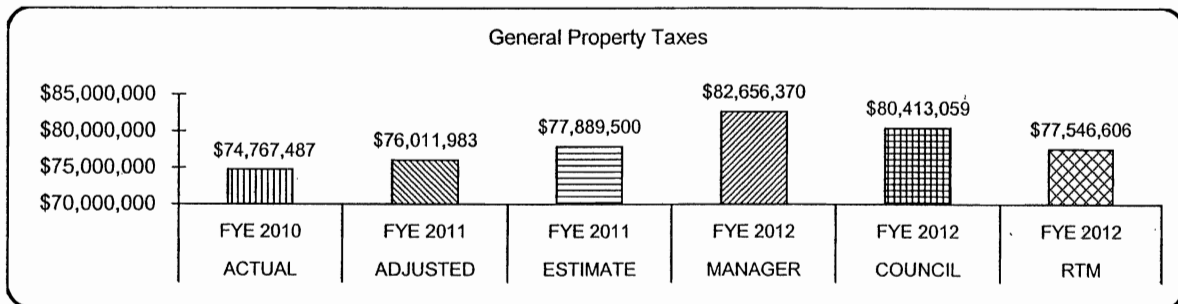
The Grand List which consists of three categories, decreased 0.2%. The real estate category rose 0.4% while personal property and motor vehicles, which are revalued every year, decreased by 8.6% and increased 3.4%, respectively.

***Supplemental Motor Vehicle Tax:** These taxes are based on vehicles expected to be registered in the Town during the interim period of October 2, 2010 to August 1, 2011; i.e., after the Grand List of October 1, 2010 has been set.

***Interest & Lien Fees:** An interest rate of 1.5% per month is applied on delinquent taxes as well as a \$24.00 lien fee on any property that has a lien placed on it.

***Prior Year Taxes:** These are the anticipated collections of delinquent taxes. In recent years, the increased collection efforts have maximized the collection of these taxes.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4110 Current Taxes	\$ 72,018,649	\$ 74,161,983	\$ 74,347,100	\$ 80,846,370	\$ 78,318,814	\$ 75,452,361	1999
4111 Supplemental MV Tax	\$ 277,263	\$ 350,000	\$ 299,200	\$ 300,000	\$ 300,000	\$ 300,000	1999
4113 Interest & Lien Fees	\$ 536,168	\$ 600,000	\$ 543,000	\$ 510,000	\$ 510,000	\$ 510,000	1999
4114 Prior Year Taxes	\$ 1,935,407	\$ 900,000	\$ 2,700,200	\$ 1,000,000	\$ 1,284,245	\$ 1,284,245	1999
Total	\$ 74,767,487	\$ 76,011,983	\$ 77,889,500	\$ 82,656,370	\$ 80,413,059	\$ 77,546,606	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****LICENSES & PERMITS:**

0.2% of the General Fund Budget:

*Building Permits: The Town charges \$20.00 on the first thousand dollars of construction cost and thereafter a \$10.00 fee on each one thousand dollars of construction.

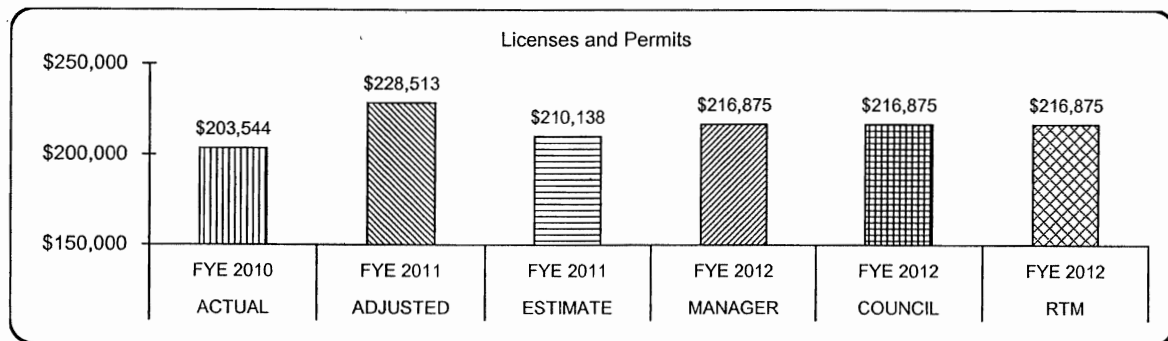
*Certificates of Occupancy: reflects an issuance fee of \$10.00 or 2% of the building permit fee, whichever is greater.

*Sporting Licenses: revenues reflect the \$1.00 per license that is retained by the Town.

*Dog License: revenues reflect the Town's portion of the amount of License fees that are collected of which some of the remainder is returned to the State.

*Other Licenses and Permits: This category includes revenues from Marriage Licenses, Pistol Permits, Vendor Permits and Land Use Application Fees.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4234 Build and Related Permits/C.O.	\$ 184,544	\$ 207,283	\$ 188,192	\$ 194,832	\$ 194,832	\$ 194,832	1046
4236 Sporting Licenses	\$ 1,253	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	1005
4238 Dog Licenses	\$ 8,517	\$ 8,200	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	1005
4239 Other Licenses & Permits	\$ 8,594	\$ 11,500	\$ 12,360	\$ 12,400	\$ 12,400	\$ 12,400	1005,1024,1046
4242 Building Permits-Education Fee	\$ 164	\$ 80	\$ 186	\$ 193	\$ 193	\$ 193	1046
4243 State Land Use Fees	\$ 472	\$ 150	\$ 100	\$ 150	\$ 150	\$ 150	1046
Total	\$ 203,544	\$ 228,513	\$ 210,138	\$ 216,875	\$ 216,875	\$ 216,875	



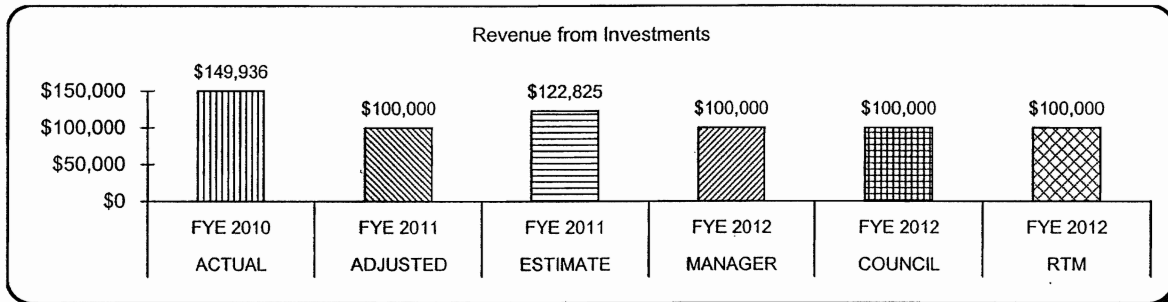
TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****REVENUE FROM INVESTMENTS:**

0.1% of the General Fund Budget:

*Interest on Investments: reflects the income earned from temporary investments made when Town funds in a given period exceeds the Town's immediate disbursement needs. Projected earnings from investments were budgeted at an average interest rate of 0.25% for FYE 2011 and .20% for FYE 2012.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4412 Interest on Investments	\$ 149,936	\$ 100,000	\$ 122,825	\$ 100,000	\$ 100,000	\$ 100,000	1013
Total	\$ 149,936	\$ 100,000	\$ 122,825	\$ 100,000	\$ 100,000	\$ 100,000	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****STATE GRANTS IN AID-EDUCATION;**

22.7% of the General Fund Budget:

The revenues designated from the State of Connecticut are from the State's FYE 2012 Adopted Budget.

*Education Cost Sharing (ECS): reflects the aid to the Town based on a State formula which takes into account a municipalities' wealth, State Guaranteed Wealth Level, state minimum education requirement and the count of "need students". In FYE 2010 and FYE 2011, approximately 14.3% of this revenue was supported by Federal Funds.

*Adult Education: provides reimbursement of a percentage of eligible costs of providing Adult Education programs.

*Special Education & Excess Special Education: provides assistance for special education programs.

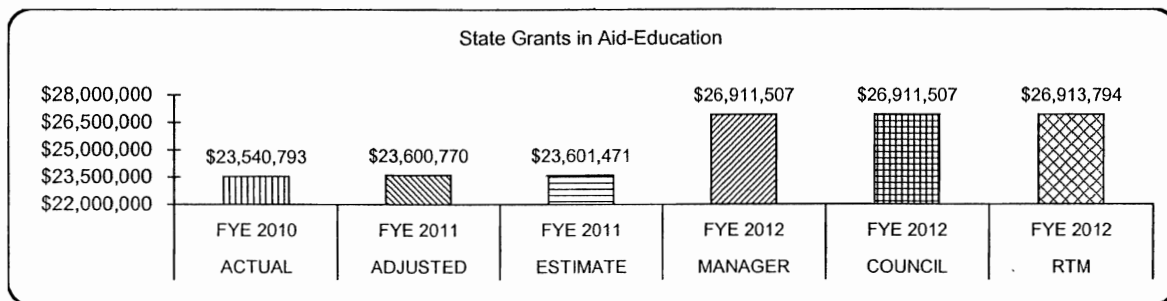
*Non-Public Transportation: reimbursement for transportation provided to private schools in the same manner and the basis as Public School transportation.

*School Transportation: provides for reimbursement of a portion of the costs associated with providing pupil transportation.

*School Building Grants: represents a program which subsidizes the debt service for bonds sold by the Town to construct and renovate school facilities.

*Interest Subsidy Payments: The State subsidizes the interest payments due for bonds sold to finance the construction, alteration or renovation of school facilities.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4521 Education Cost Sharing	\$ 21,705,313	\$ 21,756,515	\$ 21,775,544	\$ 25,374,989	\$ 25,374,989	\$ 25,374,989	1080
4522 Adult Education	\$ 112,102	\$ 153,130	\$ 135,251	\$ 112,230	\$ 112,230	\$ 114,517	1080
4523 Instruction for the Blind	\$ 13,843	\$ 40,000	\$ 13,843	\$ 13,843	\$ 13,843	\$ 13,843	1080
4525 Special Education	\$ 1,177,278	\$ 1,026,587	\$ 1,167,726	\$ 1,020,572	\$ 1,020,572	\$ 1,020,572	1080
4527 Non-Public Transportation	\$ 28,164	\$ 34,999	\$ 35,600	\$ 27,020	\$ 27,020	\$ 27,020	1080
4534 School Transportation	\$ 354,210	\$ 496,514	\$ 382,036	\$ 274,373	\$ 274,373	\$ 274,373	1080
4540 School Building Grants	\$ 114,064	\$ 55,852	\$ 55,852	\$ 54,689	\$ 54,689	\$ 54,689	1076
4541 Int Subsidy Payments	\$ 5,709	\$ 2,773	\$ 2,773	\$ 940	\$ 940	\$ 940	1076
4544 Non-Public Pupil Service	\$ 30,110	\$ 34,400	\$ 32,846	\$ 32,851	\$ 32,851	\$ 32,851	1080
Total	\$ 23,540,793	\$ 23,600,770	\$ 23,601,471	\$ 26,911,507	\$ 26,911,507	\$ 26,913,794	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****STATE GRANTS IN AID-GENERAL GOVERNMENT;**

4.9% of the General Fund Budget;

The revenues designated from the State of Connecticut are from the State's FYE 2012 Adopted Budget.

*State Grants: represents the anticipated reimbursement amount that the State provides to the General Fund for working on the Mystic Streetscape project.

*PILOT:Enterprise Zone: represents the reimbursement amount that the State provides due to the Town's participation in the Connecticut Enterprise Zone Program as a defense dependent community. The Program is a state/local partnership that targets firms that move to or expand in the designated zone. This state revenue represents 40% of the taxes due on the property with another 20% paid by the taxpayers and the remaining 40% abated by the Town for a five year period. This year the amount of the assessment associated with this exemption increased due to construction of two construction platforms at Electric Boat. An amount is appropriated state-wide and then allocated to those municipalities participating in this exemption program.

*PILOT:Manufacturing Machinery & Equipment (MME): represents the reimbursement amount that the state provides for tax revenue loss sustained as a result of two separate exemption programs for manufacturers. For FYE 2012, the State budget restores funding for the PILOT MME reimbursement program. Since Groton was one of the municipalities that did not receive a grant in FYE 2011 due to a filing error, we will receive an amount equal to the Town's FYE 2012 estimated payment.

*PILOT:State & Tax Exemptions: represents tax loss resulting from the exemptions for eligible state-owned property as well as exemptions for veterans and the elderly. For FYE 2012, the State's Budget provides the same level of funding for state owned real property as in FYE 2011.

*Peguet/Mohegan Grant: represents the allocation of funds resulting from the agreement reached in 1993, as amended between the State of Connecticut, the Mashantucket Pequots and the Mohegans for a portion of Indian Gaming revenues from slot machines. The State returns a portion of these revenues to the municipalities based on various statutory formulas. For FYE 2012, the State's Budget provides approximately the same level of funding as the FYE 2011 estimate.

*911 Enhancements: represents a state legislated monthly surcharge of \$.40 to \$.50 placed on each telephone line. The funds will be used to provide grants to Medical Regional Communications Centers (MRCC) to purchase new 911 computer equipment and pay network costs of the 911 system.

*Nuclear Safety Drill: the Town's reimbursement for expenses incurred for conducting a Millstone safety drill and other related expenses.

*Highway Illumination: State grant to reimburse the cost of streetlights along state highways.

*Town Highway Aid: is a grant used for various purposes including the construction and maintenance of public highways, roads and bridges. For FYE 2012, the Governor's Budget provides the same level of funding for state owned real property as in FYE 2011.

*Telephone Access: reflects the amount of personal property tax liability for telecommunications services providers. The tax liability is calculated by applying a 70% assessment ratio to the declared value of personal property in the Town as of October 1, 2010.

*Thames Valley Council for Community Action (TVCCA): represents a grant which provides supplemental funding to the Human Services Department which allows expanded housing and outreach activities.

*Property Tax Relief: A new revenue from the increased State Sales Tax (0.1%) and all of the increased state portion of the Real Estate Conveyance Tax (0.25%) that will be pooled and distributed to municipalities.

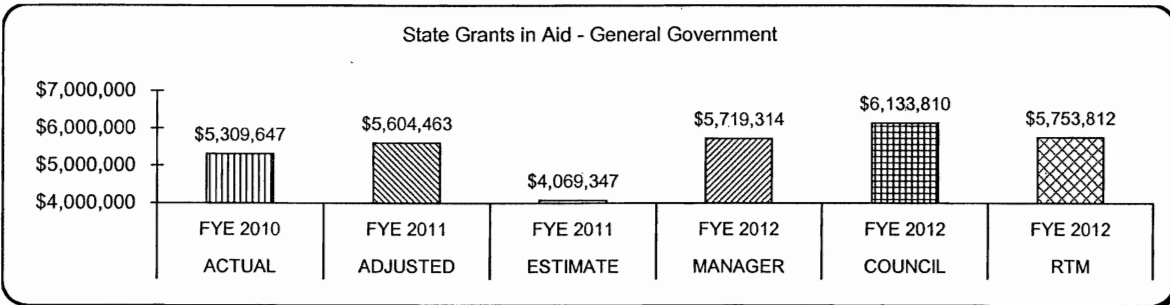
*Youth Service Bureau: represents a grant which enables the Human Services Department to provide counseling and crisis intervention services for at risk children, youth and parents.

(con't)

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****STATE GRANTS IN AID-GENERAL GOVERNMENT; (con't)**

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4507 State Grants	\$ 0	\$ 35,000	\$ 135,768	\$ 60,000	\$ 60,000	\$ 148,853	
4551 PILOT:Enterprise Zone	\$ 503,496	\$ 543,625	\$ 547,385	\$ 608,745	\$ 595,000	\$ 574,000	1999
4552 PILOT:Mfgr Mach & Equipment	\$ 1,405,002	\$ 1,748,783	\$ 0	\$ 1,404,035	\$ 1,736,900	\$ 1,373,459	1999
4553 PILOT:State & Tax Exempts	\$ 1,382,964	\$ 1,214,876	\$ 1,400,411	\$ 1,204,227	\$ 1,204,227	\$ 1,204,227	1999
4554 Pequot-Mohegan Grant	\$ 1,388,508	\$ 1,372,285	\$ 1,374,940	\$ 1,362,025	\$ 1,362,025	\$ 1,362,025	1999
4555 911 Enhancements	\$ 165,482	\$ 162,500	\$ 165,482	\$ 165,482	\$ 165,482	\$ 165,482	1014
4556 Miscellaneous State Revenue	\$ 24,846	\$ 7,800	\$ 14,100	\$ 14,800	\$ 14,800	\$ 14,800	1024,1051
4557 Nuclear Safety Drill	\$ 26,066	\$ 24,072	\$ 24,072	\$ 24,836	\$ 24,836	\$ 31,626	1014
4558 Highway Illumination	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	1035
4559 Town Highway Aid	\$ 203,490	\$ 203,490	\$ 203,490	\$ 203,490	\$ 203,490	\$ 203,490	1035
4560 Telephone Access	\$ 167,740	\$ 250,000	\$ 161,646	\$ 250,000	\$ 250,000	\$ 161,000	1999
4562 Retail Sales Tax	\$ 0	\$ 0	\$ 0	\$ 139,668	\$ 235,044	\$ 0	1999
4563 Room Occupancy Tax	\$ 0	\$ 0	\$ 0	\$ 239,953	\$ 239,953	\$ 0	1999
4564 Property Tax Relief	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 472,797	1999
4566 TVCCA-Supp Housing Program Grant	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	1051
4568 Youth Service Bureau	\$ 31,434	\$ 31,413	\$ 31,434	\$ 31,434	\$ 31,434	\$ 31,434	1051
Total	\$ 5,309,647	\$ 5,604,463	\$ 4,069,347	\$ 5,719,314	\$ 6,133,810	\$ 5,753,812	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****FEDERAL GRANTS IN AID:**

3.8% of the General Fund Budget:

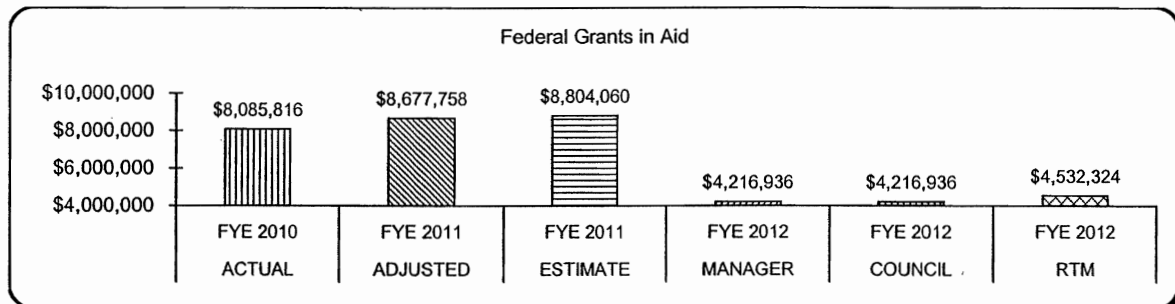
*Federal Funds: Federal reimbursements for health services for special education students who are eligible to receive Medicaid.

*Pupil Impact Aid: Federal reimbursement for the cost of educating federal dependents. This revenue is based on school enrollments and on a limited amount of funds appropriated by the U. S. Congress with estimates received by the Board of Education from the Federal Department of Education.

*Emergency Management (SLA): Partial reimbursement for costs related to Civil Preparedness through the State and Local Assistance (SLA) program.

*ARRA/SFSF: For FYE 2010 and FYE 2011, the Federal State Fiscal Stabilization Funds (SFSF) under the American Recovery and Reinvestment Act of 2010 (ARRA) supported 14.3% of the State's Education Cost Sharing entitlement grants.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4508 Federal Funds	\$ 110,913	\$ 95,000	\$ 119,377	\$ 119,377	\$ 119,377	\$ 119,377	1080
4510 FEMA Reimbursement	\$ 227,664	\$ 0	\$ 76,325	\$ 0	\$ 0	\$ 0	1014, 1035
4591 Pupil Impact Aid	\$ 4,113,790	\$ 4,949,088	\$ 4,973,039	\$ 4,082,363	\$ 4,082,363	\$ 4,397,751	1080
4592 Emergency Management (SLA)	\$ 13,326	\$ 15,196	\$ 15,196	\$ 15,196	\$ 15,196	\$ 15,196	1014
4593 Education State Grants (ARRA/SFSF)	\$ 2,333,524	\$ 2,331,962	\$ 3,620,123	\$ -	\$ -	\$ -	1080
4594 Governor's Service Funds(ARRA/SFSF)	\$ 1,286,599	\$ 1,286,512	\$ -	\$ -	\$ -	\$ -	1080
Total	\$ 8,085,816	\$ 8,677,758	\$ 8,804,060	\$ 4,216,936	\$ 4,216,936	\$ 4,532,324	



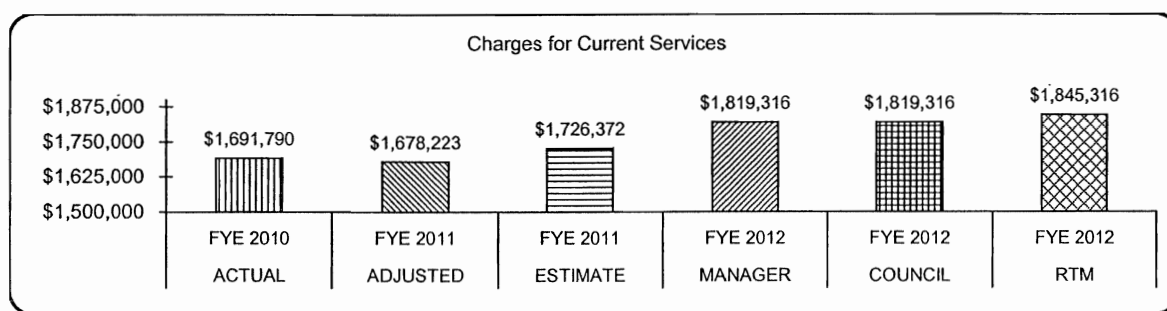
TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****CHARGES FOR CURRENT SERVICES:**

1.6% of the General Fund Budget:

*A variety of revenues that the Town's General Fund receives for services that it provides to the public, other organizations and other funds (cost allocation study (cas)). The Conveyance Tax revenue which is made up two portions, a local real estate conveyance tax of 0.25% of the selling price for all municipalities and an additional 0.25% for "targeted investment communities" (TIC) of which Groton is categorized, for a total of 0.50%.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4602 Planning Commission Fees	\$ 11,200	\$ 10,350	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000	1046
4610 Recording Instruments	\$ 155,656	\$ 160,000	\$ 192,000	\$ 170,000	\$ 170,000	\$ 170,000	1005
4611 Conveyance Tax	\$ 590,622	\$ 550,000	\$ 586,000	\$ 560,000	\$ 560,000	\$ 586,000	1005
4616 Golf Course (cas)	\$ 55,412	\$ 57,074	\$ 57,074	\$ 63,103	\$ 63,103	\$ 63,103	1999
4617 Maps/Copies/Document Sales	\$ 1,136	\$ 1,000	\$ 800	\$ 1,000	\$ 1,000	\$ 1,000	1046
4618 Tax Collection Services (cas)	\$ 177,308	\$ 182,627	\$ 182,627	\$ 208,439	\$ 208,439	\$ 208,439	1013
4619 Vehicle Maint.- Other (labor)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	1035
4620 Sewer Fund/Landfill Service (cas)	\$ 504,415	\$ 519,548	\$ 485,477	\$ 612,698	\$ 612,698	\$ 612,698	1999
4622 Accident Reports	\$ 1,782	\$ 2,200	\$ 1,528	\$ 2,100	\$ 2,100	\$ 2,100	1024
4623 Dispatch/Paramedic Service	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	1014
4624 N Stonington-Dispatch	\$ 48,573	\$ 37,562	\$ 37,562	\$ 52,819	\$ 52,819	\$ 52,819	1014
4624A Stonington Ambulance Dispatch	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	1014
4624B Groton Utilities Dispatch	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	1014
4626 Playground Aides-BOE	\$ 25,444	\$ 24,992	\$ 40,574	\$ 0	\$ 0	\$ 0	1064
4627 Housing Authority Shelter Rent	\$ 46,296	\$ 46,500	\$ 49,160	\$ 49,250	\$ 49,250	\$ 49,250	1035
4629 Coord Medical Emerg Direc	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	1014
4631 BOE-FHS/Ground Mowing	\$ 42,417	\$ 44,538	\$ 44,538	\$ 48,875	\$ 48,875	\$ 48,875	1064
4632 GIS Revenue	\$ 2,073	\$ 1,800	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	1013,1035
4641 Vital Statistics	\$ 5,624	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	1064
Total	\$ 1,691,790	\$ 1,678,223	\$ 1,726,372	\$ 1,819,316	\$ 1,819,316	\$ 1,845,316	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

*****SCHOOLS-LIBRARY-RECREATION;**

0.2% of the General Fund Budget:

Includes revenues generated from activities provided by the Town and Board of Education of which the major revenue sources are:

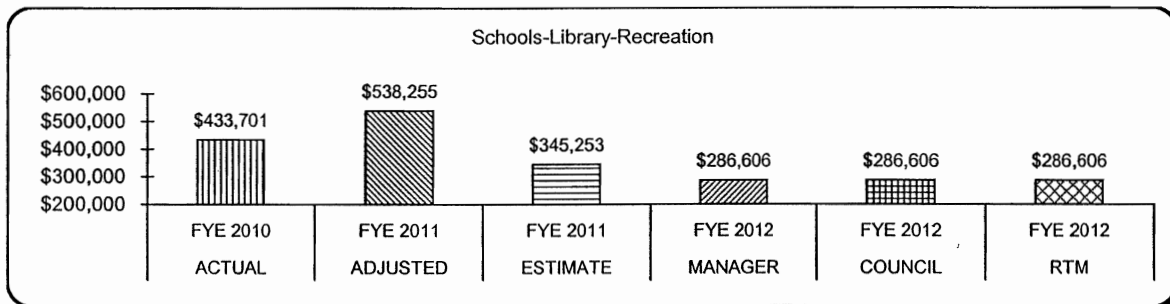
*Tuition from Other Towns: reflects payments for students outside the district to attend Groton Schools.

*Other School Receipts: includes Adult Education tuition and building use fees. This category reflects the fees and tuition generated by various programs, activities and classes offered by the Town.

*Senior Center Fees: represents revenues generated from activities associated with the Groton Senior Center.

*All Other Recreation: represents revenues received from participants of Parks and Recreation activities. In FYE 2006 and continuing for FYE 2011, self-supporting portion of Program & Events Revenue has been transferred to a Special Revenue Fund (SRF). In FYE 2012, all of the programs associated with Program & Events and Summer Playground Revenues were transferred to the SRF.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4662 Tuition from Other Towns	\$ 125,515	\$ 251,425	\$ 138,066	\$ 138,066	\$ 138,066	\$ 138,066	1080
4669 Other School Receipts	\$ 74,767	\$ 60,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	1080
4670 Library Fines	\$ 28,833	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	1063
4671 Library-Lost & Damaged	\$ 3,056	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	1063
4672 Senior Center Fees	\$ 65,403	\$ 58,000	\$ 64,000	\$ 42,540	\$ 42,540	\$ 42,540	1064
4683 Park Concession & Rental	\$ 1,668	\$ 1,000	\$ 1,100	\$ 1,000	\$ 1,000	\$ 1,000	1064
4684 Program & Events Revenue	\$ 23,958	\$ 15,330	\$ 13,330	\$ 0	\$ 0	\$ 0	1064
4685 Summer Playground Revenue	\$ 85,464	\$ 98,000	\$ 24,757	\$ 0	\$ 0	\$ 0	1064
4686 Park & Recreation Rentals	\$ 3,185	\$ 3,000	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	1064
4688 Library Fees	\$ 15,004	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	1063
4691 Library-Copier Fees	\$ 6,848	\$ 6,500	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	1063
Total	\$ 433,701	\$ 538,255	\$ 345,253	\$ 286,606	\$ 286,606	\$ 286,606	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

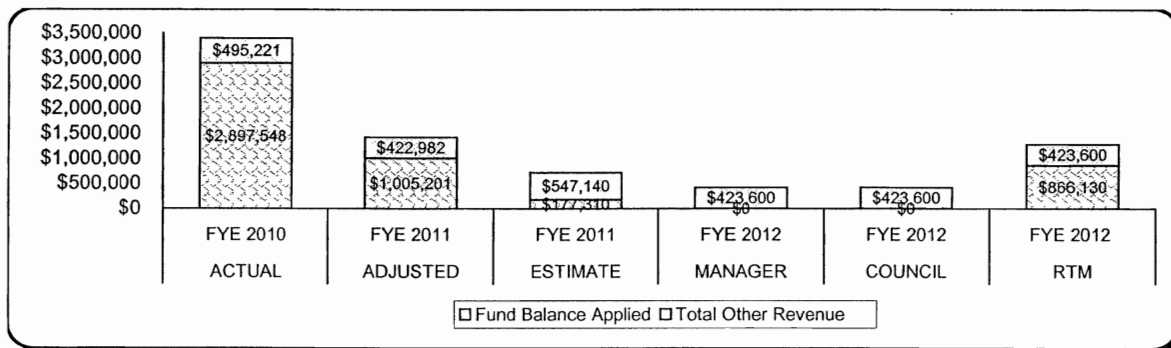
*****OTHER REVENUE and FUND BALANCE APPLIED:**

1.1% of the General Fund Budget:

A miscellaneous category which includes fees for copies of vital statistics, land records and returned checks, and income from leases and dogs sold and redeemed from the Animal Control Shelter.

A major dollar amount in this category is the Fund Balance Applied, which reflects funds earmarked from undesignated/unreserved funds to balance the proposed fiscal year's expenditures. With this year's allocation of Fund Balance Applied, the General Fund's Fund Balance is projected to be maintained at 7.5%.

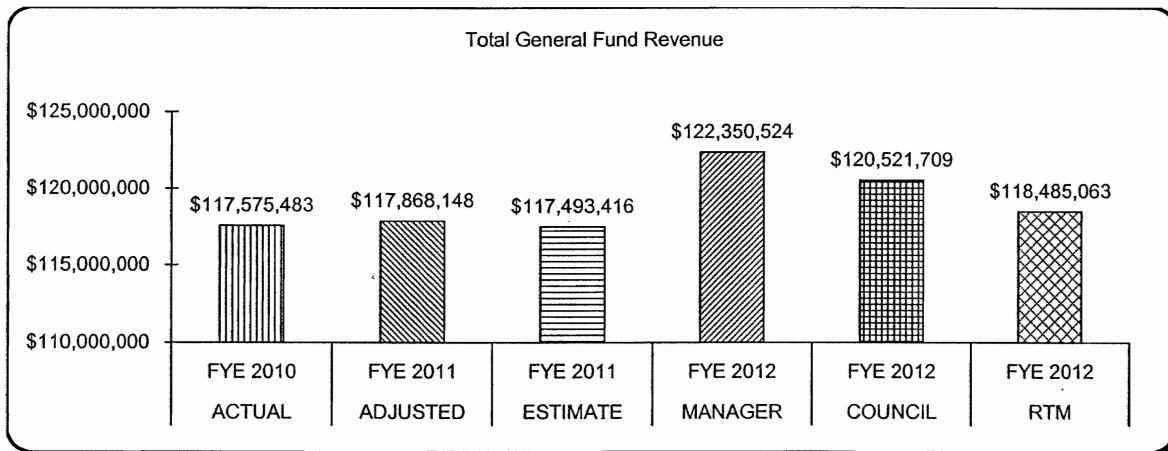
	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012	FUNCTION(S) CODE
4310 Court Fines	\$ 13,834	\$ 12,100	\$ 13,177	\$ 13,210	\$ 13,210	\$ 13,210	1005
4311 Parking Tickets	\$ 2,355	\$ 3,100	\$ 2,210	\$ 2,700	\$ 2,700	\$ 2,700	1005
4710 Land Record Copies	\$ 26,790	\$ 32,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	1005
4711 Vital Copies	\$ 65,669	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	1005
4712 Finance Dept Copies	\$ 1,422	\$ 1,250	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	1013
4714 Returned Check Fees	\$ 1,320	\$ 1,600	\$ 1,300	\$ 1,320	\$ 1,320	\$ 1,320	1013
4715 Aircraft Registrations	\$ 21,780	\$ 20,000	\$ 19,130	\$ 20,000	\$ 20,000	\$ 20,000	1013
4731 Sale of Capital Assets	\$ 8,203	\$ 4,000	\$ 6,246	\$ 4,100	\$ 4,100	\$ 4,100	1013
4733 Misc. Unclassified	\$ 97,320	\$ 44,207	\$ 69,377	\$ 39,118	\$ 39,118	\$ 39,118	1013,24,63,64
4734 Animal Control Fees	\$ 4,996	\$ 5,200	\$ 4,680	\$ 5,100	\$ 5,100	\$ 5,100	1023
4740 Disposal Fees	\$ 135,439	\$ 127,611	\$ 154,944	\$ 134,498	\$ 134,498	\$ 134,498	1035
4741 Lease Fees	\$ 106,265	\$ 106,744	\$ 108,526	\$ 109,004	\$ 109,004	\$ 109,004	1014,1035, 1051
4766 Payments From Other Funds	\$ 9,828	\$ 5,170	\$ 78,200	\$ 5,200	\$ 5,200	\$ 5,200	1005
Total Other Revenue	\$ 495,221	\$ 422,982	\$ 547,140	\$ 423,600	\$ 423,600	\$ 423,600	
4999 Fund Balance Applied	\$ 2,897,548	\$ 1,005,201	\$ 177,310	\$ 0	\$ 0	\$ 866,130	1999
Total Other Revenue & Fund Balance	\$ 3,392,769	\$ 1,428,183	\$ 724,450	\$ 423,600	\$ 423,600	\$ 1,289,730	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2012

***TOTAL GENERAL FUND REVENUE:

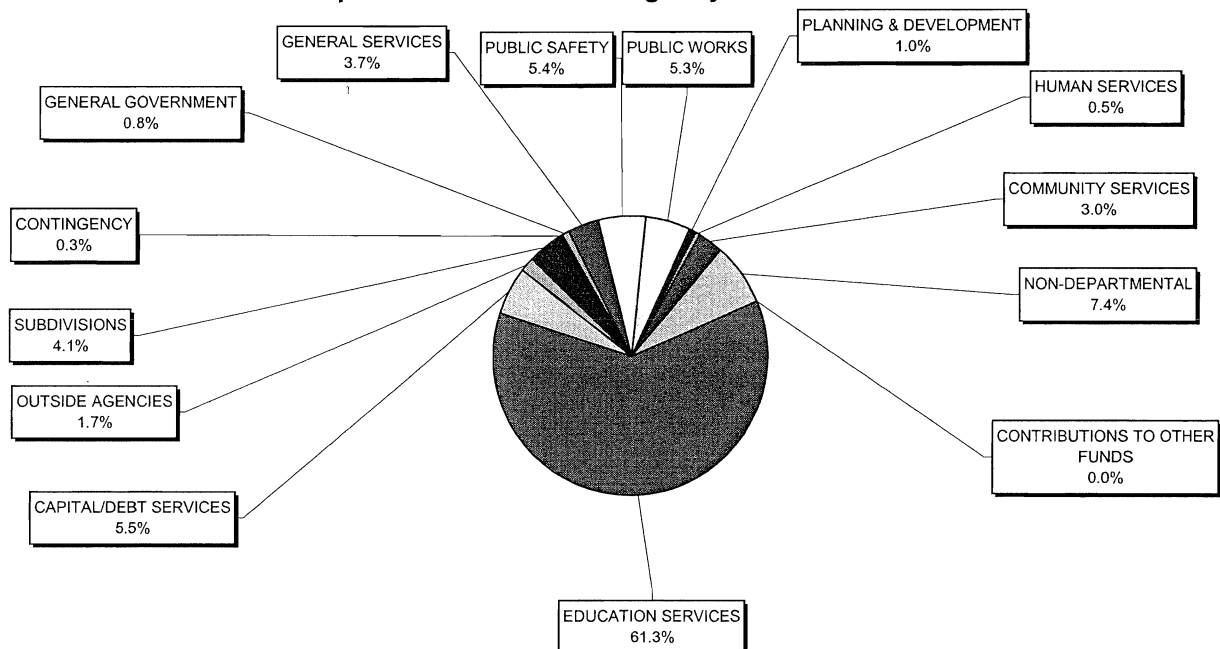
	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
Total Revenues and Fund Balance Applied	\$117,575,483	\$117,868,148	\$117,493,416	\$122,350,524	\$120,521,709	\$118,485,063



Town of Groton
TOWN OPERATION
 FYE 2012 Adopted Budget
 Program Summary General Fund

AREA OF SERVICE	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM ADOPTED FYE 2012
GENERAL GOVERNMENT	\$ 998,249	\$ 1,034,134	\$ 1,033,934	\$ 955,996	\$ 952,908	\$ 952,908	\$ 951,772
GENERAL SERVICES	\$ 4,661,803	\$ 4,450,742	\$ 4,427,131	\$ 4,456,758	\$ 4,428,944	\$ 4,428,944	\$ 4,428,944
PUBLIC SAFETY	\$ 6,474,415	\$ 6,420,228	\$ 6,369,166	\$ 6,611,190	\$ 6,399,815	\$ 6,479,815	\$ 6,399,815
PUBLIC WORKS	\$ 7,194,785	\$ 6,440,170	\$ 6,592,585	\$ 6,869,983	\$ 6,325,795	\$ 6,325,795	\$ 6,262,537
PLANNING & DEVELOPMENT	\$ 1,260,332	\$ 1,185,643	\$ 1,159,119	\$ 1,210,203	\$ 1,176,579	\$ 1,176,579	\$ 1,140,176
HUMAN SERVICES	\$ 598,730	\$ 571,794	\$ 561,771	\$ 564,835	\$ 564,255	\$ 564,255	\$ 564,255
COMMUNITY SERVICES	\$ 4,093,844	\$ 3,889,221	\$ 3,870,856	\$ 3,930,284	\$ 3,535,648	\$ 3,535,648	\$ 3,535,648
SUBTOTAL TOWN DEPARTMENTS	\$ 25,282,158	\$ 23,991,932	\$ 24,014,562	\$ 24,599,249	\$ 23,383,944	\$ 23,463,944	\$ 23,283,147
NON-DEPARTMENTAL	\$ 6,518,577	\$ 8,158,438	\$ 8,060,138	\$ 8,890,294	\$ 8,732,151	\$ 8,732,151	\$ 8,732,151
CONTRIBUTIONS TO OTHER FUNDS	\$ 110,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000
SUBTOTAL TOWN OTHER	\$ 6,628,577	\$ 8,213,438	\$ 8,115,138	\$ 8,945,294	\$ 8,762,151	\$ 8,762,151	\$ 8,762,151
TOWN OPERATIONS	\$ 31,910,735	\$ 32,205,370	\$ 32,129,700	\$ 33,544,543	\$ 32,146,095	\$ 32,226,095	\$ 32,045,298
EDUCATION SERVICES	\$ 72,572,500	\$ 72,645,500	\$ 72,645,500	\$ 74,863,988	\$ 74,863,988	\$ 74,180,988	\$ 72,645,500
OUTSIDE AGENCIES	\$ 1,887,719	\$ 2,014,863	\$ 2,014,863	\$ 2,135,405	\$ 2,081,699	\$ 2,037,744	\$ 2,050,744
SUBDIVISIONS	\$ 4,964,012	\$ 4,738,765	\$ 4,738,765	\$ 5,943,060	\$ 5,943,060	\$ 4,888,792	\$ 4,881,072
SUBTOTAL OUTSIDE/SUBDIVISIONS	\$ 6,851,731	\$ 6,753,628	\$ 6,753,628	\$ 8,078,465	\$ 8,024,759	\$ 6,926,536	\$ 6,931,816
CAPITAL/DEBT SERVICES	\$ 6,240,517	\$ 5,964,650	\$ 5,964,588	\$ 6,512,449	\$ 6,512,449	\$ 6,512,449	\$ 6,512,449
CONTINGENCY	\$ -	\$ 299,000	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
TOTAL GENERAL FUND	\$ 117,575,483	\$ 117,868,148	\$ 117,493,416	\$ 123,349,445	\$ 121,897,291	\$ 120,196,068	\$ 118,485,063

Adopted General Fund Budget by Area of Service



Comparison By Function

FYE 2011 Adopted/Adjusted Budget to Adopted FYE 2012 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2011	Estimated FYE 2011	Adopted Budget FYE 2012	\$ Variance Adjusted FYE11 vs. Adopted FYE12	% Variance Adjusted FYE11 vs. Adopted FYE12
1001	Legislative Policy	37	\$ 44,700	\$ 44,500	\$ 43,436	\$ (1,264)	(2.8%)
1003	Voter Registration	43	\$ 154,775	\$ 154,775	\$ 115,736	\$ (39,039)	(25.2%)
1004	Probate	49	\$ 14,500	\$ 14,500	\$ -	\$ (14,500)	(100.0%)
1005	Town Clerk	55	\$ 397,209	\$ 397,209	\$ 369,650	\$ (27,559)	(6.9%)
1006	Legal Services	63	\$ 422,950	\$ 422,950	\$ 422,950	\$ -	0.0%
	GENERAL GOVERNMENT		\$ 1,034,134	\$ 1,033,934	\$ 951,772	\$ (82,362)	(8.0%)
1010	Executive Management	69	\$ 294,148	\$ 294,148	\$ 293,133	\$ (1,015)	(0.3%)
1013	Finance Administration	75	\$ 1,346,899	\$ 1,341,982	\$ 1,345,609	\$ (1,290)	(0.1%)
1014	Administrative Services	83	\$ 2,809,695	\$ 2,791,001	\$ 2,790,202	\$ (19,493)	(0.7%)
	GENERAL SERVICES		\$ 4,450,742	\$ 4,427,131	\$ 4,428,944	\$ (21,798)	(0.5%)
1024	Public Safety	91	\$ 6,420,228	\$ 6,369,166	\$ 6,399,815	\$ (20,413)	(0.3%)
	PUBLIC SAFETY		\$ 6,420,228	\$ 6,369,166	\$ 6,399,815	\$ (20,413)	(0.3%)
1035	Public Works	99	\$ 6,440,170	\$ 6,592,585	\$ 6,262,537	\$ (177,633)	(2.8%)
	PUBLIC WORKS		\$ 6,440,170	\$ 6,592,585	\$ 6,262,537	\$ (177,633)	(2.8%)
1046	Planning & Development Svcs	107	\$ 1,185,643	\$ 1,159,119	\$ 1,140,176	\$ (45,467)	(3.8%)
	PLANNING & DEVELOPMENT		\$ 1,185,643	\$ 1,159,119	\$ 1,140,176	\$ (45,467)	(3.8%)
1051	Human Services	115	\$ 571,794	\$ 561,771	\$ 564,255	\$ (7,539)	(1.3%)
	HUMAN SERVICES		\$ 571,794	\$ 561,771	\$ 564,255	\$ (7,539)	(1.3%)
1063	Groton Public Library	123	\$ 1,755,162	\$ 1,740,043	\$ 1,697,259	\$ (57,903)	(3.3%)
1064	Parks & Recreation	129	\$ 2,134,059	\$ 2,130,813	\$ 1,838,389	\$ (295,670)	(13.9%)
	COMMUNITY SERVICES		\$ 3,889,221	\$ 3,870,856	\$ 3,535,648	\$ (353,573)	(9.1%)
	SUBTOTAL TOWN DEPARTMENTS		\$ 23,991,932	\$ 24,014,562	\$ 23,283,147	\$ (708,785)	(3.0%)
1070	Insurance & Claims	137	\$ 638,800	\$ 540,500	\$ 574,250	\$ (64,550)	(10.1%)
1071	Self Funded Plans	141	\$ 7,519,638	\$ 7,519,638	\$ 8,157,901	\$ 638,263	8.5%
	NON-DEPARTMENTAL		\$ 8,158,438	\$ 8,060,138	\$ 8,732,151	\$ 573,713	7.0%
1077	Contributions to Other Funds	151	\$ 55,000	\$ 55,000	\$ 30,000	\$ (25,000)	(45.5%)
	CONTRIBUTIONS TO OTHER FUNDS		\$ 55,000	\$ 55,000	\$ 30,000	\$ (25,000)	(45.5%)
	SUBTOTAL TOWN OTHER		\$ 8,213,438	\$ 8,115,138	\$ 8,762,151	\$ 548,713	6.7%
	TOWN OPERATIONS		\$ 32,205,370	\$ 32,129,700	\$ 32,045,298	\$ (160,072)	(0.5%)
1080	Education	155	\$ 72,645,500	\$ 72,645,500	\$ 72,645,500	\$ -	0.0%
	EDUCATION SERVICES		\$ 72,645,500	\$ 72,645,500	\$ 72,645,500	\$ -	0.0%
1075	Capital Reserve	159	\$ 828,000	\$ 828,000	\$ 1,500,000	\$ 672,000	81.2%
1076	Debt Service	163	\$ 5,136,650	\$ 5,136,588	\$ 5,012,449	\$ (124,201)	(2.4%)
	CAPITAL/DEBT SERVICES		\$ 5,964,650	\$ 5,964,588	\$ 6,512,449	\$ 547,799	9.2%
1007	Regional Agencies	171	\$ 110,571	\$ 110,571	\$ 127,235	\$ 16,664	15.1%
1026	Ambulance Services	177	\$ 120,451	\$ 120,451	\$ 115,705	\$ (4,746)	(3.9%)
1054	Health/Service/Cultural Agencies	183	\$ 1,617,289	\$ 1,617,289	\$ 1,614,804	\$ (2,485)	(0.2%)
1065	Other Libraries	187	\$ 166,552	\$ 166,552	\$ 193,000	\$ 26,448	15.9%
	OUTSIDE AGENCIES		\$ 2,014,863	\$ 2,014,863	\$ 2,050,744	\$ 35,881	1.8%
1090	City of Groton	191	\$ 4,339,224	\$ 4,339,224	\$ 4,268,631	\$ (70,593)	(1.6%)
1091	Groton Long Point	195	\$ 153,529	\$ 153,529	\$ 366,429	\$ 212,900	138.7%
1092	Fire Districts PILOT	199	\$ 246,012	\$ 246,012	\$ 246,012	\$ -	0.0%
	SUBDIVISIONS		\$ 4,738,765	\$ 4,738,765	\$ 4,881,072	\$ 142,307	3.0%
1074	Contingency	203	\$ 299,000	\$ -	\$ 350,000	\$ 51,000	na
	CONTINGENCY		\$ 299,000	\$ -	\$ 350,000	\$ 51,000	na
	GENERAL FUND TOTAL		\$ 117,868,148	\$ 117,493,416	\$ 118,485,063	\$ 616,915	0.5%

Town of Groton
Comparison By Fund
 FYE 2011 Adopted/Adjusted Budget to Adopted FYE 2012 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2011	Estimated FYE 2011	Adopted Budget FYE 2012	\$ Variance Adjusted FYE11 vs. Adopted FYE12	% Variance Adjusted FYE11 vs. Adopted FYE12
2010	Golf Course Fund	207	\$ 1,188,488	\$ 1,142,576	\$ 1,163,399	\$ (25,089)	(2.1%)
2020	Sewer Operating Fund	215	\$ 5,622,305	\$ 5,486,884	\$ 5,795,276	\$ 172,971	3.1%
2030	Solid Waste Fund	223	\$ 2,829,084	\$ 2,819,494	\$ 2,625,684	\$ (203,400)	(7.2%)
2060	Mumford Cove	229	\$ 20,787	\$ 20,787	\$ 21,027	\$ 240	1.2%
2120	Revaluation Fund	233	\$ 350,000	\$ 351,352	\$ 140,310	\$ (209,690)	(59.9%)
3240	Recreation & Senior Activities	239	\$ -	\$ -	\$ 917,959	\$ 917,959	n/a
3310	Connecticard	245	\$ 47,646	\$ 38,816	\$ 49,866	\$ 2,220	4.7%
4010	Groton Sewer District	251	\$ 1,502,786	\$ 1,436,026	\$ 1,168,570	\$ (334,216)	(22.2%)
5010	Capital Reserve Fund	257	\$ 4,597,000	\$ 6,265,785	\$ 1,968,540	\$ (2,628,460)	(57.2%)
6040	Fleet Reserve Fund	261	\$ 1,025,022	\$ 1,015,015	\$ 1,097,079	\$ 72,057	7.0%
6050	Computer Replacement Fund	269	\$ 59,140	\$ 55,820	\$ 60,980	\$ 1,840	3.1%
7320	Human Serv. Asst Fund	275	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%

TOWN OF GROTON

Fiscal Year Ending 2012

BUDGETS-IN-BRIEF WITHOUT FUND BALANCE APPLIED: ALL FUNDS

Purpose: To summarize revenues and expenditures by fund for the previous actual, current adjusted, current estimated and next fiscal years.

FINANCING PLAN BY FUND	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATED FYE 2011	ADOPTED FYE 2012
General Fund (100)	\$ 114,677,935	\$ 116,862,947	\$ 117,316,106	\$ 117,618,933
Golf Course (201)	\$ 1,093,765	\$ 1,214,980	\$ 1,143,167	\$ 1,166,443
Sewer Operating Fund (202)	\$ 7,435,443	\$ 5,269,323	\$ 5,251,892	\$ 5,309,412
Solid Waste (203)	\$ 2,733,622	\$ 2,416,333	\$ 2,643,675	\$ 2,421,401
Fire Districts (206/207/208)	\$ 20,868	\$ 20,787	\$ 20,943	\$ 20,927
Revaluation Fund (212)	\$ 111,464	\$ 56,320	\$ 55,750	\$ 30,660
Parks & Rec Programs (324)	\$ -	\$ -	\$ 205,546	\$ 917,959
Connecticard (331)	\$ 49,022	\$ 45,416	\$ 47,626	\$ 36,592
Sewer District (401)	\$ 762,076	\$ 797,021	\$ 789,784	\$ 668,570
Capital Reserve Fund (501)	\$ 3,301,087	\$ 1,483,000	\$ 3,091,934	\$ 2,231,350
Fleet Reserve Fund (604)	\$ 1,427,656	\$ 996,896	\$ 951,151	\$ 988,169
Computer Replacement Fund (605)	\$ 120,834	\$ 126,357	\$ 126,468	\$ 124,837
Human Serv Asst Fund (732)	\$ 728	\$ 420	\$ 317	\$ 288
Total Revenue By Fund Without Fund Balance Applied	\$ 131,734,500	\$ 129,289,800	\$ 131,644,359	\$ 131,535,541
EXPENDITURES BY FUND	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATED FYE 2011	ADOPTED FYE 2012
General Fund (100)	\$ 117,575,483	\$ 117,868,148	\$ 117,493,416	\$ 118,485,063
Golf Course (201)	\$ 1,106,632	\$ 1,188,488	\$ 1,142,576	\$ 1,163,399
Sewer Operating Fund (202)	\$ 5,491,284	\$ 5,622,305	\$ 5,486,884	\$ 5,795,276
Solid Waste (203)	\$ 2,556,368	\$ 2,829,084	\$ 2,819,494	\$ 2,625,684
Fire Districts (206/207/208)	\$ 20,745	\$ 20,787	\$ 20,787	\$ 21,027
Revaluation Fund (212)	\$ 127,681	\$ 350,000	\$ 351,352	\$ 140,310
Parks & Rec Programs (324)	\$ -	\$ -	\$ -	\$ 917,959
Connecticard (331)	\$ 43,474	\$ 47,646	\$ 38,816	\$ 49,866
Sewer District (401)	\$ 594,075	\$ 1,502,786	\$ 1,436,026	\$ 1,168,570
Capital Reserve Fund (501)	\$ 2,621,888	\$ 4,597,000	\$ 6,265,785	\$ 1,968,540
Fleet Reserve Fund (604)	\$ 1,014,005	\$ 1,025,022	\$ 1,015,015	\$ 1,097,079
Computer Replacement Fund (605)	\$ 51,204	\$ 59,140	\$ 55,820	\$ 60,980
Human Serv Asst Fund (732)	\$ 30,348	\$ 40,000	\$ 40,000	\$ 40,000
Total Expenditures By Fund	\$ 131,233,187	\$ 135,150,406	\$ 136,165,971	\$ 133,533,753

TOWN OF GROTON
SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2012

Purpose: To demonstrate in summary form the revenue sources and expenditures by each fund.

REVENUES - SOURCE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Property Taxes	\$ 77,546,606				\$ 20,877	
Licenses & Permits	\$ 216,875					
Revenue from Investments	\$ 100,000		\$ 6,000	\$ 3,250		\$ 660
State Grants in Aid-General Govt	\$ 5,753,812					
State Grants in Aid-Education	\$ 26,913,794					
Federal Grants in Aid	\$ 4,532,324					
Charges for Current Services	\$ 1,845,316			\$ 1,146,821		
Schools-Library-Recreation	\$ 286,606					
Other Revenue	\$ 423,600			\$ 16,710	\$ 50	
Memberships, Greens Fees, Carts		\$ 1,166,443				
Sewer Use Charges			\$ 5,303,412			
Disposal Fees, Bldg Lease Pmts				\$ 1,254,620		
Payments from Other Funds						\$ 30,000
Total Revenues	\$ 117,618,933	\$ 1,166,443	\$ 5,309,412	\$ 2,421,401	\$ 20,927	\$ 30,660
EXPENDITURES - USE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Government	\$ 951,772					
General Services	\$ 4,428,944					\$ 140,310
Public Safety	\$ 6,399,815					
Public Works	\$ 6,262,537		\$ 5,795,276	\$ 2,625,684		
Planning & Development	\$ 1,140,176					
Human Services	\$ 564,255					
Community Services	\$ 3,535,648	\$ 1,163,399				
Non-Departmental	\$ 8,732,151					
Contributions To Other Funds	\$ 30,000					
Education	\$ 72,645,500					
Capital/Debt Service	\$ 6,512,449					
Outside Agencies	\$ 2,050,744					
Subdivisions	\$ 4,881,072				\$ 21,027	
Contingency	\$ 350,000					
Total Expenditures	\$ 118,485,063	\$ 1,163,399	\$ 5,795,276	\$ 2,625,684	\$ 21,027	\$ 140,310
CHANGES IN FUND BALANCE	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
Net Increase (Decrease) In Fund Balance	\$ (866,130)	\$ 3,044	\$ (485,864)	\$ (204,283)	\$ (100)	\$ (109,650)
Estimated Beginning Fund Balance 7/1/2011	\$ 9,752,510	\$ 813	\$ 3,197,461	\$ 1,402,790	\$ 953	\$ 168,069
Estimated Ending Fund Balance 6/30/2012	\$ 8,886,380	\$ 3,857	\$ 2,711,597	\$ 1,198,507	\$ 853	\$ 58,419

TOWN OF GROTON
SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2012

Purpose: To demonstrate in summary form the revenue sources and expenditures by each fund.

REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	COMPUTER REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
		\$ 661,555					\$ 78,229,038
							\$ 216,875
	\$ 192	\$ 4,620	\$ 30,350	\$ 2,760	\$ 775	\$ 288	\$ 148,895
	\$ 35,200			\$ 16,400			\$ 5,805,412
							\$ 26,913,794
							\$ 4,532,324
\$ 917,959			\$ 16,000				\$ 3,926,096
							\$ 286,606
	\$ 1,200	\$ 1,945		\$ 15,000	\$ 28,555		\$ 487,060
							\$ 1,166,443
		\$ 450					\$ 5,303,862
							\$ 1,254,620
			\$ 2,185,000	\$ 954,009	\$ 95,507		\$ 3,264,516
\$ 917,959	\$ 36,592	\$ 668,570	\$ 2,231,350	\$ 988,169	\$ 124,837	\$ 288	\$ 131,535,541
REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	COMPUTER REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
							\$ 951,772
		\$ 1,168,570			\$ 60,980		\$ 5,798,804
							\$ 6,399,815
				\$ 1,097,079			\$ 15,780,576
							\$ 1,140,176
						\$ 40,000	\$ 604,255
\$ 917,959	\$ 49,866						\$ 5,666,872
							\$ 8,732,151
							\$ 30,000
							\$ 72,645,500
			\$ 1,968,540				\$ 8,480,989
							\$ 2,050,744
							\$ 4,902,099
							\$ 350,000
\$ 917,959	\$ 49,866	\$ 1,168,570	\$ 1,968,540	\$ 1,097,079	\$ 60,980	\$ 40,000	\$ 133,533,753
REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	COMPUTER REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
\$ -	\$ (13,274)	\$ (500,000)	\$ 262,810	\$ (108,910)	\$ 63,857	\$ (39,712)	\$ (1,998,212)
\$ 121,838	\$ 137,087	\$ 2,615,047	\$ 59,610	\$ 1,205,979	\$ 338,281	\$ 167,620	\$ 19,168,058
\$ 121,838	\$ 123,813	\$ 2,115,047	\$ 322,420	\$ 1,097,069	\$ 402,138	\$ 127,908	\$ 17,169,846

TOWN OF GROTON

Fiscal Year Ending 2012

ESTIMATED CHANGES IN FUND BALANCE

Purpose: To document estimated changes in fund balance for each fund. This presentation identifies the impact of budget decisions and assumptions upon the financial position of each fund.

Fund Description & #	Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Adopted Revenues	FYE 2012 Adopted Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
General (100)	\$9,761,625	\$9,752,510	\$117,618,933	\$118,485,063	\$8,886,380	7.50%
Golf Course (201)	\$222	\$813	\$1,166,443	\$1,163,399	\$3,857	0.33%
Sewer Operating (202)	\$3,432,453	\$3,197,461	\$5,309,412	\$5,795,276	\$2,711,597	46.79%
Solid Waste (203)	\$1,578,609	\$1,402,790	\$2,421,401	\$2,625,684	\$1,198,507	45.65%
Mumford Cove (206)	\$797	\$953	\$20,927	\$21,027	\$853	4.06%
Revaluation (212)	\$463,671	\$168,069	\$30,660	\$140,310	\$58,419	41.64%
Parks & Rec Programs (324)	NA	\$121,838	\$917,959	\$917,959	\$121,838	13.27%
Connecticard (331)	\$128,277	\$137,087	\$36,592	\$49,866	\$123,813	248.29%
Sewer District (401)	\$3,261,289	\$2,615,047	\$668,570	\$1,168,570	\$2,115,047	180.99%
Capital Reserve (501)	\$3,233,461	\$59,610	\$2,231,350	\$1,968,540	\$322,420	16.38%
Fleet Reserve (604)	\$1,269,843	\$1,205,979	\$988,169	\$1,097,079	\$1,097,069	100.00%
Computer Replcmnt (605)	\$267,633	\$338,281	\$124,837	\$60,980	\$402,138	659.46%
Human Serv Asst fund (732)	\$207,303	\$167,620	\$288	\$40,000	\$127,908	319.77%
Total All Funds	\$23,605,183	\$19,168,058	\$131,535,541	\$133,533,753	\$17,169,846	12.86%

**Town of Groton
Full Time Employees**

FYE 2011 ADJUSTED vs FYE 2012 ADOPTED

FUNCTION NUMBER & DESCRIPTION	PRIOR YEAR FYE 2009 ADJUSTED	LAST YEAR FYE 2010 ADJUSTED	THIS YEAR FYE 2011 ADJUSTED	THIS YEAR FYE 2011 ESTIMATE	NEXT YEAR FYE 2012 MANAGER	NEXT YEAR FYE 2012 ADOPTED	THIS * NEXT YEAR YEAR FYE 2011 FYE 2012 ADJ VS. ADOPTED # DIFFERENCE	CHANGE DESCRIPTION FY 2012
1005-TOWN CLERK	5.00	5.00	5.00	5.00	5.00	5.00	0.00	
SUBTOTAL: GENERAL GOVERNMENT	5.00	5.00	5.00	5.00	5.00	5.00	0.00	
1010-EXECUTIVE MANAGEMENT	4.00	4.00	3.00	3.00	3.00	3.00	0.00	
1013-FINANCE	21.00	20.00	20.00	18.00	18.00	18.00	-2.00	-1 Administrative Secretary -1 Office Assistant II
1014-ADMINISTRATIVE SERVICES	29.00	29.00	28.00	27.00	27.00	27.00	-1.00	-1 Telecommunicator IV
SUBTOTAL: GENERAL SERVICES	54.00	53.00	51.00	48.00	48.00	48.00	-3.00	
1024-PUBLIC SAFETY	75.00	75.00	74.00	72.00	72.00	72.00	-2.00	-1 Assistant Animal Control Officer -1 Patrol Officer -1 Training Lieutenant +1 Patrol Sergeant
SUBTOTAL: PUBLIC SAFETY	75.00	75.00	74.00	72.00	72.00	72.00	-2.00	
1035-PUBLIC WORKS	59.25	57.25	56.25	53.25	53.25	52.25	-4.00	-1 Office Assistant II -1 CAD/GIS Technician -1 Bldg Maint Supervisor -1 Equipment Operator
SUBTOTAL: PUBLIC WORKS	59.25	57.25	56.25	53.25	53.25	52.25	-4.00	
1046-PLANNING & DEVELOPMENT SVCS	18.00	17.00	17.00	16.00	16.00	16.00	-1.00	-1 Planning Technician
SUBTOTAL: PLANNING & DEVELOPMENT	18.00	17.00	17.00	16.00	16.00	16.00	-1.00	
1051-HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	8.00	0.00	
SUBTOTAL: HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	8.00	0.00	
1063-LIBRARY	20.00	20.00	20.00	20.00	20.00	20.00		
1064-PARKS & RECREATION	23.00	23.00	22.50	20.50	20.50	20.50	-2.00	-1 Financial Assistant II -1 Program Supervisor Rec
SUBTOTAL: COMMUNITY SERVICES	43.00	43.00	42.50	40.50	40.50	40.50	-2.00	
GENERAL FUND: SUB-TOTAL	262.25	258.25	253.75	242.75	242.75	241.75	-12.00	
2010-GOLF COURSE FUND	7.00	7.00	6.50	6.50	6.50	6.50	0.00	
2020-SEWER FUND	17.75	17.75	18.75	18.75	18.75	18.75	0.00	
OTHER FUNDS: SUB-TOTAL	24.75	24.75	25.25	25.25	25.25	25.25	0.00	
T O T A L S - ALL FUNDS	287.00	283.00	279.00	268.00	268.00	267.00	-12.00	

* A reduction of \$151,213 in the Town's Salary Adjustment account (#5109) will bring about a reduction in salaries and wages and/or the elimination of additional positions and will be reflected in the FYE 2012 Estimate that will be developed for the FYE 2013 proposed budget book.



Mission Statement

General Government
(Functions 1001, 1003, 1005, 1006)

To lead and make informed policy decisions that are in the best interests of Groton citizens by:

- Adopting short and long-term budgets in order to provide quality services as efficiently as possible.
- Developing goals in order to create a road map and a positive vision of where Groton should be in the future.

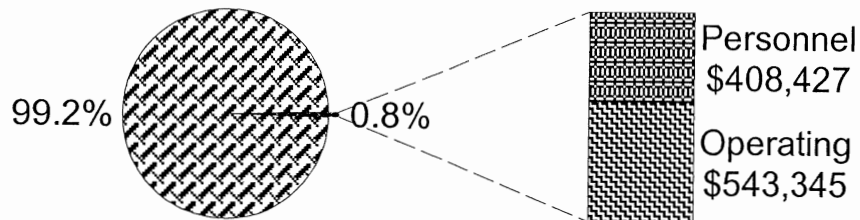
To enable citizens to participate in the governing of Groton and be protected under statutes by:

- Registering and enabling as many qualified citizens as possible to vote.
- Assuring all citizens that the election process is accurate and fair.
- Complying with all requirements of the Freedom of Information Act and Help America Vote Act (HAVA).

To ensure that the Town meets the requirements of the Connecticut General Statutes and Town Charter by:

- Providing information, services and education to staff, elected and appointed Town officials and to citizens of the Town.
- Preserving Town records.
- Requesting legal opinions and providing legal expertise in all areas of government.

GENERAL GOVERNMENT as a % of the Total Budget

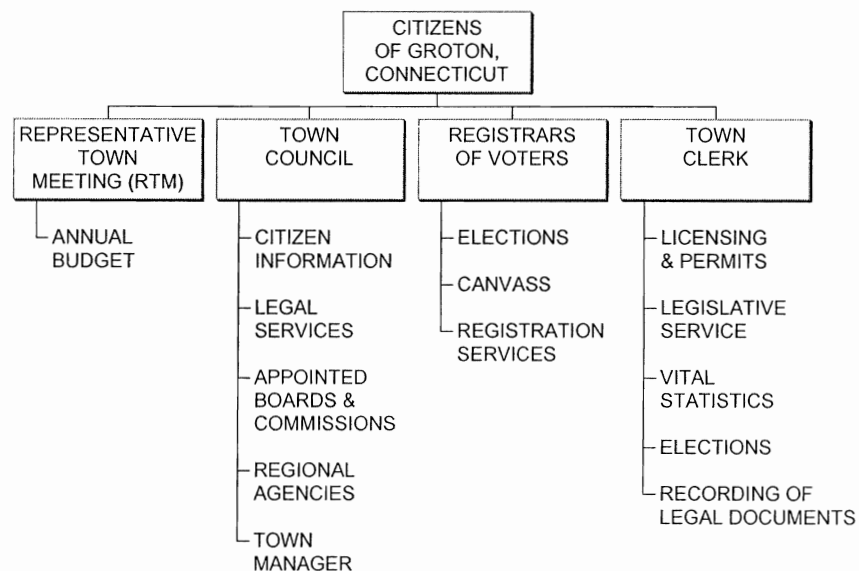


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: GENERAL GOVERNMENT



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Legislative Policy 1001

Department: General Government

FUNCTION DESCRIPTION:

The Legislative Policy function includes operational and support funds for the Council, RTM and other programs that are associated with the legislative (elected) branch of town government.

Funds are mainly used for postage, printing, membership in the Connecticut Conference of Municipalities (CCM). Provides for attending meetings of governmental and advisory bodies on the regional, state, and national level to obtain information and to further the interests of the Town of Groton. The CCM membership enables Town elected and administrative officials to keep abreast of municipal and state legislative initiatives, as well as being pro-active in setting legislative agendas to further the Town's interests.

Cost Center 3 is for the Jabez Smith House. A committee of five works with the curator to promote the property.

This function also includes funds for the Permanent School Building Committee, veterans' and military recognitions, and citizen information activities.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Number of meetings held - Town Council, Committee of the Whole, Group I & Group II	74	75	75
Number of meetings held - RTM & Committees	29	30	30
Referrals and other agenda items considered	322	300	280

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government			FUNCTION: Legislative Policy 1001		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 50,247	\$ 44,700	\$ 44,500	\$ 43,436	(2.8%)

HIGHLIGHTS:

- Provides funding of the annual dues for Connecticut Conference of Municipalities (CCM - \$29,722) - same as FYE 2011; and International Council for Environmental Initiatives (ICLEI-USA - \$600).
- Provides funding support for Permanent School Building Committee (\$500) and Jabez Smith House Committee (\$2,600).
- Provides funding support for Veterans and Military recognition (\$2,500).
- Provides limited operating funds for the Town Council and RTM - such as Postage/Printing/Advertising, Professional Development and Supplies.

Final Budget Result:

- During budget deliberations, the RTM reduced this budget by \$1,136.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: LEGISLATIVE POLICY 1001

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	50,247	44,700	44,500	45,822	44,572	44,572	43,436
Total Appropriation	\$50,247	\$44,700	\$44,500	\$45,822	\$44,572	\$44,572	\$43,436

COST CENTERS							

10010 TOWN COUNCIL	42,203	37,422	37,422	37,422	36,672	36,672	36,672
10012 RTM	1,139	664	664	1,300	1,300	1,300	164
10013 JABEZ SMITH HOUSE	4,955	2,750	2,550	2,600	2,600	2,600	2,600
10014 PERM SCHOOL BLDG COM	0	500	500	500	500	500	500
10015 VETERANS & MILITARY	1,950	2,000	2,000	2,500	2,500	2,500	2,500
10017 CITIZEN INFORMATION	0	1,364	1,364	1,500	1,000	1,000	1,000
Total Cost Centers	\$50,247	\$44,700	\$44,500	\$45,822	\$44,572	\$44,572	\$43,436

FINANCING PLAN							

GENERAL FUND	50,247	44,700	44,500	45,822	44,572	44,572	43,436
Total Financing Plan	\$50,247	\$44,700	\$44,500	\$45,822	\$44,572	\$44,572	\$43,436

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: LEGISLATIVE POLICY 1001

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	3,350	5,328	5,328	6,100	5,600	5,600	4,600
5210 PROFESS DEVELOP/TRAI	33,612	32,897	32,897	32,897	32,147	32,147	32,147
5220 UTILITIES/FUEL/MILEA	1,383	1,625	1,625	1,675	1,675	1,675	1,675
5230 PYMNTS/CONTRIBUTIONS	8,300	2,800	2,600	3,100	3,100	3,100	3,100
5260 REPAIRS & MAINT-FAC/	3,602	0	0	0	0	0	0
5300 MATERIALS & SUPPLIES	0	2,050	2,050	2,050	2,050	2,050	1,914
	-----	-----	-----	-----	-----	-----	-----
Total Operating Expenses	\$50,247	\$44,700	\$44,500	\$45,822	\$44,572	\$44,572	\$43,436
GRAND TOTAL	\$50,247	\$44,700	\$44,500	\$45,822	\$44,572	\$44,572	\$43,436

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: General Government
FUNCTION: Legislative Policy 1001

CC0 – Town Council

- Attend Town Council, Committee-of-the-Whole, Group I and Group II meetings, meetings with other municipalities; and other meetings as needed with various Town boards, commissions and others.
- Attend regional and state meetings as needed re: Council of Governments, Regional Resource Recovery.
- Attend numerous meetings and ceremonial events, including new business openings, representing the Town of Groton.
- Conduct budget review and establish annual mill rate.

CC2– RTM

- Attend regular RTM meetings and budget review sessions as well as numerous subcommittee meetings.
- Adopt final budget and forward to Council for setting of mill rate.

CC3 – Jabez Smith House

- Funds budgeted to support program activities and certain maintenance needs and enhancements to the property.

CC4 – Permanent School Building Committee

- Funds budgeted to support work of Permanent School Building Committee.

CC5 – Veterans & Military

- Funds provided to veterans' organizations for the purchase of flags and wreaths and to help pay expenses related to Memorial Day parade when it occurs in Groton.

CC7 – Citizen Information

- Community Outreach Activities - i.e., public information sessions, fact sheets, special meeting/legal notices.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Voter Registration 1003

Department: General Government

FUNCTION DESCRIPTION:

The duties of the Registrars of Voters include administration of the registry list, and conducting and supervising all elections and primaries. The Registrars work under the direction of the Secretary of State. All activities are governed by State Statutes.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Mandated Registration Sessions	6	6	6
High School Registration Sessions	2	2	2
Registered Voters (Avg. for FYE)	19,768	19,600	20,000
Primaries/Elections/Referenda	1	2	1
Instructed Poll Workers (Primary/ Election/Referenda)	68	164	72
Canvass of Registered Voters	19,768	19,600	20,000
Supervised Absentee Balloting (Convalescent Homes)	3	3	3
Moderators' Training/# of Attendees	0	12	12

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Voter Registration 1003

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 94,222	\$ 154,775	\$ 154,775	\$ 115,736	(25.2%)

HIGHLIGHTS:

- One election is budgeted for FYE 2012.
- Approved Adjusted FYE 2011 does not include pending \$24,000 transfer for May 2011 special election.
- Increase in 5300 primarily due to memory card programming which is no longer being paid for by the State.
- Proposed budget assumes continued use of a number of school buildings for elections. A review of consolidation of polling places will take place over the next year which may result in cost savings in future fiscal years.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No full-time employees charged to this function.
- No anticipated changes in part-time or regular part-time personnel.
- Seasonal personnel costs are increasing.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: VOTER REGISTRATION 1003

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	83,472	120,243	121,784	87,671	87,671	87,671	87,671
Operating Expenses	10,750	34,532	32,991	28,065	28,065	28,065	28,065

Total Appropriation	\$94,222	\$154,775	\$154,775	\$115,736	\$115,736	\$115,736	\$115,736

COST CENTERS							

10030 REGISTRATION SERVICE	44,004	45,404	43,963	44,704	44,704	44,704	44,704
10031 ELECTIONS	36,604	94,992	96,261	56,681	56,681	56,681	56,681
10032 CANVASS	13,614	14,379	14,551	14,351	14,351	14,351	14,351

Total Cost Centers	\$94,222	\$154,775	\$154,775	\$115,736	\$115,736	\$115,736	\$115,736

FINANCING PLAN							

MISC STATE REVENUE	258	0	0	0	0	0	0
GENERAL FUND	93,964	154,775	154,775	115,736	115,736	115,736	115,736

Total Financing Plan	\$94,222	\$154,775	\$154,775	\$115,736	\$115,736	\$115,736	\$115,736

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: VOTER REGISTRATION 1003

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5102 PART TIME PERSONNEL	36,752	37,554	37,554	37,554	37,554	37,554	37,554
5103 SEASONAL PERSONNEL	16,120	50,486	53,524	18,700	18,700	18,700	18,700
5105 LONGEVITY PAY	630	0	0	665	665	665	665
5110 REGULAR PART TIME	24,542	26,539	25,177	25,177	25,177	25,177	25,177
5112 SICK INCENTIVE	563	627	627	673	673	673	673
5151 SOCIAL SECURITY	4,811	5,037	4,902	4,902	4,902	4,902	4,902
5154 UNEMPLOYMENT COMPENS	54	0	0	0	0	0	0

Total Personnel Services	\$83,472	\$120,243	\$121,784	\$87,671	\$87,671	\$87,671	\$87,671
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	6,321	17,253	17,253	14,461	14,461	14,461	14,461
5210 PROFESS DEVELOP/TRAI	640	600	600	600	600	600	600
5220 UTILITIES/FUEL/MILEA	2,477	5,551	5,551	2,500	2,500	2,500	2,500
5260 REPAIRS & MAINT-FAC/	172	3,645	2,104	3,645	3,645	3,645	3,645
5300 MATERIALS & SUPPLIES	405	6,748	6,748	6,094	6,094	6,094	6,094
5318 COMPUTER REPLMNT FEE	735	735	735	765	765	765	765

Total Operating Expenses	\$10,750	\$34,532	\$32,991	\$28,065	\$28,065	\$28,065	\$28,065
GRAND TOTAL	\$94,222	\$154,775	\$154,775	\$115,736	\$115,736	\$115,736	\$115,736

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: General Government
FUNCTION: Voter Registration 1003

CC0 – Registration Services

- Register and enroll voters in party of their choice and maintain accuracy of the registry list.
- Conduct State mandated voter registration sessions prior to elections. Conduct a voter registration session at each of the two high schools in Town. Upon request, conduct special voter registration sessions at other locations in Town.
- Respond to Federal and State agencies, and to political party requests for voter information and lists, and for election statistics for the courts, legislative bodies, news media and other interested parties.
- Participate in regional and state registrar's conferences.
- Train and supervise assistant registrars and special assistant registrars.
- Review and enact new Federal and State voter registration regulations.

CC1 – Elections

- Conduct primaries, elections, referenda, and recounts.
- Issue, receive, check and certify primary petitions.
- Instruct and supervise election workers for primaries, elections, referenda, and recounts.
- Supervise the programming of electronic optical scan voting machines and test prior to primaries, elections, and referenda.
- Maintain election history of voters.
- Review and incorporate new Federal and State voting machine technology requirements.

CC2 – Canvass

- Coordinate and conduct State mandated canvass of registered voters.
- Process and update address change information received.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Probate 1004

Department: General Government

FUNCTION DESCRIPTION:

Connecticut is divided into probate districts, each of which is presided over by a Judge of Probate who is elected to office for a four-year term. Probate Courts have jurisdiction over many matters whether it be the probate of a will, the approval of the accounts of an administrator of a decedent's estate, or any other judicial act within the province of the Court, including guardianships, conservatorships, adoptions and other children's matters.

**ON JANUARY 3, 2011 THE GROTON PROBATE COURT WAS CONSOLIDATED
INTO THE SOUTHEASTERN CT REGIONAL PROBATE COURT ALONG WITH THE
PROBATE COURTS FROM LEDYARD, NORTH STONINGTON AND STONINGTON.**

**THE TOWN'S CONTRIBUTION TO THE REGIONAL PROBATE COURT IS
SHOWN IN FUNCTION #1007 – REGIONAL AGENCIES**

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Probate 1004

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 13,505	\$ 14,500	\$ 14,500	\$ -	(100.0%)

HIGHLIGHTS:

On January 3, 2011 Probate was consolidated into the Southeastern CT Regional Probate Court and the Town's contribution for FYE 2012 has been moved into the Area of Service entitled Outside Agencies within function #1007 - Regional Agencies.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: PROBATE 1004

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	13,505	14,500	14,500	0	0	0	0
	-----	-----	-----	-----	-----	-----	-----
Total Appropriation	\$13,505	\$14,500	\$14,500	\$0	\$0	\$0	\$0

COST CENTERS							

10040 PROBATE COURT	13,505	14,500	14,500	0	0	0	0
	-----	-----	-----	-----	-----	-----	-----
Total Cost Centers	\$13,505	\$14,500	\$14,500	\$0	\$0	\$0	\$0

FINANCING PLAN							

GENERAL FUND	13,505	14,500	14,500	0	0	0	0
	-----	-----	-----	-----	-----	-----	-----
Total Financing Plan	\$13,505	\$14,500	\$14,500	\$0	\$0	\$0	\$0

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: PROBATE 1004

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	4,360	5,150	5,150	0	0	0	0
5220 UTILITIES/FUEL/MILEA	1,072	850	850	0	0	0	0
5260 REPAIRS & MAINT-FAC/	477	500	500	0	0	0	0
5261 SOFTWARE MAINT FEES	1,356	1,356	1,356	0	0	0	0
5290 PROFESS/TECHNICAL SE	4,273	3,044	3,044	0	0	0	0
5300 MATERIALS & SUPPLIES	768	3,600	3,600	0	0	0	0
5410 COMPUTER EQUIPMENT	1,199	0	0	0	0	0	0

Total Operating Expenses	\$13,505	\$14,500	\$14,500	\$0	\$0	\$0	\$0
GRAND TOTAL	\$13,505	\$14,500	\$14,500	\$0	\$0	\$0	\$0

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: General Government
FUNCTION: Probate 1004

CC0 – Probate Court

On January 3, 2011 the Groton Probate Court was consolidated into the Southeastern CT Regional Probate Court along with the Probate Courts from Ledyard, North Stonington and Stonington.

For FYE 2012 this function has been moved into the Area of Service entitled Outside Agencies within function #1007 – Regional Agencies.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Town Clerk 1005

Department: Town Clerk

FUNCTION DESCRIPTION:

The Town Clerk has several diverse responsibilities. Licenses, permits, vital records, elections and land records are functions mandated by State Statute. The Town Charter designates the Town Clerk as the Registrar of Vital Statistics, Clerk of the Council, and Clerk of the Representative Town Meeting. Staff advises other departments, elected officials, and citizens as to their rights and duties, and provides support for various legislative and departmental activities.

FUNCTION ACTIVITIES:

	Actual <u>FYE 2010</u>	Estimate <u>FYE 2011</u>	Anticipated <u>FYE 2012</u>
Town Council meetings and Public Hearings	26	25	25
RTM & RTM Budget Meetings	15	18	18
Appointments to Boards or Oaths of Office	80	16	75
Ordinances processed	0	3	1
 Births to Groton residents	 554	 560	 560
Marriages of Groton residents	514	515	515
Deaths of Groton residents	408	410	410
Adoptions recorded	55	50	50
Vital records copies, burials & cremations	3,991	4,000	4,000
 Elections, primaries, and referenda	 1	 4	 1
Presidential and Absentee ballots issued	220	1,400	300
 Sporting licenses, tags, permits & stamps	 1,794	 1,600	 1,600
Dog licenses	2,052	2,000	2,000
Shellfish permits	687	600	600
 Deeds, liens, releases, mortgages	 8,618	 8,500	 8,500
Maps recorded	140	140	140
Pages recorded and microfilmed	24,150	24,000	24,000
Older L R pages scanned & linked to index	166,000	160,000	160,000
 Armed Forces discharges filed	 112	 150	 150
Liquor permits	67	65	65
Trade names filed	122	125	125
Land record copies	23,333	23,000	23,000
Properties conveyed with tax	460	430	430
 Passport applications processed	 20	 50	 50
Notarizations, Notary certifications & filings	640	600	600
 Proclamations issued	 19	 25	 25
Legal actions submitted to Town Attorney	28	20	25

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Clerk

FUNCTION: Town Clerk 1005

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 386,171	\$ 397,209	\$ 397,209	\$ 369,650	(6.9%)

HIGHLIGHTS:

- Approved Adjusted FYE 2011 does not include pending \$27,000 transfer for May 2011 special election.
- Some administrative expenses are statutorily offset by revenues (\$5,200) associated with the Town Clerk's portion of Community Investment Act funds collected in land records.
- Funds for Citizenship Day have been removed (\$1,000).
- Due to economic conditions, conveyance tax revenues are difficult to predict. The Governor's proposed budget calls for the continuation of the conveyance tax. The estimate for FYE 2011 and the projected FYE 2012 are realistic, but on the conservative side.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL CHANGES/HISTORY:

FYE 2011 - Reduction in hours for regular part time employee from 25 to 20 hours a week.

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
5.00	5.00	5.00	5.00	5.00	5.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	335,962	320,328	320,678	321,294	320,756	320,756	320,756
Operating Expenses	50,209	76,881	76,531	50,194	48,894	48,894	48,894

Total Appropriation	\$386,171	\$397,209	\$397,209	\$371,488	\$369,650	\$369,650	\$369,650

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

COST CENTERS							

10050 LEADERSHIP/GEN SUPPT	163,345	151,306	150,492	151,155	150,855	150,855	150,855
10051 LICENSING & PERMITS	30,775	26,550	26,910	26,750	26,750	26,750	26,750
10052 LEGISLATIVE SERVICE	42,656	74,719	73,473	48,172	46,903	46,903	46,903
10053 VITAL STATISTICS	45,295	43,720	44,045	43,895	43,895	43,895	43,895
10054 ELECTIONS	24,945	18,868	20,118	18,877	18,608	18,608	18,608
10056 RECORD LEGAL DOCUMEN	79,155	82,046	82,171	82,639	82,639	82,639	82,639

Total Cost Centers	\$386,171	\$397,209	\$397,209	\$371,488	\$369,650	\$369,650	\$369,650

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FINANCING PLAN							

SPORTING LICENSES	1,253	1,300	1,300	1,300	1,300	1,300	1,300
DOG LICENSES (GF)	8,517	8,200	8,000	8,000	8,000	8,000	8,000
OTHER LICENSES/PERMITS	5,224	6,000	6,200	6,000	6,000	6,000	6,000
RECORDING INSTRUMENTS	155,656	160,000	192,000	170,000	170,000	170,000	170,000
CONVEYANCE TAX	590,622	550,000	586,000	560,000	560,000	560,000	586,000
VITAL STATISTICS	5,624	6,200	6,200	6,200	6,200	6,200	6,200
LAND RECORD COPIES	26,790	32,000	28,000	28,000	28,000	28,000	28,000
VITALS COPIES	65,669	60,000	60,000	60,000	60,000	60,000	60,000
PAYMENTS FROM OTHER FUNDS	6,890	5,170	5,200	5,200	5,200	5,200	5,200
GENERAL FUND	(480,074)	(431,661)	(495,691)	(473,212)	(475,050)	(475,050)	(501,050)

Total Financing Plan	\$386,171	\$397,209	\$397,209	\$371,488	\$369,650	\$369,650	\$369,650

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	269,486	264,415	264,425	265,243	265,243	265,243	265,243
5104 OVERTIME PAY	4,765	6,030	6,030	6,030	5,530	5,530	5,530
5105 LONGEVITY PAY	2,030	1,820	2,136	1,891	1,891	1,891	1,891
5109 SALARY ADJUSTMENTS	5,151	0	0	0	0	0	0
5110 REGULAR PART TIME	30,632	24,898	24,898	24,898	24,898	24,898	24,898
5112 SICK INCENTIVE	609	400	400	400	400	400	400
5151 SOCIAL SECURITY	23,289	22,765	22,789	22,832	22,794	22,794	22,794

Total Personnel Services	\$335,962	\$320,328	\$320,678	\$321,294	\$320,756	\$320,756	\$320,756

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	23,128	46,075	46,075	19,075	19,075	19,075	19,075
5210 PROFESS DEVELOP/TRAI	2,594	3,790	3,167	3,790	3,490	3,490	3,490
5220 UTILITIES/FUEL/MILEA	640	680	680	680	680	680	680
5230 PYMNTS/CONTRIBUTIONS	410	500	500	500	500	500	500
5260 REPAIRS & MAINT-FAC/	1,136	650	923	923	923	923	923
5290 PROFESS/TECHNICAL SE	10,271	11,466	11,466	11,466	11,466	11,466	11,466
5300 MATERIALS & SUPPLIES	7,891	11,050	11,050	11,050	10,050	10,050	10,050
5318 COMPUTER REPLMNT FEE	2,670	2,670	2,670	2,710	2,710	2,710	2,710
5400 EQUIP/MACHINRY& FURN	620	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	849	0	0	0	0	0	0

Total Operating Expenses	\$50,209	\$76,881	\$76,531	\$50,194	\$48,894	\$48,894	\$48,894

GRAND TOTAL	\$386,171	\$397,209	\$397,209	\$371,488	\$369,650	\$369,650	\$369,650

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
SUPVSR TOWN CLERKS OFFICE	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT TOWN CLERK	2.00	2.00	2.00	2.00	2.00	2.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	5.00	5.00	5.00	5.00	5.00	5.00
FTE SALARIES & WAGES						

TOWN CLERK	69,000	69,000	69,000	69,000	69,000	69,000
SUPVSR TOWN CLERKS OFFICE	61,771	61,771	61,771	61,771	61,771	61,771
ASSISTANT TOWN CLERK	92,804	92,812	92,812	92,812	92,812	92,812
OFFICE ASSISTANT II (35)	40,838	40,844	41,661	41,661	41,661	41,661

Total FTE Salaries & Wages	\$264,413	\$264,426	\$265,243	\$265,243	\$265,243	\$265,243

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: Town Clerk
FUNCTION: Town Clerk 1005

CC0 – Leadership/General Support

- All staff attend conferences and schools to keep current on laws and regulations. The Town Clerk communicates the goals and objectives to the staff, participates in professional municipal clerk organizations, and advises upon request regarding the Freedom of Information Act and parliamentary procedure.
- Summons, citations, subpoenas, and claims against the Town are processed to the Town Attorney, with notification made to affected departments. Includes general purpose postage, display and some legal ads, and the computer replacement fee.
- Participates in department head and management team activities and works with the Town Manager to achieve Town Council goals. Supports all activities of the Representative Town Meeting.
- Responds to requests for both historical and current Town records, Council and RTM actions, Board and Commission reports, contracts, trade names, tax liens, memberships, etc., from Federal, State, and Town departments, and from elected officials and the general public.
- Reports and transmits revenue to the Finance Department and to the State Department of Revenue Services.

CC1 – Licensing & Permits

- Sells and collects for Sporting Licenses and Permits regulated by the State DEP, and for permits issued for the Shellfish Commission. Since the 2009 implementation of the electronic Sporting License System, there has been a drop in licensing. This may be due to the home use of the system and decrease of discretionary spending.
- Provides information on hunting and fishing regulations. Issues Dog Licenses, and sends renewal notices. Coordinates licensing activities with Animal Control. Liquor permits are also filed annually.

CC2 – Legislative Service

- Agendas and Minutes, legislative matters, and other information are available on the Town website.
- Records the Minutes of Town Council meetings and publishes legal ads for Council Public Hearings. Supplies bonding ordinance data for the bond attorneys. Supplements the Town Code, and prints the Town Charter.
- Prepares and funds the proclamations, awards, and recognitions for those volunteers who provide service to the Town, such as Citizenship Day. Supports Town sponsored events such as the Boys and Girls Club 2010 Mayor's Challenge.
- Issues Agendas and Minutes for RTM meetings, schedules RTM committee meetings. Provides information to newly elected and appointed town officials. Keeps records of memberships on over 30 Boards and Commissions with over 225 individuals, and administers oaths of office.
- Notifies public agencies and posts all public agency meeting notices and agendas to comply with Freedom of Information Act requirements, files and scans minutes of other boards and commissions. Supports other agencies as needed, such as the Charter Revision Commission. Prepares and prints publications such as the Town Register and the Guidebook to Boards and Commissions.
- Administers and coordinates the Legistar system providing agendas, minutes, legislative history, referral tracking, and reports for Town Council, Council Committees, Representative Town Meeting and its committees, Permanent School Building Committee, and Water Pollution Control Authority.
- Provides access through the Town's website to the Town Code of Ordinances.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: Town Clerk
FUNCTION: Town Clerk 1005

CC3 – Vital Statistics

- Records and indexes Births, Marriages, Deaths, Adoptions, and Burial Records. Makes monthly and annual reports to resident communities and to the State Department of Health Services. Complies with state requirements for confidentiality and for secure storage of records. With the implementation of the state-wide electronic vital records system (EVRS), the office is able to issue birth certificates for births occurring anywhere in the State since 2001.
- The Town Clerk's office is preparing to implement the new Electronic Death Registry System (EDRS). This system is similar to EVRS that we use for Birth Certificates.
- Re-indexing and restoration of vital records has been supported through the Historic Document Preservation Fund through grants.
- The Town Clerk has become a Passport Acceptance Agent. This voluntary service has helped to increase the department's revenues. It also increases services to Groton's citizens.

CC4 – Elections

- The Town Clerk is a statutory Election Official and responsible to the Secretary of the State. Attends election conferences; publishes legal notices, checks primary petitions (and other petitions), and coordinates printed materials for elections and referenda with the Registrars of Voters.
- Notifies political parties and candidates of their responsibilities for certifications and campaign financing. Compiles referendum and ordinance schedules as needed.
- Funds for the Town Election have been budgeted.
- Absentee ballots are sent to military personnel, their dependents, and to civilians in dozens of countries outside the United States. There has been an increase in requests for absentee ballots due to the federal law Help America Vote Act (HAVA).

CC6 – Record Legal Documents

- Receives, records, microfilms, files, indexes, and scans all land records, which are essential and mandated procedures for the proper recording of legal documents. Includes land record audit fees.
- Trade name and Armed Forces discharges are handled in land records.
- Grant funding supports the Historic Document Preservation program.
- Management of half of the vault facility in the Town Hall Annex is ongoing.
- Provides for the permanent binding of Annual Reports, and for notarization services.
- Supports offsite storage of land and vital records microfilm and compact disks.
- Maintenance contracts for almost all office equipment are combined here, and almost all office supplies are budgeted in this cost center. The leasing of two replacement copiers is requested, one for land records and one for vital statistics.
- Backfile scanning and linking of older Land Records is continuing, funded largely by Historic Documents Preservation Grants.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Legal Services 1006

Department: Town Manager

FUNCTION DESCRIPTION:

Local government is becoming increasingly complex every year with hundreds of new state laws that effect how towns conduct their operations and provide services. Parts of numerous laws must be addressed in the contracts the Town enters into each year including employee union contracts, contracts with supply vendors, professional services, etc. In addition, issues arise at the staff, Town Council, RTM, and Commission levels that require input from the Town Attorney's Office.

The Town Attorney advises the Town on a wide variety of legal matters, including federal, state and local laws and regulations, contracts, litigation, Freedom of Information (FOI) matters, and tax collection issues, to name a few. In order to manage these requests, the Town Attorney is available for monthly meetings at Town Hall to address many of these issues.

The Legal Services function includes funds for the Town Attorney; special attorneys used when there is a conflict of interest or a legal specialty is needed; general support (e.g. deed research, marshall fees); and revaluation/assessment appeals. The Town Attorney is appointed by the Town Council.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Manager

FUNCTION: Legal Services 1006

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 454,104	\$ 422,950	\$ 422,950	\$ 422,950	0.0%

HIGHLIGHTS:

- The Town Attorney's hourly rate has been in effect since January 1, 2005 and will remain the same during FYE 2012.
- During FYE 2012 the Town Attorney will continue to handle a variety of matters. It is anticipated that the Town Attorney will be involved in continued collective bargaining issues and contract negotiations. The Town is currently in negotiations with 4 out of 5 bargaining units.
- The proposed budget for FYE 2012 is our best estimate as to the allocation among the various cost centers and is reflective of current legal activities and expenditures.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN MANAGER
FUNCTION: LEGAL SERVICES 1006

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	454,104	422,950	422,950	422,950	422,950	422,950	422,950
Total Appropriation	\$454,104	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950

COST CENTERS							

10060 TOWN ATTORNEY	317,714	285,000	310,000	337,950	337,950	337,950	337,950
10062 SPECIAL ATTORNEY	23,411	5,000	10,000	5,000	5,000	5,000	5,000
10064 GENERAL SUPPORT	76,681	57,950	57,950	50,000	50,000	50,000	50,000
10066 REVALUATION	36,298	75,000	45,000	30,000	30,000	30,000	30,000
Total Cost Centers	\$454,104	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950

FINANCING PLAN							

GENERAL FUND	454,104	422,950	422,950	422,950	422,950	422,950	422,950
Total Financing Plan	\$454,104	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN MANAGER
FUNCTION: LEGAL SERVICES 1006

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5290 PROFESS/TECHNICAL SE	454,104	422,950	422,950	422,950	422,950	422,950	422,950
Total Operating Expenses	\$454,104	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950
GRAND TOTAL	\$454,104	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950	\$422,950

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: Town Manager
FUNCTION: Legal Services 1006

CC0 – Town Attorney

- Provides professional services to the Town Council, RTM, various boards and commissions, the Town Manager and staff on a variety of municipal issues including, but not limited to, planning and zoning issues, land use appeals, Freedom of Information, Labor and Employment, etc.

CC2 – Special Attorneys

- Special Attorneys are hired when there may be a conflict for the Town Attorney to advise and possibly defend the Town in Court. Many of these cases deal with tax foreclosures.

CC4 – General Support

- Appraisals for tax foreclosures, marshal fees, and deed research.

CC6 – Revaluation

- Tax appeals and appraisals primarily resulting from periodic revaluation.



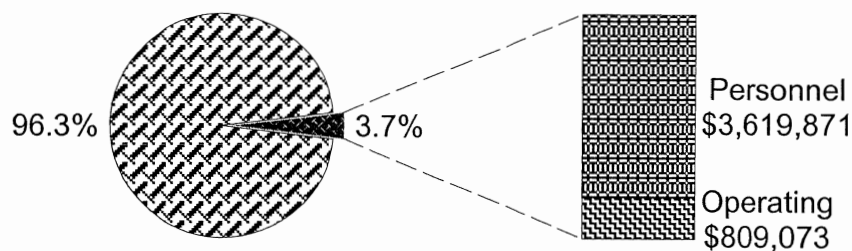
Mission Statement

General Services
(Functions 1010, 1013, 1014)

To provide for the daily and long-term management of the Town in the areas of Executive Management, Finance and Administrative Services by:

- Implementing Town Council goals through coordinating the efforts of various Town Departments.
- Facilitating the flow of information and communications within Town government and to the public as expeditiously as possible.
- Compiling and maintaining the property tax base to ensure the fair and equitable distribution of the property tax burden and the billing and collection of those taxes.
- To procure goods and services for all departments in accordance with Town Charter requirements and the Town's Purchasing Manual.
- Protecting the assets of the Town by recommending the most effective measure for reducing exposures and funding/purchasing insurance.
- Developing and administering the Annual Budget and preparing the Comprehensive Annual Financial Report (CAFR).
- Effective cash management and investment procedures that allow for the timely disbursement of accounts payable and payroll/pension processing.
- Recruiting and training employees to effectively fulfill the responsibilities of their positions.
- Administering State and Federal requirements such as the American with Disabilities Act (ADA) and the Family and Medical Leave Act (FMLA) and Occupational Safety and Health Act (OSHA).
- Negotiate and administer collective bargaining agreements.
- Acquiring and maintaining computer systems and data bases to help employees perform their jobs as efficiently as possible.
- Planning for and managing any natural or man-made disaster that threatens the lives or property of the citizens of Groton.
- Providing a communications system that allows citizens to quickly call for emergency assistance and provides for the rapid and effective dispatch of police, fire and/or emergency medical service units to the scene of the emergency.
- Provides telecommunication support for all Town Departments.

GENERAL SERVICES **as a % of the Total Budget**

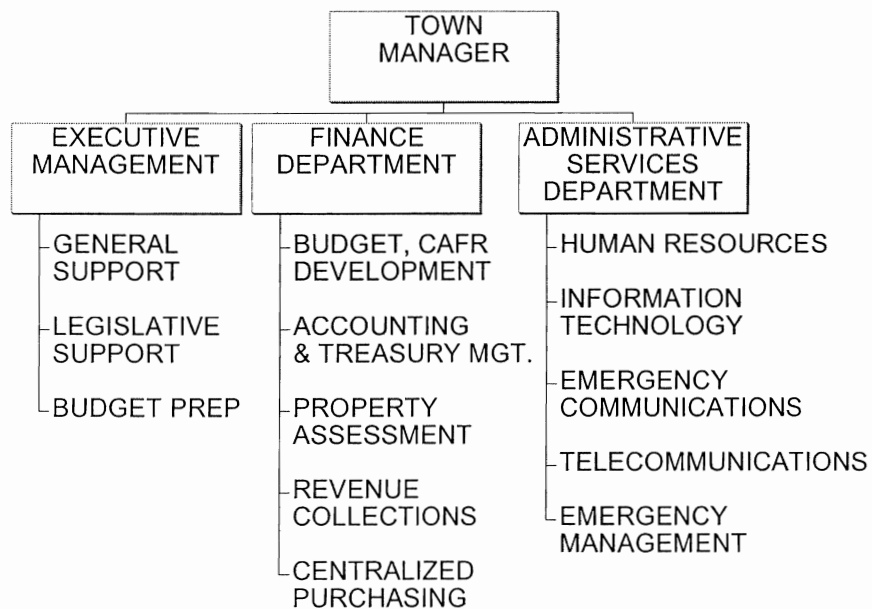


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: GENERAL SERVICES



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Executive Management 1010

Department: Town Manager

FUNCTION DESCRIPTION:

The Town Manager provides overall administrative direction of the daily and long-term work of each Town Department. The Town Manager presents an annual operations budget and Capital Improvement Program to the Town Council and RTM. The Town Manager's staff provides support to the Town Council and its Committees and a number of other committees/commissions as required. The Town Manager and his staff also attend RTM, RTM budget, and subcommittee meetings. The Town Manager's staff provides support for Groton Resource Recovery Authority, the Committee of Chairpersons, and other ad hoc committees on an as-needed basis.

Activities include researching a variety of topics relating to municipal government, funding, and environmental and economic issues facing the community. The Town Manager's staff frequently confer and collaborate with state officials, other towns and with regional organizations. As a result, a significant portion of this function may involve work that takes place outside the Town organization.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
# Agendas Prepared for Town Council and Committee meetings	120	120	100
# RTM Meetings attended	29	30	30
# Local/Regional/State Organization Meetings Attended	269	280	280
# Budget meetings attended (Staff, Council, RTM)	50	51	50
Referrals and other agenda items considered	322	300	280
Management Initiatives undertaken; including implementation	1	2	1

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Manager

FUNCTION: Executive Management 1010

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 377,862	\$ 294,148	\$ 294,148	\$ 293,133	(0.3%)

HIGHLIGHTS:

- The Assistant to the Town Manager position was eliminated in the FYE 2011 budget. The need for this type of position is continuing to be evaluated. Potential future considerations include creation of an Assistant Town Manager position; the restructuring of other department functions; integration of other department activities into the Town Manager's office (i.e. emergency operations, information technology). These potential considerations are not reflected in this budget.
- The proposed budget reflects a 0.3% decrease from the FYE 2010 Adjusted Budget. Personnel Services are the same as FYE 2010 and Operating Expenses are reduced by 2.8% or \$1,015. In FYE 2010, this budget was reduced 23.2%.

Final Budget Result:

-During budget deliberations, no changes were made.

PERSONNEL CHANGES/HISTORY:

- FYE 2011 Eliminated Assistant to the Town Manager position

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
4	4	3	3	3	3

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	325,378	257,823	257,823	257,823	257,823	257,823	257,823
Operating Expenses	52,484	36,325	36,325	36,310	35,310	35,310	35,310
	-----	-----	-----	-----	-----	-----	-----
Total Appropriation	\$377,862	\$294,148	\$294,148	\$294,133	\$293,133	\$293,133	\$293,133

COST CENTERS							

10100 LEADERSHIP/GEN SUPPT	188,933	154,595	154,595	154,580	153,580	153,580	153,580
10101 LEGISLATIVE SUPPORT	127,256	87,862	87,862	87,862	87,862	87,862	87,862
10102 BUDGET PREPARATION	61,673	51,691	51,691	51,691	51,691	51,691	51,691
	-----	-----	-----	-----	-----	-----	-----
Total Cost Centers	\$377,862	\$294,148	\$294,148	\$294,133	\$293,133	\$293,133	\$293,133

FINANCING PLAN							

GENERAL FUND	377,862	294,148	294,148	294,133	293,133	293,133	293,133
	-----	-----	-----	-----	-----	-----	-----
Total Financing Plan	\$377,862	\$294,148	\$294,148	\$294,133	\$293,133	\$293,133	\$293,133

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	286,937	233,965	233,965	233,965	233,965	233,965	233,965
5104 OVERTIME PAY	0	185	185	185	185	185	185
5109 SALARY ADJUSTMENTS	10,880	0	0	0	0	0	0
5112 SICK INCENTIVE	2,065	2,410	2,410	2,410	2,410	2,410	2,410
5117 ALLOWANCES	4,800	4,800	4,800	4,800	4,800	4,800	4,800
5151 SOCIAL SECURITY	20,696	16,463	16,463	16,463	16,463	16,463	16,463

Total Personnel Services	\$325,378	\$257,823	\$257,823	\$257,823	\$257,823	\$257,823	\$257,823
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	8,645	12,250	12,250	12,250	12,250	12,250	12,250
5210 PROFESS DEVELOP/TRAI	3,167	9,700	9,700	9,770	8,770	8,770	8,770
5220 UTILITIES/FUEL/MILEA	243	640	640	640	640	640	640
5260 REPAIRS & MAINT-FAC/	1,831	4,250	4,250	4,250	4,250	4,250	4,250
5290 PROFESS/TECHNICAL SE	34,087	5,000	5,000	5,000	5,000	5,000	5,000
5300 MATERIALS & SUPPLIES	1,852	3,500	3,500	3,500	3,500	3,500	3,500
5315 VEHICLE REPLACEMENT	1,143	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	300	0	0	0	0	0	0
5317 VEHICLE FUEL	231	0	0	0	0	0	0
5318 COMPUTER REPLMNT FEE	985	985	985	900	900	900	900

Total Operating Expenses	\$52,484	\$36,325	\$36,325	\$36,310	\$35,310	\$35,310	\$35,310
GRAND TOTAL	\$377,862	\$294,148	\$294,148	\$294,133	\$293,133	\$293,133	\$293,133

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

TOWN MANAGER	1.00	1.00	1.00	1.00	1.00	1.00
EXECUTIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	3.00	3.00	3.00	3.00	3.00	3.00
FTE SALARIES & WAGES						

TOWN MANAGER	130,175	130,175	130,175	130,175	130,175	130,175
EXECUTIVE ASSISTANT	60,960	60,960	60,960	60,960	60,960	60,960
ADMINISTRATIVE SECRETARY	42,830	42,830	42,830	42,830	42,830	42,830

Total FTE Salaries & Wages	\$233,965	\$233,965	\$233,965	\$233,965	\$233,965	\$233,965

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Town Manager
FUNCTION: Executive Management 1010

CC0 – Leadership/General Support

- Assist Town Council with policy development; guides the implementation of Town Council goals.
- Supervision and Development of Management Team; attend Department Heads and Management Team meetings.
- Participation in Regional and Inter-governmental organizations - Council of Governments (COG), Southeastern Conn. Enterprise Region Corp. (SeCTer), Eastern CT and Mystic Chambers of Commerce, Submarine Base Realignment Committee (SRC), Mystic Cooperative Task Force, Eastern Conn. Housing Opportunities (ECHO), Connecticut Housing Trust Fund Committee, Southeastern Connecticut Housing Alliance (SECHA), Regional Emergency Planning Team (REPT) and others as required. Work with area Fire Officers and heads of ambulance services.
- Respond to public inquiries, and advise and assist Town departments. Assist state and regional agencies in matters of interest and benefit to Groton.

CC1 – Legislative Support

- Process Town Council and RTM referrals.
- Attend Connecticut Conference of Municipalities (CCM) Legislative and other Committee meetings in order to set State legislative priorities; coordinate Groton's legislative agenda with local legislators.
- Develops and issues agenda for all meetings of Town Council, Committee-of-the-Whole, Group I, Group II, and others as required.
- Maintains a system of accepting, tracking and completing referrals concerning issues before the Town Council and RTM. Responsible for quality and thoroughness of all supporting staff work, including development of alternatives for all decisions.
- Develops agendas and handles referrals for auxiliary functions of the Town Council, including the MRRA (Municipal Resource Recovery Authority). Recruits and appoints members to boards and commissions not requiring individual confirmation by the Council.

CC2 – Budget Preparation

- Coordinate development and preparation of Town operations budget and capital improvement budget.
- Works with outside agencies to incorporate their budget requests into the Town budget.
- Introduce budget at public hearing and discuss budget at Town Council and RTM budget sessions. Attend RTM subcommittee budget review sessions as required.

TOWN OF GROTON

FINANCE PERFORMANCE MEASURES

Function: Financial Administration 1013

Department: Finance

FUNCTION DESCRIPTION:

The Finance Department is responsible for the functions of financial administration and control. The Department consists of four divisions: Accounting & Treasury, Assessment, Tax Collection and Purchasing. Staff are required to assist in the preparation and execution of the budget; to set up and operate an adequate system of accounts and controls with monthly reports and a pre-audit of expenditures; to purchase supplies, materials and equipment; to assess property for taxes and special assessments; to bill and collect taxes, sewer benefit assessment, water benefit assessment, and sewer use charges, and have custody of moneys, funds and investments of the Town; and to monitor the Town's financial position through an accurate accounting program and debt management and property appraisal.

GOALS

The Finance Department, by fulfilling the above responsibilities efficiently and accurately, can achieve its goals to assist the Town Council in establishing fairness and equity in taxation, maintaining the confidence of the citizens, fostering public awareness, and promoting the health, safety and general welfare of the community.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Outputs			
Accounts Payable Checks	8,124	8,100	8,100
Payroll Checks	12,626	11,894	11,890
Pension Checks	2,340	2,462	2,597
Grants Administered	26	26	26
 Real Estate Parcels	 13,015	 13,027	 13,035
Motor Vehicle Accounts	36,928	36,587	39,131
Personal Property Accounts	2,217	2,215	2,175
Certificates of Change	3,932	4,400	4,300
 Bid Packages Prepared	 43	 45	 45
Purchase Orders Processed	1,845	1,850	1,850
Change Orders Processed	428	430	430
Capital Assets Processed	47	45	45
 Tax Bills-July	 42,857	 42,557	 42,500
Tax Bills-January	4,869	5,250	5,000
Tax Collection Demands	150	75	100
 Effectiveness Goal			
Number of GAAP audit adjustments related to GF only	6	6	6
Number of weeks to complete the CAFR	7	7	7
Average number of days after receipt of the statement to complete bank reconciliations	30	25	20
 Tax Collection Rate	 97.6	 96.7	 97.5
 Efficiency Goal			
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	17	18	19
Number of years to receive Distinguished Budget Presentation Award from GFOA	16	17	18
 Average turnaround in days for conversion of requisitions to purchase orders	 1.24	 1.75	 2.00
% of Bids/RFP's processed within 4 weeks	81.82%	85%	80%
% of requisitions converted to purchase orders within 3 days	98.6%	95%	90%
 Assessment to Sale Ratio (median ratio of assessments divided by sales prices)	 72.7%	 74.3%	 75%

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Finance			FUNCTION: Finance Administration 1013		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,414,447	\$ 1,346,899	\$ 1,341,982	\$ 1,345,609	(0.1%)

HIGHLIGHTS:

- The Proposed budget reflects a 0.1% decrease (\$1,290) from the FYE 2011 Adjusted budget. Personnel Services are increased by 0.7% or (\$9,106) and Operating Expenses are decreased by 7.7% or (\$10,396).
- Overtime (account #5104) is increased in order to eliminate "comp time" and having employees out of the office and unavailable to get the work tasks completed.
- Operating Expenses decreased by 7.7% from the FYE 2011 Adjusted Budget, with decreases in: professional development/training (Pentamotion financial management software Conferences); and professional/technical services (personal property audits).
- Staff time will be spent overseeing the real property revaluation as it is completed in FYE 2012.

Final Budget Result:

-During budget deliberations, no changes were made.

PERSONNEL CHANGES/HISTORY:

FYE 2010 - Eliminated Mail Courier

- Eliminated Seasonal Personnel in the tax division

FYE 2011 - Eliminated Office Assistant II (Salary Adjustment)

- Reduced hours of Administrative Secretary to Regular Part Time (Salary Adjustment)

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
21	20	20	18	18	18

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	1,285,184	1,211,238	1,204,508	1,223,018	1,220,344	1,220,344	1,220,344
Operating Expenses	129,263	135,661	137,474	135,327	125,265	125,265	125,265

Total Appropriation	\$1,414,447	\$1,346,899	\$1,341,982	\$1,358,345	\$1,345,609	\$1,345,609	\$1,345,609

COST CENTERS							

10130 LEADERSHIP/GEN SUPPT	233,361	160,430	223,626	226,061	223,999	223,999	223,999
10131 ACCOUNTING/TREASURY	331,856	321,904	317,237	315,030	313,530	313,530	313,530
10133 ASSESSMENT	312,188	328,809	304,495	338,408	332,071	332,071	332,071
10135 REVENUE COLLECTION	345,918	343,449	302,040	332,832	331,495	331,495	331,495
10137 PURCHASING	191,124	192,307	194,584	146,014	144,514	144,514	144,514

Total Cost Centers	\$1,414,447	\$1,346,899	\$1,341,982	\$1,358,345	\$1,345,609	\$1,345,609	\$1,345,609

FINANCING PLAN							

INTEREST INCOME	149,936	100,000	122,825	100,000	100,000	100,000	100,000
TAX COLLECTION SERVICES	177,308	182,627	182,627	208,439	208,439	208,439	208,439
GIS REVENUE	1,138	800	750	750	750	750	750
FINANCE DEPT COPIES	1,422	1,250	1,350	1,350	1,350	1,350	1,350
RETURNED CHECK FEES	1,320	1,600	1,300	1,320	1,320	1,320	1,320
AIRCRAFT REGISTRATIONS	21,780	20,000	19,130	20,000	20,000	20,000	20,000
SALE OF FIXED ASSETS	8,203	4,000	6,246	4,100	4,100	4,100	4,100
MISC-UNCLASSIFIED	1,725	500	0	0	0	0	0
GENERAL FUND	1,051,615	1,036,122	1,007,754	1,022,386	1,009,650	1,009,650	1,009,650

Total Financing Plan	\$1,414,447	\$1,346,899	\$1,341,982	\$1,358,345	\$1,345,609	\$1,345,609	\$1,345,609

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,155,923	1,175,350	1,068,276	1,079,034	1,079,034	1,079,034	1,079,034
5102 PART TIME PERSONNEL	0	0	750	0	0	0	0
5104 OVERTIME PAY	2,787	2,846	5,768	7,411	4,927	4,927	4,927
5105 LONGEVITY PAY	7,485	7,470	6,601	7,045	7,045	7,045	7,045
5109 SALARY ADJUSTMENTS	28,418	(64,000)	(1,200)	(618)	(618)	(618)	(618)
5110 REGULAR PART TIME	0	0	39,339	39,339	39,339	39,339	39,339
5112 SICK INCENTIVE	1,888	4,163	3,962	4,213	4,213	4,213	4,213
5116 WAGE CONTINUATION	0	0	(4,284)	0	0	0	0
5151 SOCIAL SECURITY	88,639	85,409	85,296	86,594	86,404	86,404	86,404
5154 UNEMPLOYMENT COMPENS	44	0	0	0	0	0	0

Total Personnel Services	\$1,285,184	\$1,211,238	\$1,204,508	\$1,223,018	\$1,220,344	\$1,220,344	\$1,220,344

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	53,265	55,593	52,440	53,165	53,165	53,165	53,165
5210 PROFESS DEVELOP/TRAI	7,137	8,000	8,000	7,529	4,529	4,529	4,529
5220 UTILITIES/FUEL/MILEA	1,125	1,892	1,502	1,577	1,577	1,577	1,577
5230 PYMNTS/CONTRIBUTIONS	169	0	0	0	0	0	0
5240 BOARDS & COMMISSIONS	0	50	50	50	50	50	50
5260 REPAIRS & MAINT-FAC/	2,636	2,685	2,763	6,532	6,532	6,532	6,532
5281 OCCUPATIONAL HEALTH	142	180	235	155	155	155	155
5290 PROFESS/TECHNICAL SE	44,395	49,022	52,863	45,867	40,867	40,867	40,867
5300 MATERIALS & SUPPLIES	11,628	11,535	11,785	11,600	11,600	11,600	11,600
5315 VEHICLE REPLACEMENT	2,063	688	688	2,750	688	688	688
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	347	224	224	205	205	205	205
5318 COMPUTER REPLMNT FEE	5,457	5,492	5,492	5,597	5,597	5,597	5,597
5400 EQUIP/MACHINRY& FURN	599	0	920	0	0	0	0
5410 COMPUTER EQUIPMENT	0	0	212	0	0	0	0

Total Operating Expenses	\$129,263	\$135,661	\$137,474	\$135,327	\$125,265	\$125,265	\$125,265

GRAND TOTAL	\$1,414,447	\$1,346,899	\$1,341,982	\$1,358,345	\$1,345,609	\$1,345,609	\$1,345,609

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIRECTOR OF FINANCE	1.00	1.00	1.00	1.00	1.00	1.00
TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
TREASURER/ACCT MGR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
PURCHASING AGENT	1.00	1.00	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESS ANALYST ASSOCIATE	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSMENT TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL ASSISTANT I	2.00	3.00	3.00	3.00	3.00	3.00
FINANCIAL ASSISTANT II	4.00	4.00	4.00	4.00	4.00	4.00
OFFICE ASSISTANT II (35)	3.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	20.00	18.00	18.00	18.00	18.00	18.00

FTE SALARIES & WAGES						

DIRECTOR OF FINANCE	112,331	112,005	112,005	112,005	112,005	112,005
TAX COLLECTOR	74,443	68,100	70,851	70,851	70,851	70,851
TREASURER/ACCT MGR	92,680	92,680	92,680	92,680	92,680	92,680
ASSESSOR	87,124	87,995	89,755	89,755	89,755	89,755
PURCHASING AGENT	80,050	80,050	80,050	80,050	80,050	80,050
ACCOUNTANT	68,511	68,511	68,511	68,511	68,511	68,511
ASSISTANT ASSESSOR	59,571	59,578	59,578	59,578	59,578	59,578
DEPUTY TAX COLLECTOR	50,204	44,597	45,489	45,489	45,489	45,489
ASSESS ANALYST ASSOCIATE	48,758	48,728	49,703	49,703	49,703	49,703
ASSESSMENT TECHNICIAN	46,095	46,085	47,007	47,007	47,007	47,007
ADMINISTRATIVE SECRETARY	46,128	0	0	0	0	0
FINANCIAL ASSISTANT I	88,491	129,883	131,562	131,562	131,562	131,562
FINANCIAL ASSISTANT II	191,647	185,466	187,246	187,246	187,246	187,246
OFFICE ASSISTANT II (35)	129,317	44,597	44,597	44,597	44,597	44,597

Total FTE Salaries & Wages	\$1,175,350	\$1,068,276	\$1,079,034	\$1,079,034	\$1,079,034	\$1,079,034

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Finance
FUNCTION: Finance Administration 1013

CC0 – Leadership/General Support

- Plans, organizes and directs the operations of the Finance Department.
- To implement a fully integrated financial management information system that will provide timely and more useful information.
- To act as staff to the Retirement Board and act as the liaison with the Board's investment manager.
- To prepare a Comprehensive Annual Financial Report which provides detailed information on the transactions and events affecting the Town's funds and account groups.
- To prepare a Budget that meets or exceeds the requirements of the Government Finance Officers Association Distinguished Budget Award Program.
- To assure that Town funds are used for appropriate purposes and within approved budgetary functions/objects.

CC1 – Accounting/Treasury Management

- Administers cash management, accounts receivable and accounts payable responsibilities of the Town.
- To reconcile cash and invest funds in a financially prudent manner.
- To assure that funds designated for the Town are received.
- To pay bills within thirty days of receipt of invoice or Request for Payment.
- Completes financial statements and assists in the preparation of the comprehensive annual report.
- Processes and administers the payroll responsibilities of the Town including completion of state and federal reports and the issuance of W-2's.
- Processes monthly pension payments, associated state and federal reports and issues 1099R's.
- Assists on bonding projects and prepares estimated debt service payments as it relates to the issuance of new debt.
- Grant administration to insure funds are expended for intended purpose and reimbursement requests are submitted in a timely manner.

CC3 – Assessment

- Compiles and maintains the property tax list to ensure the fair and equitable distribution of the property tax burden.
- To discover, list and value real and personal property uniformly and according to law.
- To administer exemption and abatement programs according to State Statute and local ordinance.

CC5 – Revenue Collection

- Responsible for the billing and collection of taxes for the Town, Groton Sewer District, and the nine (9) taxing districts within the Town as well as the billing and collection of residential and commercial sewer use charges, sewer benefit assessment and water benefit assessment accounts, landfill accounts and commercial solid waste accounts.
- To rebill new owners within one month of the notice of real estate transfers which have either outstanding taxes or the second installment due and which have either outstanding sewer benefit assessment accounts, outstanding sewer use accounts, and remaining residential sewer use quarterly charges.
- To rebill every active delinquent tax account each Fall and Spring.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Finance
FUNCTION: Financial Administration 1013

- Send delinquent personal property and motor vehicle suspended accounts to the collection agency each year.
- To send lien notices to all delinquent real estate accounts in April and all delinquent personal property accounts in May.
- To send Tax Collectors Demands to delinquent personal property and real estate accounts which are two or more years in the arrears and to delinquent sewer benefit assessment accounts and sewer use charge accounts each Fall and Spring.
- To file each May, real estate liens with the Town Clerk's Office and UCC-1 liens on delinquent personal property accounts with the Secretary of State.
- Commercial Solid Waste Accounts 90 days or more in arrears and not adhering to a payment plan are referred to Public Works for removal of dumpsters.
- To increase customer service for residents by providing a public access screen to pay taxes and sewer use charges on line, and to review tax accounts.
- Notify Ledge Light Health District of delinquent personal property accounts for revocation or non-issuance of health permit.

CC7 – Purchasing

- To secure goods and services for all departments of the Town in accordance with Town Charter requirements and the Town's Purchasing Manual, as revised, in support of all Town Departments and agencies.
- To process purchase requisitions on average within three days of receipt, and bids and proposals within 30 days of receipt.
- To maintain and control a capital asset system in conformity with generally accepted accounting principles.
- To utilize the automated purchasing system to monitor vendor delivery schedules and to consolidate purchase requirements wherever possible to reduce the number of individual transactions.
- To investigate and develop new products and sources of supply which will provide greater value to the Town.
- To maximize cooperative purchasing with the Board of Education and other municipalities where possible in order to increase volume and thereby reduce the overall cost to the Town.
- To operate the mail room at maximum efficiency which will ensure that incoming and outgoing mail is processed in a timely manner.
- To negotiate, execute and monitor lease agreements for various equipment as well as for leased property and buildings.
- To coordinate the sale of the Town's surplus/obsolete property through a formal auction on an annual basis as well as throughout the year utilizing an on-line surplus property website.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Administrative Services 1014

Department: Administrative Services

FUNCTION DESCRIPTION:

The Administrative Services Department includes three major functional areas: Human Resources, Information Technology and Emergency Communications/Management. Human Resources provides human resource, training, management development, labor relations, safety, risk management and benefit administration services to departments and individual employees. Information technology is responsible for providing other departments with data and voice communications services, computer systems maintenance, application development, GIS user and technical support. The Emergency Communications Center receives emergency calls from the public through the 9-1-1 system and other means including automatic alarms and dispatches Police and Fire/EMS units as appropriate. Emergency Management is responsible for planning for and managing disasters and other emergencies. The Emergency Management Director serves as an advisor to the Town Manager during an emergency.

FUNCTION ACTIVITIES:

	<u>Actual</u> <u>FYE 2010</u>	<u>Estimate</u> <u>FYE 2011</u>	<u>Anticipated</u> <u>FYE 2012</u>
Authorized Full Time Positions	283	268	267
Full Time Employees Hired	4	5	4
Full Time Employees Leaving Employment	12	11	8
Part-Time/Seasonal Employees Hired	136	125	125
Collective Bargaining Agreements Negotiated	3	4	4
Grievances Processed	10	10	10
COG Training Programs	10	10	10
Building Safety Inspections	8	11	12
Playground Safety Inspections	17	18	18
Municipal Building Fire Safety Drills	6	6	6
Safety Training (Total Hours)	356.6	220	220
Workers Comp Claims (Includes BOE)	93	110	100
Total Workers Comp Claims Experience (Includes prior year claims)	\$223,850	\$220,000	\$220,000
PCs Supported	507	515	525
Users Supported	455	455	455
GIS Users	115	120	120
Help Desk Questions	3,106	3,476	3,750
Remote Locations Served	34	36	36
9-1-1 Telephone Calls Received	13,829	18,285	18,500
Non-Emergency Telephone Calls Received	76,129	95,772	95,000
Medical Radio Patches Processed	5,835	6,110	6,200
Calls for Service	53,268	49,584	52,000

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Administrative Services			FUNCTION: Administrative Services 1014		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 20012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 2,869,494	\$ 2,809,695	\$ 2,791,001	\$ 2,790,202	(0.7%)

HIGHLIGHTS:

Personnel Services: (-\$21,852)

- Regular Full-time: During FYE 2011, a revised schedule was agreed upon by the Telecommunicator's Union based on 13 Telecommunicators rather than the 14 needed for the previous schedule. The new schedule provides less but more balanced shift coverage and does increase overtime by approximately \$32,000, which is more than offset by salary savings of \$59,419 from not having to fill a vacant Telecommunicator IV position. These savings do not take into account the additional savings in benefits.
- Regular Part-time: increase due to cost for Occupational Health and Safety Coordinator no longer shared with Water Pollution Control. Does reflect a reduction in hours from 24 hours per week to 20.

Operating Expenses: (\$+\$2,359)

- Increase in 5220 (\$17,970) resulting from higher line costs in Dispatch (cc5) and additional phones for new Senior Center (cc7) is partially offset by reductions in other accounts such as professional development (\$3,475) and materials & supplies (\$950).
- Software Maintenance (5261) is down \$7,110 due to warranty period on new CAD and RMS software being in effect for part of FYE 2012. An increase is anticipated for FYE 13 as these warranties expire.

Revenue:

- The payment from North Stonington for dispatching services has increased by \$16,960. This is the result of including benefits in the costs of the Emergency Communications Center which are then prorated by the percentage of total calls for service generated by North Stonington to determine the payment amount.

Final Budget Result:

-During budget deliberations, no changes were made.

PERSONNEL CHANGES/HISTORY:

FYE 2011 - OCC Safety & Health Coordinator moved to regular part time status.

FYE 2012 - Eliminated 1 vacant Telecommunicator IV position.

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
29	29	28	27	27	27

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: ADMINISTRATIVE SERVICES
FUNCTION: ADMINISTRATIVE SERVICES 1014

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	2,183,919	2,163,556	2,131,874	2,143,857	2,141,704	2,141,704	2,141,704
Operating Expenses	685,575	646,139	659,127	660,423	648,498	648,498	648,498
Total Appropriation	\$2,869,494	\$2,809,695	\$2,791,001	\$2,804,280	\$2,790,202	\$2,790,202	\$2,790,202

COST CENTERS							

10140 LEADERSHIP/GEN SUPPT	135,402	125,416	126,440	126,966	126,716	126,716	126,716
10141 HUMAN RESOURCES	358,639	325,954	321,318	327,172	323,519	323,519	323,519
10143 INFORMATION TECHNOLO	681,446	680,360	681,176	689,905	687,205	687,205	687,205
10144 SOFTWARE MAINTENANCE	254,209	244,011	244,011	237,801	237,801	237,801	237,801
10145 EMERGENCY COMMUNICAT	1,268,615	1,267,822	1,249,821	1,250,584	1,245,109	1,245,109	1,245,109
10147 TELECOMMUNICATIONS	73,888	68,380	71,500	72,150	70,150	70,150	70,150
10148 EMERGENCY MANAGEMENT	97,295	97,752	96,735	99,702	99,702	99,702	99,702
Total Cost Centers	\$2,869,494	\$2,809,695	\$2,791,001	\$2,804,280	\$2,790,202	\$2,790,202	\$2,790,202

FINANCING PLAN							

FEMA REIMBURSEMENT	0	0	416	0	0	0	0
911 ENHANCEMENT	165,482	162,500	165,482	165,482	165,482	165,482	165,482
MISC STATE REVENUE	5,773	0	0	0	0	0	0
NUCLEAR SAFETY DRILL	26,066	24,072	24,072	24,836	24,836	24,836	31,626
EMERGENCY MGMTG (SLA)	13,326	15,196	15,196	15,196	15,196	15,196	15,196
DISPATCH-PARAMEDIC SERV	1,000	1,000	1,000	1,000	1,000	1,000	1,000
N STONINGTON-DISPATCH	48,573	37,562	37,562	52,819	52,819	52,819	52,819
STONIN AMBULANCE DISPATCH	0	5,000	5,000	5,000	5,000	5,000	5,000
GROTON UTILITIES DISPATCH	0	5,000	5,000	5,000	5,000	5,000	5,000
COORD MEDICAL EMERG DIREC	22,832	22,832	22,832	22,832	22,832	22,832	22,832
GIS REVENUE	935	1,000	250	250	250	250	250
MISC-UNCLASSIFIED	665	0	0	0	0	0	0
LEASE FEES	13,000	13,000	13,000	13,000	13,000	13,000	13,000
GENERAL FUND	2,571,842	2,522,533	2,501,191	2,498,865	2,484,787	2,484,787	2,477,997
Total Financing Plan	\$2,869,494	\$2,809,695	\$2,791,001	\$2,804,280	\$2,790,202	\$2,790,202	\$2,790,202

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: ADMINISTRATIVE SERVICES
FUNCTION: ADMINISTRATIVE SERVICES 1014

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,718,977	1,727,546	1,663,511	1,672,147	1,672,147	1,672,147	1,672,147
5102 PART TIME PERSONNEL	10,988	7,350	6,500	7,800	5,800	5,800	5,800
5104 OVERTIME PAY	233,787	190,000	225,500	222,811	222,811	222,811	222,811
5105 LONGEVITY PAY	8,645	9,065	8,015	8,855	8,855	8,855	8,855
5109 SALARY ADJUSTMENTS	7,086	0	0	0	0	0	0
5110 REGULAR PART TIME	32,441	58,724	58,724	62,442	62,442	62,442	62,442
5111 PREMIUM PAY/OUT OF C	15,909	13,580	15,000	14,200	14,200	14,200	14,200
5112 SICK INCENTIVE	5,135	3,850	3,050	3,050	3,050	3,050	3,050
5117 ALLOWANCES	432	500	500	500	500	500	500
5151 SOCIAL SECURITY	150,519	152,941	151,074	152,052	151,899	151,899	151,899

Total Personnel Services	\$2,183,919	\$2,163,556	\$2,131,874	\$2,143,857	\$2,141,704	\$2,141,704	\$2,141,704

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	1,228	2,400	1,850	2,350	2,350	2,350	2,350
5210 PROFESS DEVELOP/TRAI	18,300	24,327	20,500	21,352	20,852	20,852	20,852
5220 UTILITIES/FUEL/MILEA	191,534	187,090	191,965	207,060	205,060	205,060	205,060
5260 REPAIRS & MAINT-FAC/	17,038	26,130	26,500	25,465	25,465	25,465	25,465
5261 SOFTWARE MAINT FEES	264,717	249,961	249,411	242,851	242,851	242,851	242,851
5281 OCCUPATIONAL HEALTH	0	0	120	0	0	0	0
5290 PROFESS/TECHNICAL SE	117,079	99,650	111,150	101,627	100,377	100,377	100,377
5300 MATERIALS & SUPPLIES	9,690	11,700	12,500	14,250	10,750	10,750	10,750
5315 VEHICLE REPLACEMENT	4,676	1,558	1,558	6,234	1,559	1,559	1,559
5316 VEHICLE MAINT FEE	1,350	1,200	1,200	1,100	1,100	1,100	1,100
5317 VEHICLE FUEL	2,464	1,998	1,998	1,949	1,949	1,949	1,949
5318 COMPUTER REPLMNT FEE	40,090	40,125	40,125	36,185	36,185	36,185	36,185
5400 EQUIP/MACHINRY& FURN	7,788	0	250	0	0	0	0
5410 COMPUTER EQUIPMENT	9,621	0	0	0	0	0	0

Total Operating Expenses	\$685,575	\$646,139	\$659,127	\$660,423	\$648,498	\$648,498	\$648,498

GRAND TOTAL	\$2,869,494	\$2,809,695	\$2,791,001	\$2,804,280	\$2,790,202	\$2,790,202	\$2,790,202

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: ADMINISTRATIVE SERVICES
FUNCTION: ADMINISTRATIVE SERVICES 1014

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIR OF ADMIN SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
MANAGER EC/EMER. MGT. DIR	1.00	1.00	1.00	1.00	1.00	1.00
MANAGER IT	1.00	1.00	1.00	1.00	1.00	1.00
MGR LABOR REL/RISK MGT	1.00	1.00	1.00	1.00	1.00	1.00
EMERGENCY MGT & COMM COOR	1.00	1.00	1.00	1.00	1.00	1.00
GIS PROG/ANALYST	1.00	1.00	1.00	1.00	1.00	1.00
IT SYSTEMS ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	1.00
EMPLOYEE BENEFITS COORD	1.00	1.00	1.00	1.00	1.00	1.00
HR COORDINATOR	1.00	1.00	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT I	2.00	2.00	2.00	2.00	2.00	2.00
PC/NETWORK SUPPORT II	2.00	2.00	2.00	2.00	2.00	2.00
TELECOMMUNICATOR III	11.00	11.00	11.00	11.00	11.00	11.00
TELECOMMUNICATOR IV	3.00	2.00	2.00	2.00	2.00	2.00
HUMAN RESOURCES ASST	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	28.00	27.00	27.00	27.00	27.00	27.00

FTE SALARIES & WAGES						

DIR OF ADMIN SERVICES	112,570	112,004	112,004	112,004	112,004	112,004
MANAGER EC/EMER. MGT. DIR	86,101	86,101	86,101	86,101	86,101	86,101
MANAGER IT	85,525	85,525	85,525	85,525	85,525	85,525
MGR LABOR REL/RISK MGT	77,820	77,820	77,820	77,820	77,820	77,820
EMERGENCY MGT & COMM COOR	55,989	55,989	55,989	55,989	55,989	55,989
GIS PROG/ANALYST	65,370	65,376	66,683	66,683	66,683	66,683
IT SYSTEMS ADMINISTRATOR	71,910	71,910	71,910	71,910	71,910	71,910
EMPLOYEE BENEFITS COORD	56,506	56,506	56,506	56,506	56,506	56,506
HR COORDINATOR	56,506	56,506	56,506	56,506	56,506	56,506
PC/NETWORK SUPPORT I	116,081	116,087	117,207	117,207	117,207	117,207
PC/NETWORK SUPPORT II	124,561	124,565	127,057	127,057	127,057	127,057
TELECOMMUNICATOR III	602,002	599,080	601,652	601,652	601,652	601,652
TELECOMMUNICATOR IV	177,455	116,892	118,036	118,036	118,036	118,036
HUMAN RESOURCES ASST	39,150	39,150	39,150	39,150	39,150	39,150

Total FTE Salaries & Wages	\$1,727,545	\$1,663,511	\$1,672,146	\$1,672,146	\$1,672,146	\$1,672,146

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Administrative Services
FUNCTION: Administrative Services 1014

CC0 – Leadership/General Support

- Provide direction and support in the carrying out of function activities.
- Oversee the design and administration of a wide range of services supporting all Town departments in Human Resources, Employee Relations and Organization Development.
- Oversee the design and administration of the Town's insurance and employee benefit programs.
- Develop and implement a functional strategic plan to enhance the organizations' investment and utilization of technology.
- Interact with all Town departments to understand their technology and communication needs and assist in implementation.
- Provide administrative support and direction to the Town's Emergency Communication and Management Operations.

CC1 – Human Resources

- Assist departments in hiring and promoting highly qualified candidates/employees while maintaining the Town's commitments to non-discrimination.
- Provide programs/training to enhance employees' skills in becoming more effective and productive.
- Maintain and update accurate employee records, meeting internal needs and external regulatory requirements.
- Inform departments on OSHA, insurance company safety and health requirements, new requirements and policies which affect the day to day operation of business within the Town of Groton.
- Provide staff support, technical assistance and organization analysis with recommendations for cost effective change and operation.
- Develop and maintain productive relationships with the Town's collective bargaining units through fair and consistent contract administration and imposition of employee discipline.
- In contract negotiations strive to balance the economic and management needs of the Town with union demands and arbitration awards while working to address areas of mutual concern.
- Protect the assets of the Town by recommending the most effective method for reducing identified exposures by either transferring or retaining the risk utilizing the most cost effective approach.
- Recommend methods to reduce identified exposures and accidents. Inform departments of any trends in claims that may require a change in procedures.
- Design and administer an employee benefit program that meets the needs of the Town's employees while containing costs in a period of rapid change in health care.

CC3 – Information Technology

- Support users and associated computer applications operating in all Town Departments.
- Provide or make available hardware and software training to users.
- Maintain a "Help Desk" to support all Town users.
- Maintain and administer a Computer/Printer Replacement Fund whereby PC's and printers are replaced on a regularly scheduled basis to ensure they can support current software applications.
- Insure uninterrupted hardware and software access.
- Provide Internet access while maintaining network security.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Administrative Services
FUNCTION: Administrative Services 1014

- Provide Geographic Information Systems (GIS) information and services to employees and the public.
- Provide maintenance and support for updates to GIS software and related peripheral equipment.
- Continue to develop new and maintain existing GIS data layers.
- Integrate GIS with existing Town databases and explore regional applications.
- Assist GIS Super Users in Planning, Public Works, Police and Assessment to meet departmental requirements.
- Provide GIS training as needed.
- Maintain the Town's network infrastructure either directly or through maintenance agreements.
- Continue to improve the speed and efficiency of the network utilizing Point-to-Point high-speed dark fiber optic segments, as well as cable modem VPN connections.
- Utilize the Computer Replacement Fund for the scheduled replacement of servers and network support equipment.
- Keep the Town's website current with information provided by departments.
- Administer hardware contracts and licensing agreements.
- Develop and maintain a disaster recovery plan.

CC4 - Information Technology - Software Maintenance

- Provide support (maintenance, modifications, updates, etc.) for 3rd party software applications utilized by the Town Departments.
- Administer software contracts and licensing agreements.

CC5 – Emergency Communications

- Receive, prioritize and process 9-1-1 emergency and non-emergency calls for service and dispatch appropriate police, fire and emergency medical services.
- Provide appropriate pre-arrival instructions to persons calling in emergency calls, i.e. offering CPR instructions in case of cardiac arrest, controlling bleeding, etc.
- Coordinate the response of police, fire and emergency medical services while responding to incidents in progress.
- Transfer incoming 9-1-1 calls to other emergency communications centers as needed.
- Monitor and maintain status of all emergency service units.
- Support field emergency services requests as needed:
 - Performing computer checks for police field units.
 - Contacting individuals/agencies at request of field units by phone, radio and/or FAX.
 - Testing fire alarm systems with fire departments.
 - Providing support for field units in Haz Mat incidents (weather conditions, coordinating agency's response, technical assistance via telephone contact with chemical manufacture representative, etc.)
- Monitor telephone, radio and security/fire alarms systems.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Administrative Services
FUNCTION: Administrative Services 1014

- Provide both required and recommended in-service training to Telecommunicators on a variety of subjects.
- Perform radio patches between emergency medical units in the field and emergency room physicians at hospitals.
- Ongoing review/updating of existing standard operating procedures.
- Provide public information on a variety of subjects concerning emergency communications.
- Back-up and accept 9-1-1 calls from outside communities in case of equipment failure in that community.
- Manage and operate Reverse 9-1-1 system.

CC7 – Telecommunications

- Manage, maintain and support 300 telephone sets located throughout the Town.
- Manage voice mail systems serving entire Town.
- Maintain two electronic key telephone systems located at Library and Police Station.
- Manage two Centralink 3100 telephone systems serving the entire Town.

CC8 – Emergency Management

- Update and maintain Town Comprehensive Emergency Management Plan.
- Maintain Hazardous Materials Response Plan for the Town.
- Receive and process approximately 500 actual releases of hazardous materials per year.
- Receive and disseminate weather and other warnings received to emergency service agencies, town officials and if necessary, the public.
- Plan and monitor periodic emergency drills with emergency services and update response plans as necessary.
- Plan and participate in yearly nuclear power plant exercise.
- Maintain and update Standard Operating Procedures and process any actual alerts from Millstone Nuclear Power Station.
- Participate in radio pager tests and 52 nuclear emergency notification drills per year.
- Maintain liaison with state and local emergency management officials within Millstone Emergency Planning Zone (EPZ).
- Attending training courses and join professional Emergency Management associations to increase knowledge of Emergency Management Planning and Operations.
- Maintain and plan for technological and professional advancement of the Town's Emergency Operations Center and the personnel assigned therein.
- Develop and publish pages on the Town's Web Site offering advice to residents on a variety of Emergency Management related subject.

Mission Statement

Public Safety
(Function 1024)

The mission of the Town of Groton Police Department is to deliver professional, courteous and efficient police services to the citizens and visitors of our community. We are committed to working in partnership with our community, to provide quality and effective programs for the preservation of peace, prevention of crime, apprehension of criminals and the protection of property so all may enjoy a peaceful quality of life in Groton.

Values

We, the Officers of the Town of Groton Police Department, strive to live and perform by these core values:

Integrity: To have the integrity to meet the challenges of providing quality service to our community with the highest standards of honesty and ethical conduct.

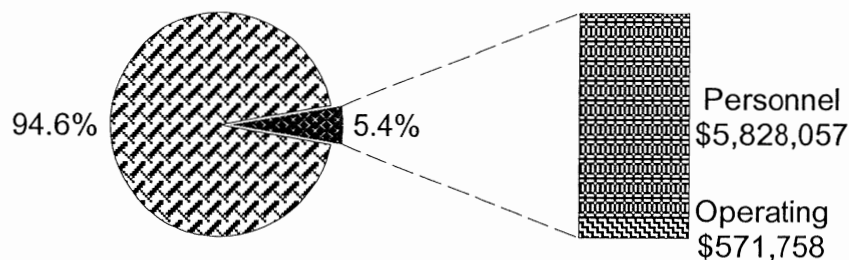
Compassion: To have compassion and show we care about the well being of our community and each other and to treat everyone with dignity and respect.

Loyalty: To have loyalty to ourselves, our fellow officers, our oath, and our police mission, of which we strive to uphold.

Honor: To take pride and honor in our service to our community and to never forget that we are here to serve and protect.

Community: To work together with the community to reduce crime and the fear of crime and to improve the quality of life in Groton.

PUBLIC SAFETY as a % of the Total Budget

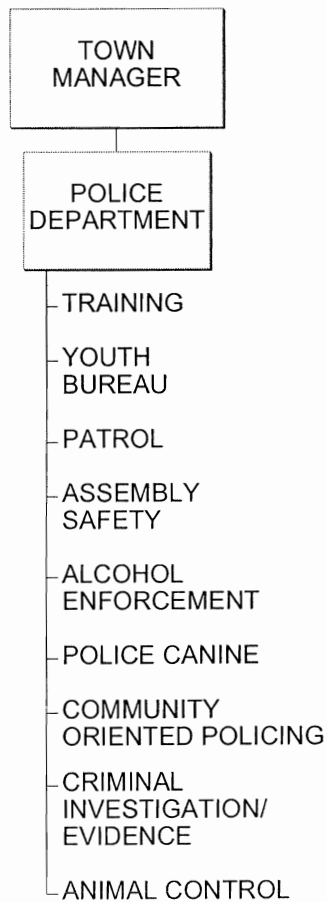


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: PUBLIC SAFETY



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Public Safety 1024

Department: Police

FUNCTION DESCRIPTION:

The Police Department is made up of four divisions: Administration, Patrol, Detective and Animal Control. The **Administration Division** is responsible for the daily operations of the police department, as well as budget preparation, presentation and implementation. The training of all full time regular officers as well as auxiliary police, the instruction and interaction with the youth of our community, and recording and licensing duties, are part of the overall function. The **Patrol Division** makes up the backbone of the Department. Employees are responsible for the prevention of crime, providing for the public's safety, as well as responding to emergencies. The Patrol Division is responsible for continued efforts in community oriented policing, which is a department-wide effort to be responsive to community concerns. The **Detective Division** is responsible for the initial and follow-up investigations of all major crimes occurring in the Town of Groton including follow-up of other cases that require additional investigation. This division spends a great deal of time on undercover and surveillance operations. The **Animal Control Division** is responsible for the operation and maintenance of the animal shelter, enforcing state statutes regarding animal control, and investigating complaints of nuisance and damage caused by dogs. Animal Control is also responsible for servicing complaints regarding felines, pet adoption and community education.

FUNCTION ACTIVITIES:

	Actual FYE 2010	Estimate FYE 2011	Anticipated FYE 2012
Calls for Service from the community	25,193	25,687	26,136
Instruct DARE program Encompasses All 5 th & 7 th Grade Classes	Total Classes 300 (160 / 140)	Total Classes 300 (160 / 140)	Total Classes 300 (160 / 140)
Detective Division Criminal Investigations / Search Warrants / Ex Parte Warrants	164 / 28 / 29	170 / 30 / 31	176 / 30 / 32
School Resource Officer (SRO) Cases / Arrests	49 / 36	75 / 35	75 / 35
Physical/Sexual Assault of Children Investigations	35	35	37
Drug Unit Total Arrests	81	98	98
Drug Unit Search & Seizure Warrants	12	16	16
Drug Unit Vehicle / Gun Seizures	9 / 12	6 / 2	6 / 2
Shellfish permits issued	474	698	743
Pistol Permits	54	82	91
Vendor Permits	12	12	12
Applicant Fingerprints	414	314	402
Background Checks	1,439	1,784	1,893
Accident Investigations	1,078	1,064	1,072
Criminal Arrests	1,068	914	981
Motor Vehicle Arrests/Infractions	473 / 1,115	428 / 1,206	498 / 1,256
DUI Roadblocks	3	3	3
Community education & safety programs	65	77	77
Community oriented meetings	56	64	21
Investigation of Canine / Feline Bites / Other	71 / 16 / 1	80 / 17 / 0	80 / 17 / 0
Capture & impoundments Canine / Feline/ Other	256 / 264 / 3	272 / 352 / 3	272 / 352 / 3
Total Animal Related Investigations	1,371	1,407	1,443
Animal Care & Safety Presentations	7	7	7

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Police

FUNCTION: Public Safety 1024

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 6,474,415	\$ 6,420,228	\$ 6,369,166	\$ 6,399,815	(0.3%)

HIGHLIGHTS:

- This proposed budget does not maintain the current level of police operations and services. The Community policing networking program is proposed for elimination for FYE 2012.
- In FYE 2007 a plan was developed to increase staffing at the police department to cover the vacancies created by officers on special assignment, in training, or taking time off. The overall goal of this plan was to increase the number of patrol officers by six in order to reduce the department's historical reliance on overtime. Two positions were approved in FYE 2008 and two in FYE 2009. The two positions that were approved in FYE 2009 were eliminated in FYE 2010.
- The proposed budget requires an additional salary savings of \$50,000 which could be equivalent to one position.

Final Budget Result:

- During budget deliberations, the Town Council added \$80,000 for Community Policing. The RTM then reduced the budget by \$80,000.

PERSONNEL CHANGES/HISTORY:

- FYE 2011 - Eliminated Two Patrol Officers. (Salary Adjustment)
- Eliminated Assistant Animal Control Officer. (Salary Adjustment)
 - Eliminated Training Lieutenant Position
 - Added 1 Patrol Sergeant

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
75	75	74	72	72	72

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	5,745,575	5,866,894	5,822,316	5,919,668	5,828,057	5,906,057	5,828,057
Operating Expenses	728,840	553,334	546,850	691,522	571,758	573,758	571,758

Total Appropriation	\$6,474,415	\$6,420,228	\$6,369,166	\$6,611,190	\$6,399,815	\$6,479,815	\$6,399,815

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

COST CENTERS							

10240 LEADERSHIP/GEN SUPPO	622,812	465,820	602,994	628,240	559,745	559,745	559,745
10241 TRAINING	193,233	192,650	185,440	189,909	189,909	189,909	189,909
10242 YOUTH BUREAU	312,644	334,420	324,009	334,626	334,626	334,626	334,626
10243 PATROL	4,550,532	4,579,269	4,501,498	4,657,881	4,569,407	4,569,407	4,569,407
10244 ASSEMBLY SAFETY	49,938	49,480	54,626	49,553	49,553	49,553	49,553
10245 ALCOHOL ENFORCEMENT	328	10,643	9,033	9,895	9,895	9,895	9,895
10246 POLICE CANINE	26,733	36,924	35,873	36,929	36,929	36,929	36,929
10247 COMM ORIENTED POLICI	49,127	45,870	44,433	45,671	5,060	85,060	5,060
10248 CRIMINAL INVEST/EVID	522,411	563,512	497,676	563,125	551,965	551,965	551,965
10249 ANIMAL CONTROL	120,050	141,640	113,584	95,361	92,726	92,726	92,726
1024A MAJOR CRIMES	7,133	0	0	0	0	0	0
1024B MAJOR EVENTS	19,474	0	0	0	0	0	0

Total Cost Centers	\$6,474,415	\$6,420,228	\$6,369,166	\$6,611,190	\$6,399,815	\$6,479,815	\$6,399,815

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FINANCING PLAN							

OTHER LICENSES/PERMITS	3,370	5,500	6,160	6,400	6,400	6,400	6,400
COURT FINES	13,834	12,100	13,177	13,210	13,210	13,210	13,210
PARKING TICKETS	2,355	3,100	2,210	2,700	2,700	2,700	2,700
FEDERAL FUNDS	2,388	0	0	0	0	0	0
FEMA REIMBURSEMENT	12,774	0	0	0	0	0	0
MISC STATE REVENUE	7,366	7,800	6,550	7,250	7,250	7,250	7,250
ACCIDENT REPORTS	1,782	2,200	1,528	2,100	2,100	2,100	2,100
MISC-UNCLASSIFIED	322	0	0	0	0	0	0
ANIMAL CONTROL FEES	4,996	5,200	4,680	5,100	5,100	5,100	5,100
GENERAL FUND	6,425,228	6,384,328	6,334,861	6,574,430	6,363,055	6,443,055	6,363,055

Total Financing Plan	\$6,474,415	\$6,420,228	\$6,369,166	\$6,611,190	\$6,399,815	\$6,479,815	\$6,399,815

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	4,342,077	4,673,913	4,430,001	4,583,312	4,583,312	4,583,312	4,583,312
5102 PART TIME PERSONNEL	107,757	118,312	116,198	118,312	115,312	115,312	115,312
5104 OVERTIME PAY	525,861	466,034	511,882	466,034	466,034	466,034	466,034
5105 LONGEVITY PAY	26,840	29,385	29,345	30,050	30,050	30,050	30,050
5106 COLLEGE INCENTIVE PA	86,504	92,874	89,997	92,874	92,874	92,874	92,874
5107 SHIFT REPLACEMENT OT	348,094	344,115	341,902	344,115	305,504	383,504	305,504
5109 SALARY ADJUSTMENTS	18,869	(138,007)	11,808	0	(50,000)	(50,000)	(50,000)
5111 PREMIUM PAY/OUT OF C	60,029	42,937	60,783	42,937	42,937	42,937	42,937
5112 SICK INCENTIVE	31,838	32,207	28,543	32,207	32,207	32,207	32,207
5115 SHIFT PREMIUM	69,603	77,530	72,194	77,530	77,530	77,530	77,530
5116 WAGE CONTINUATION	2,916	0	(1,278)	0	0	0	0
5117 ALLOWANCES	30,194	32,685	32,335	32,685	32,685	32,685	32,685
5151 SOCIAL SECURITY	88,538	86,773	90,608	91,476	91,476	91,476	91,476
5154 UNEMPLOYMENT COMPENS	6,455	8,136	7,998	8,136	8,136	8,136	8,136

Total Personnel Services	\$5,745,575	\$5,866,894	\$5,822,316	\$5,919,668	\$5,828,057	\$5,906,057	\$5,828,057

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	6,481	7,123	6,897	7,123	7,123	7,123	7,123
5210 PROFESS DEVELOP/TRAI	23,483	28,917	26,075	28,917	28,917	28,917	28,917
5220 UTILITIES/FUEL/MILEA	21,997	32,050	31,125	32,050	32,050	32,050	32,050
5260 REPAIRS & MAINT-FAC/	16,294	20,643	19,416	20,643	20,643	20,643	20,643
5281 OCCUPATIONAL HEALTH	1,204	3,900	3,321	3,900	3,900	3,900	3,900
5290 PROFESS/TECHNICAL SE	147,933	82,756	83,917	83,646	83,646	83,646	83,646
5300 MATERIALS & SUPPLIES	111,257	119,527	116,935	119,527	117,527	119,527	117,527
5310 VEHICLE OPER/MAINT	245	5,000	4,890	5,000	5,000	5,000	5,000
5315 VEHICLE REPLACEMENT	138,249	38,612	38,612	157,019	39,255	39,255	39,255
5316 VEHICLE MAINT FEE	55,500	55,500	55,500	68,500	68,500	68,500	68,500
5317 VEHICLE FUEL	122,255	142,441	142,441	153,972	153,972	153,972	153,972
5318 COMPUTER REPLMNT FEE	6,685	10,865	10,865	11,225	11,225	11,225	11,225
5400 EQUIP/MACHINRY& FURN	75,318	6,000	6,361	0	0	0	0
5410 COMPUTER EQUIPMENT	1,939	0	495	0	0	0	0

Total Operating Expenses	\$728,840	\$553,334	\$546,850	\$691,522	\$571,758	\$573,758	\$571,758

GRAND TOTAL	\$6,474,415	\$6,420,228	\$6,369,166	\$6,611,190	\$6,399,815	\$6,479,815	\$6,399,815

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

CHIEF OF POLICE	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY CHIEF	1.00	1.00	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	4.00	4.00	4.00	4.00	4.00	4.00
DETECTIVE LIEUTENANT	1.00	1.00	1.00	1.00	1.00	1.00
TRAINING LIEUTENANT	1.00	0.00	0.00	0.00	0.00	0.00
PATROL SERGEANT	8.00	9.00	9.00	9.00	9.00	9.00
PATROL OFFICER	42.00	41.00	41.00	41.00	41.00	41.00
DETECTIVE	5.00	5.00	5.00	5.00	5.00	5.00
YOUTH OFFICER	4.00	4.00	4.00	4.00	4.00	4.00
ANIMAL CONTROL OFFICER	1.00	1.00	1.00	1.00	1.00	1.00
ASST. ANIMAL CONTROL OFCR	1.00	0.00	0.00	0.00	0.00	0.00
OFFICE ASSISTANT II (40)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASST. III (40)	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	74.00	72.00	72.00	72.00	72.00	72.00
FTE SALARIES & WAGES						

CHIEF OF POLICE	107,150	107,150	107,150	107,150	107,150	107,150
DEPUTY CHIEF	92,158	92,158	92,158	92,158	92,158	92,158
POLICE CAPTAIN	90,131	90,131	90,131	90,131	90,131	90,131
POLICE LIEUTENANT	310,072	310,110	310,110	310,110	310,110	310,110
DETECTIVE LIEUTENANT	77,518	77,527	77,527	77,527	77,527	77,527
TRAINING LIEUTENANT	74,542	0	0	0	0	0
PATROL SERGEANT	573,579	645,317	645,317	645,317	645,317	645,317
PATROL OFFICER	2,445,699	2,318,415	2,416,113	2,416,113	2,416,113	2,416,113
DETECTIVE	331,410	265,854	319,589	319,589	319,589	319,589
YOUTH OFFICER	265,128	265,092	265,092	265,092	265,092	265,092
ANIMAL CONTROL OFFICER	57,764	57,733	57,733	57,733	57,733	57,733
ASST. ANIMAL CONTROL OFCR	48,306	0	0	0	0	0
OFFICE ASSISTANT II (40)	148,967	149,041	149,890	149,890	149,890	149,890
OFFICE ASST. III (40)	51,489	51,472	52,501	52,501	52,501	52,501

Total FTE Salaries & Wages	\$4,673,913	\$4,430,002	\$4,583,313	\$4,583,313	\$4,583,313	\$4,583,313

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Safety

DEPARTMENT: Police
FUNCTION: Public Safety 1024

CC0 – Leadership/General Support

- Police Development and Implementation. Update the rules and regulations of the police department.
- Supervision and Enhancements to Police Management Team. Attend 80 staff meetings.
- Attend various local and intergovernmental meetings, including Town Council, RTM, Planning, Ledge Light Health District, Emergency Communications Users, Steering Committee, Connecticut Police Chiefs Association, Law Enforcement of SE CT, Youth Services Advisory Board, Traffic Authority Meetings.
- Plan, organize, and direct the personnel of the police department by maintaining an appropriate level of public safety in the Town of Groton. Encourage interaction between the youth of the community and the police through crime prevention and activities such as DARE.
- Records and communications are essential elements in providing the most efficient and effective law enforcement to the community.
- The success and failure of every division within the department rests to some degree on the ability of the Records Division to retrieve accurate information in a timely fashion, and to communicate it to the various segments of the Department.
- Lend administrative and clerical support to the Chief, Deputy Chief and Captain.
- Schedule use of training room and conference room use for police and town government groups, maintain inventory of office supplies for the entire department, process accounts payable, produce 12 monthly management reports, prepare agenda and take minutes for Traffic Authority.
- Record and file all data associated with police activity, and enter all pertinent information into computer database and respond promptly to all requests for police records and statistics.
- Issue shellfishing licenses, process pistol permits, raffle permits, soliciting and vending permits, and make copies of reports for the public.
- Transmit proper paper work to court on criminal and motor vehicle arrests; produce statistical data for budget preparation, and detailed monthly statistics pertaining to patrol activity. Submit uniform crime reporting statistics monthly to State of Connecticut.
- Enter and maintain all warrants, both written and electronic.

CC1 – Training

- Provide police officers with recertification training.
- Instruct all police and auxiliary officers on all aspects of police work.
- Conduct background investigations for new officers.
- Provide oversight of the Field Training Program for new officers.

CC2 – Youth Bureau

- Teach the D.A.R.E. curriculum to the entire fifth grade population in the Groton school system.
- Continue the D.A.R.E. program in all 7th grades in the Groton middle schools.
- Continue assigning School Resource Officer.
- Conduct parent and youth counseling sessions.
- Investigate sexual and physical assaults on children.
- Conduct child safety programs, bicycle rodeos and pre-elementary safety talks.
- Representative/liaison with the Juvenile Revue Board, TRIAD and GASP programs.
- Develop and maintain current relevant content on the department's portion of town website.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Safety

DEPARTMENT: Police
FUNCTION: Public Safety 1024

CC3 – Patrol

- Investigate and deter crime, arrest violators, and enforce federal and state law and town ordinances.
- Submit 26 payrolls to administration for review as well as overall responsibility for criminal case management.
- Make improvements to the patrol force and methods of patrol with community policing in mind.
- Maintain equipment in Patrol Division.
- Respond to all calls for service.
- Respond to all emergency calls within four minutes 70% of the time.
- Investigate accidents, issue summonses, and written warnings.

CC4 – Assembly Safety

- Police coverage for parades and Groton Community Events.
- Police coverage at all other assembly gatherings where safety is an issue.

CC5 – Alcohol Enforcement

- Establish roadblocks throughout the year for drunken drivers.
- Establish extra drunk driving patrols throughout the year.
- Reduce the amount of DUI and related accidents.

CC6 – Police Canine

- Canine officers will patrol within the Town of Groton for up to 80 hours of each week.
- Will track suspects or missing persons, conduct area searches, building searches, drug searches, and article searches, provide police K9 back up and participate in community public relations events.

CC7 – Community Oriented Policing Program

- A strong partnership has been formed with the community. We will continue this partnership with our department wide Community Policing efforts.
- Maintain our Groton Maritime Academy for the youth of our community.

CC8 – Criminal Investigation/Evidence

- Manage and direct Detectives.
- Review procedures and policies to insure that existing methods of preliminary investigation, case assignment, and follow-up are achieving maximum results.
- Maintain equipment in Detective Division.
- Detectives investigate all major crimes.
- The Detectives are responsible for most of the crime clearance rate.
- The Detectives will investigate/process bad checks cases and investigate/process burglaries.
- The Detective Division works with the drug task force on narcotics cases, and will assist the task force in preparation and execution of Search and Seizure warrants.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Safety

DEPARTMENT: Police
FUNCTION: Public Safety 1024

CC9 – Animal Control

- Investigate animal complaints in the entire Town of Groton including the U.S. Submarine Base.
- Make arrests when necessary and issue infractions for violations.
- Impound stray animals.
- Redeem or adopt out animals.
- Make door to door canvass reaching 2,000 homes, explaining the need for licensing and vaccination of animals.
- Handle citizen concerns. The ACO's spend much of their time educating the public, rather than taking enforcement action.
- Coordinate canine and feline investigations with state dog warden.
- Coordinate efforts to conduct town-wide educational campaign for licensing of animals, vaccinations against rabies, and personal safety around animals.
- The ACO's will work with the Ledge Light Health District on cases related to rabies.
- Continue educating public on Rabies and the PAWZ dog bite prevention program.

CCA - Major Criminal Investigations

- Major criminal investigations for very serious cases that require intensive investigative time and effort.
- Major criminal investigations include homicide or attempted homicide and other serious cases that are important to solve for public safety and security.
- There is no budgeted amount for this cost center because the frequency of these types of investigations cannot be predicted and the amount of hours expended varies depending upon specific circumstances.

CCB - Major Events

- Major events include an unforeseen major situation that requires a large amount of departmental resources.
- Past major events have included an airplane crash, an increase in patrols due to an elevation of homeland security levels and presidential visits.
- There is no budgeted amount for this cost center because the frequency of these types of investigations cannot be predicted and the amount of hours expended varies depending upon specific circumstances.

Mission Statement

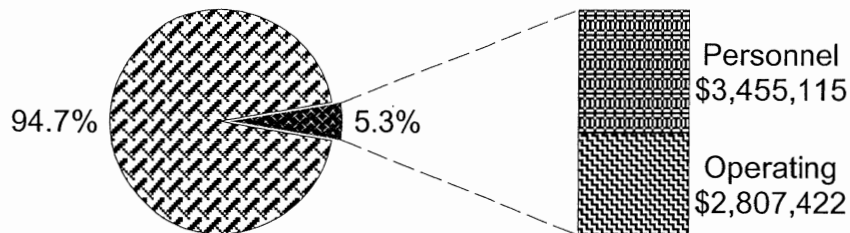
Public Works
(Function 1035)

The Department of Public Works is responsible for, and committed to, maintaining, improving, and protecting the physical resources of the Town of Groton. All staff will be highly trained not only in their primary areas of responsibility, but also in areas that will provide flexibility in assignment of duties and work practices.

The Department will continue to embrace new technologies and will remain competitive in providing services to the community. Tasks assigned to the Department will be worthwhile, with achievable goals.

- Supporting first responders in public disasters, assuming the lead agency role during recovery and restoration.
- Providing for the design, installation, operation, maintenance and repair of the Town's infrastructure, including buildings, roads, sewers, storm drainage, fleet, and equipment.
- Proper management of solid waste disposal and waste water treatment.
- Preserving, caring for, and planting trees in public places and along our roads.
- Providing quality services to citizens through utilization of technical advances.
- Investigating all citizen concerns; assuring citizen requests are efficiently managed; providing the highest level of service possible in a cost effective manner.
- Utilizing competitive operations in providing public services.
- Complying with environmental regulations and policies.

PUBLIC WORKS **as a % of the Total Budget**



Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: PUBLIC WORKS



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Public Works 1035

Department: Public Works

FUNCTION DESCRIPTION:

The general fund portion of the Department consists of the following primary divisions:

- Administration, responsible for over \$16 million in operational funds, manages capital projects, engineering activities, the physical assets of the Town and acts as liaison between citizens and operational divisions of the department.
- Engineering, responsible for surveys, studies, designs, cost estimates, inspections, and contract administration duties for the construction of streets, sidewalks, bridges, culverts, sanitary sewers, buildings, parks, drainage structures, and fuel tanks.
- Public Buildings, responsible for more than 245,000 square feet of building and equipment infrastructure, encompassing equipment maintenance, emergency power generation, electrical and electronic security, underground storage tank management, internal and external environmental compliance, energy management, housekeeping services and supervision of contracted services; provides internal support to town departments.
- Roads & Streets, responsible for all infrastructure maintenance of over 186 lane miles of public roads, including minor reconstruction, drainage maintenance and installation, street sweeping and catch basin cleaning, streetlights, traffic signs and markings, and snow removal.
- Residential Transfer Station, responsible for providing location for residents to dispose of bulky waste, such as construction debris, household furniture & scrap metal, and transportation of that waste to out-of-town disposal sites.
- Fleet Maintenance, responsible for maintaining and repairing construction, operations & staff vehicles assigned to General Government, Board of Education, political subdivisions, fire and ambulance companies, and other vehicles assigned to regional authorities.
- Vacated School Structures, provides interim caretaker functions for school buildings that are no longer in use: Groton Heights and Noank Elementary. A portion of the costs associated with the William Seely school building also appears here.
- Utilities, provides for the cost of utilities for town buildings, facilities and parks.

Public Works also administers the Solid Waste Collections, Sewer Operating, and the Fleet Reserve Funds. The Department provides direct assistance and support to the Water Pollution Control Authority and the Permanent School Building Committee, and indirect support to the Land Use Commissions, Board of Education and political subdivisions. The Department also manages all major construction and renovation projects for all departments and the Board of Education.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Purchase requisitions processed	506	380	400
Work orders processed	4,153	3,311	3,500
Citizen requests (number)	530	364	400
Cash transactions/\$	2,062 / \$151,130	1,855 / \$138,866	2,000 / \$150,000
Snow removal/sanding call-outs	17	19	12
Transfer Station annual permits sold	752	816	800
Transfer Station daily passes sold	3,625	3,856	3,600
Bulky waste transported to out-of-town site (tons)	639	575	600

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works			FUNCTION: Public Works 1035		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
PUBLIC WORKS TOTAL	\$ 7,194,785	\$ 6,440,170	\$ 6,592,585	\$ 6,262,537	(2.8%)

HIGHLIGHTS:

- The proposed FYE 2012 budget represents a \$114,375 reduction from the FYE 2011 adopted budget. The personnel services budget is down \$59,249 primarily as a result of a reduction of overtime pay and the elimination of a vacant equipment operator position.
- Operating expenses are down \$55,126 as a result of removing expenses related to municipal solid waste charges for the transfer station (\$85,140) which is accounted for in the Solid Waste Fund (2030) and reductions in Repairs and Maintenance, Professional Development, and Materials and Supplies. It should be noted that a number of operating expenses have increased significantly including fuel costs and vehicle maintenance. Heating fuel costs are up \$2.85 vs. \$2.48 a gallon and we have not locked in for FYE 2012.
- Adjusted FYE 2011 does not include an estimated pending \$171,848 transfer for snow removal (as of 02/27/2011) to cover both overtime and material costs.
- Overtime for snow removal is the same as FYE 2011 (\$124,358 FYE 2011 vs. \$125,000 FYE 2012).
- Fuel oil for vacant Groton Heights School is budgeted for one half year in anticipation of the future transfer of property.
- With the curtailment of the community policing program, the building on Central Avenue will be mothballed for an estimated savings of \$6,300.

Final Budget Result:

-During budget deliberations the RTM reduced this function by \$63,258.

PERSONNEL CHANGES/HISTORY:

FYE 2011: Transferred Civil Engineer to Function 2020.
Eliminated Office Assistant II (Salary Adjustment)
Eliminated CAD/GIS Technician (Salary Adjustment)
Eliminated Building Maintenance Supervisor (Salary Adjustment)

FYE 2012: Eliminated vacant Equipment Operator

FUNCTION	FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
Total	59.25	57.25	56.25	53.25	53.25	52.25

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
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APPROPRIATION							
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Personnel Services	3,898,735	3,577,622	3,568,946	3,561,600	3,518,373	3,518,373	3,455,115
Operating Expenses	3,296,050	2,862,548	3,023,639	3,308,383	2,807,422	2,807,422	2,807,422
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Total Appropriation	\$7,194,785	\$6,440,170	\$6,592,585	\$6,869,983	\$6,325,795	\$6,325,795	\$6,262,537

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
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COST CENTERS							
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10350 LEADERSHIP/GEN SUPPT	565,260	375,601	530,113	522,343	518,149	518,149	454,891
10351 ENGINEERING	610,723	521,651	500,974	476,837	470,737	470,737	470,737
10352 PUBLIC BUILDINGS	1,261,113	1,241,533	1,151,812	1,169,501	1,122,598	1,122,598	1,122,598
10355 ROADS & STREETS	2,129,768	1,887,253	1,880,012	2,165,929	1,846,349	1,846,349	1,846,349
10356 SNOW/ICE CONTROL	333,946	285,312	457,160	264,681	285,732	285,732	285,732
10357 STREET LIGHTING	389,518	285,242	286,278	290,885	290,885	290,885	290,885
10358 POST CLOSURE MAINT/M	56,611	74,619	54,726	77,811	66,921	66,921	66,921
10359 RESIDENTIAL TRANSFER	593,964	555,190	545,848	618,996	470,502	470,502	470,502
1035A FLEET MAINTENANCE	554,211	511,224	453,819	502,693	488,737	488,737	488,737
1035B VACATED SCHOOL STRUC	71,765	45,000	47,703	72,474	61,454	61,454	61,454
1035C UTILITIES	627,906	657,545	684,140	707,833	703,731	703,731	703,731
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Total Cost Centers	\$7,194,785	\$6,440,170	\$6,592,585	\$6,869,983	\$6,325,795	\$6,325,795	\$6,262,537

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
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FINANCING PLAN							
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STATE GRANTS	0	0	35,124	0	0		46,702
FEMA REIMBURSEMENT	214,890	0	75,909	0	0	0	0
HIGHWAY ILLUMINATION	1,619	1,619	1,619	1,619	1,619	1,619	1,619
TOWN HIGHWAY AID	203,490	203,490	203,490	203,490	203,490	203,490	203,490
MISC-UNCLASSIFIED	60,122	43,707	69,377	39,118	39,118	39,118	39,118
DISPOSAL FEES	135,439	127,611	154,944	134,498	134,498	134,498	134,498
LEASE FEES	93,265	93,744	94,126	94,254	94,254	94,254	94,254
GENERAL FUND	6,485,960	5,969,999	5,957,996	6,397,004	5,852,816	5,852,816	5,742,856
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Total Financing Plan	\$7,194,785	\$6,440,170	\$6,592,585	\$6,869,983	\$6,325,795	\$6,325,795	\$6,262,537

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	3,268,822	3,280,385	3,027,011	3,094,943	3,054,937	3,054,937	3,054,937
5104 OVERTIME PAY	233,400	191,126	241,064	177,627	177,466	177,466	177,466
5105 LONGEVITY PAY	24,033	25,505	22,905	24,258	24,258	24,258	24,258
5109 SALARY ADJUSTMENTS	57,169	(193,462)	10,738	(934)	(934)	(934)	(64,192)
5111 PREMIUM PAY/OUT OF C	26,868	29,392	29,198	27,742	27,742	27,742	27,742
5112 SICK INCENTIVE	4,674	7,537	6,214	7,387	7,387	7,387	7,387
5116 WAGE CONTINUATION	1,700	0	(2,686)	0	0	0	0
5117 ALLOWANCES	12,874	11,975	15,675	11,975	11,975	11,975	11,975
5119 SALARY REIMBURSEMENT	0	(31,105)	(36,933)	(36,933)	(36,933)	(36,933)	(36,933)
5151 SOCIAL SECURITY	269,010	256,269	255,760	255,535	252,475	252,475	252,475
5154 UNEMPLOYMENT COMPENS	185	0	0	0	0	0	0

Total Personnel Services	\$3,898,735	\$3,577,622	\$3,568,946	\$3,561,600	\$3,518,373	\$3,518,373	\$3,455,115

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	6,033	8,195	7,106	8,180	7,135	7,135	7,135
5210 PROFESS DEVELOP/TRAI	8,848	8,740	8,770	7,460	7,460	7,460	7,460
5220 UTILITIES/FUEL/MILEA	1,269,985	1,139,925	1,175,136	1,235,050	1,131,785	1,131,785	1,131,785
5230 PYMNTS/CONTRIBUTIONS	5,956	3,433	1,938	2,683	2,683	2,683	2,683
5260 REPAIRS & MAINT-FAC/	160,349	201,473	192,123	200,717	174,967	174,967	174,967
5261 SOFTWARE MAINT FEES	8,120	5,419	4,421	3,285	3,285	3,285	3,285
5281 OCCUPATIONAL HEALTH	58,852	69,731	62,576	74,026	70,176	70,176	70,176
5290 PROFESS/TECHNICAL SE	644,944	633,725	660,468	609,610	587,110	587,110	587,110
5300 MATERIALS & SUPPLIES	442,594	350,566	467,944	347,074	341,326	341,326	341,326
5315 VEHICLE REPLACEMENT	343,348	112,302	112,302	451,739	112,936	112,936	112,936
5316 VEHICLE MAINT FEE	178,850	178,550	178,550	206,700	206,700	206,700	206,700
5317 VEHICLE FUEL	128,663	139,579	139,579	153,329	153,329	153,329	153,329
5318 COMPUTER REPLMNT FEE	6,490	7,910	7,910	7,030	7,030	7,030	7,030
5400 EQUIP/MACHINRY& FURN	32,276	3,000	4,816	1,500	1,500	1,500	1,500
5410 COMPUTER EQUIPMENT	742	0	0	0	0	0	0

Total Operating Expenses	\$3,296,050	\$2,862,548	\$3,023,639	\$3,308,383	\$2,807,422	\$2,807,422	\$2,807,422

GRAND TOTAL	\$7,194,785	\$6,440,170	\$6,592,585	\$6,869,983	\$6,325,795	\$6,325,795	\$6,262,537

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIRECTOR OF PUBLIC WORKS	0.75	0.75	0.75	0.75	0.75	0.75
ASSIST DIR PUBLIC WORKS	1.00	1.00	1.00	1.00	1.00	1.00
SUPER TECHNICAL SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SUPERVISOR, ADMIN PW	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
PROJECT MGMT SPECIALIST	3.00	3.00	3.00	3.00	3.00	3.00
ENGINEERING TECH II	2.00	2.00	2.00	2.00	2.00	2.00
INSPECTOR II	1.00	1.00	1.00	1.00	1.00	1.00
CAD/GIS TECHNICIAN	1.00	0.00	0.00	0.00	0.00	0.00
ADMINISTRATIVE ASST (35)	1.00	1.00	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	2.00	2.00	2.00	2.00	2.00	2.00
FINANCIAL ASSISTANT I	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.50	1.50	1.50	1.50	1.50	1.50
FOREMAN	2.00	2.00	2.00	2.00	2.00	2.00
SOLID WASTE/TRAN STA COOR	1.00	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS SUPER EQUIP	1.00	1.00	1.00	1.00	1.00	1.00
PUBLIC WORKS SUPER R&S	1.00	1.00	1.00	1.00	1.00	1.00
FLOOR LEADER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	2.00	2.00	2.00	2.00	2.00	2.00
CHIEF EQUIPMENT MECHANIC	2.00	2.00	2.00	2.00	2.00	2.00
CERTIFIED MAINT TECH II	4.00	4.00	4.00	4.00	4.00	4.00
LANDFILL OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
HEAVY EQUIP OPERATOR	3.00	3.00	3.00	3.00	3.00	3.00
BLDG MAINT SUPERVISOR	1.00	0.00	0.00	0.00	0.00	0.00
MAINTAINER	2.00	2.00	2.00	2.00	2.00	2.00
EQUIPMENT OPERATOR	15.00	15.00	15.00	14.00	14.00	14.00
CUSTODIAN	1.00	1.00	1.00	1.00	1.00	1.00
SOLID WASTE INSPECTOR	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	56.25	53.25	53.25	52.25	52.25	52.25

FTE SALARIES & WAGES						

DIRECTOR OF PUBLIC WORKS	83,377	83,377	83,377	83,377	83,377	83,377
ASSIST DIR PUBLIC WORKS	85,334	85,334	85,334	85,334	85,334	85,334
SUPER TECHNICAL SERVICES	84,780	85,628	87,341	87,341	87,341	87,341
SUPERVISOR, ADMIN PW	73,820	73,820	73,820	73,820	73,820	73,820
CIVIL ENGINEER PE	80,117	80,117	80,117	80,117	80,117	80,117
PROJECT MGMT SPECIALIST	173,797	173,918	176,339	176,339	176,339	176,339
ENGINEERING TECH II	132,769	132,755	132,755	132,755	132,755	132,755
INSPECTOR II	66,385	66,378	66,378	66,378	66,378	66,378
CAD/GIS TECHNICIAN	59,591	0	0	0	0	0
ADMINISTRATIVE ASST (35)	50,204	50,206	50,206	50,206	50,206	50,206
MATERIAL CONTROL SPEC	110,322	110,288	110,288	110,288	110,288	110,288
FINANCIAL ASSISTANT I	43,932	43,929	43,929	43,929	43,929	43,929
OFFICE ASSISTANT II (35)	110,972	66,355	66,912	66,912	66,912	66,912
FOREMAN	126,405	126,226	126,226	126,226	126,226	126,226
SOLID WASTE/TRAN STA COOR	58,204	58,204	58,204	58,204	58,204	58,204
PUBLIC WORKS SUPER EQUIP	75,337	76,090	77,612	77,612	77,612	77,612
PUBLIC WORKS SUPER R&S	75,337	76,090	77,612	77,612	77,612	77,612
FLOOR LEADER	67,484	11,894	50,363	50,363	50,363	50,363
EQUIPMENT MECHANIC	117,161	117,346	117,346	117,346	117,346	117,346
CHIEF EQUIPMENT MECHANIC	122,102	122,056	124,310	124,310	124,310	124,310
CERTIFIED MAINT TECH II	230,766	230,766	230,766	230,766	230,766	230,766
LANDFILL OPERATOR	58,673	58,673	58,673	58,673	58,673	58,673
HEAVY EQUIP OPERATOR	169,316	169,316	169,316	169,316	169,316	169,316
BLDG MAINT SUPERVISOR	69,681	0	0	0	0	0
MAINTAINER	88,832	88,724	90,335	90,335	90,335	90,335
EQUIPMENT OPERATOR	765,572	740,804	758,666	718,660	718,660	718,660

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
CUSTODIAN	49,360	49,360	49,360	49,360	49,360	49,360
SOLID WASTE INSPECTOR	49,360	49,360	49,360	49,360	49,360	49,360
Total FTE Salaries & Wages	\$3,278,991	\$3,027,013	\$3,094,944	\$3,054,937	\$3,054,937	\$3,054,937

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Works

DEPARTMENT: Public Works
FUNCTION: Public Works 1035

CC0 – Leadership/General Support

- Provide long range planning for the Department.
- Implement the Computerized Maintenance Management System.
- Manage Sewer / Solid Waste / Fleet Reserve Funds.
- Provide for the professional development of Public Works Staff.
- Properly bid, award and monitor each construction contract.
- Effectively and efficiently respond to citizen concerns.
- Manage Stormwater Phase II implementation, and all other environmental permits and regulatory requirements.
- Perform departmental payroll, purchasing/accounts payable and human resource functions.

CC1 – Engineering

- Design, inspect and provide contract administration for all approved Capital Improvement construction projects.
- Inspect the construction of public improvements completed by developers, such as sidewalks, sewers, roads, and drainage that will be deeded to the Town upon completion of the development.
- Review all plans submitted by developers to the Town for conformance to Town Road and Drainage Standards, and Sewer Construction Standards. Report findings to Planning Department.
- Assist the public in procuring maps, providing information on public utilities, and determining property lines and street tree ownership.
- Perform pavement management for roads and other paved surfaces.

CC2 – Public Buildings

- Budget for utilities (alarm, solid waste disposal fees, etc.).
- Provide cleaning services to all municipal buildings.
- Continue to monitor energy consumption and develop programs for energy efficiency.
- Maintain a preventative maintenance program for MEP systems, roofs, boilers, emergency generators, and fire suppression systems.
- Responsible for maintaining more than 245,000 square feet of building space.
- Continue to make modifications to buildings as required by various codes.

CC5 – Roads and Streets

- Install additional drainage pipe to control stormwater discharges onto private property.
- Clean catch basins of debris year-round.
- Sweep 186.8 lane miles of roads twice a year to remove debris. Sweep commercial areas once a week to control litter.
- Patch potholes.
- Resurface roads.
- Provide roadside mowing in critical areas only.
- Re-stripe roads with double yellow center lines, white edge markings and lane markings (32 miles).
- Re-stripe crosswalks, railroad crossings, and stop bars.
- Replace or repair damaged street signs and traffic control signs.
- Provide construction support to other departments.
- Support town departments in non-road work in the areas of furniture moving, storage of records, moving of voting machines.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Works

DEPARTMENT: Public Works
FUNCTION: Public Works 1035

CC6 – Snow/Ice Control

- Plan and budget for snow/ice events.
- Perform snow removal services for a portion of the Board of Education facilities, town parking lots and most fire stations, in addition to plowing town roads.

CC7 – Street Lighting

- Maintain and repair streetlights owned by the Town within the CL&P area.
- Budget the cost of energy and maintenance for traffic signals within the Town, and energy for street lighting throughout the Town and Mumford Cove.

CC8 – Post Closure Maintenance and Management

- Maintain the cap on the landfills to prevent any breach in the surface and to maintain growth of ground vegetation.
- Maintain landfill gas collection system and flare.
- Monitor groundwater monitoring wells.

CC9 – Residential Transfer Station

- Provide a convenient location for residents to dispose of bulky waste. Continue to remain open Saturdays all year.
- Provide disposal area for oil, tires, vehicle batteries, leaves and other recyclables.
- Ensure the removal of freon and ballasts from appliances brought to Transfer Station to meet Federal regulations.

CCA – Fleet Maintenance

- Provide funding for all personnel and related overhead costs associated with management of the Town's fleet of vehicles and mobile equipment.
- Ensure a minimum of 95% readiness for all vehicles at all times.

CCB – Vacated School Structures

- Provide interim caretaker functions for school buildings that are no longer in use.
- Furnish heat, maintenance and security for the more than 50,000 square feet of building space attributed to the decommissioned Groton Heights and Noank Elementary Schools until their final disposition is determined.
- Provide a portion of operating costs associated with the former William Seely school building.

CCC – Utilities

- Budget for utilities (sewer, water, electricity and heat).

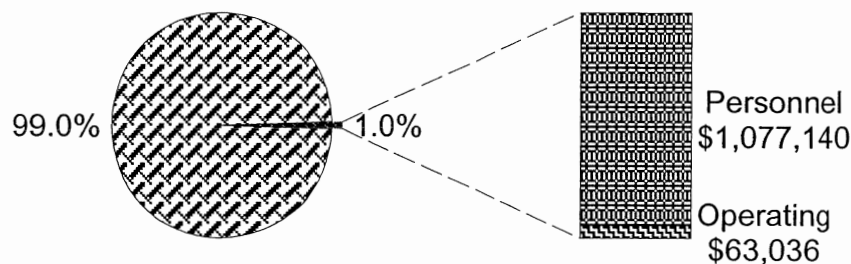
Mission Statement

Planning and Development Services (Function 1046)

The Office of Planning and Development Services (OPDS) includes the Town's Planning, Community Development, Inspection Services and Economic Development programs. The mission of the Office of Planning and Development Services is to encourage the sound and orderly use of land and the conservation of natural resources; the economic well-being of the community; and to ensure the safe occupation of buildings, structures, and uses. In furtherance of this mission, OPDS strives to:

- Prepare and implement long-range plans and studies, and special projects, including the Town's Plan of Conservation and Development, the Town's Conservation Plan, Strategic Economic Development and Marketing Plan, among others.
- Provide staff support to the Town's land use and development commissions/agencies as well as representing the Town on other task forces and committees, including involvement in regional and state groups/projects, to ensure that Groton's interests/needs are represented.
- Review and coordinate the review by other departments/agencies of land use and development applications, including inspecting development projects to insure they are built according to approved plans.
- Serve as a clearing house for land use, environmental, and related information including GIS mapping, census and demographic information, planning resources library, land use statistics, street numbers and flood maps. Also, retain records pertaining to subdivisions, site plans, special permits, inland wetland permits, other land use applications, and building permit activity.
- Obtain grants to support the provision of affordable and energy-efficient housing for low and moderate income persons/families, revitalize deteriorated residential and business areas, direct needed capital improvements in targeted areas, and to purchase open space, perform environmental studies, and make improvements to areas within the coastal zone.
- Be pro-active in business retention and outreach/marketing efforts, including identifying users for existing properties and buildings; assisting with questions regarding the permit process, state programs, or available training; maintaining a land/building inventory; and advancing the location and business attributes of the Town.
- Review and approve all building plans and documents for proposed construction to assure compliance with applicable codes and standards, and inspect all phases of construction.
- Provide assistance and enforcement in relation to administration of the Town Zoning and Subdivision Regulations, Town Inland Wetlands Regulations, and specific ordinances such as the Property Maintenance Code as necessary.
- Work with the community to build public understanding and support for a balanced and effective planning and development program.

PLANNING & DEVELOPMENT as a % of the Total Budget

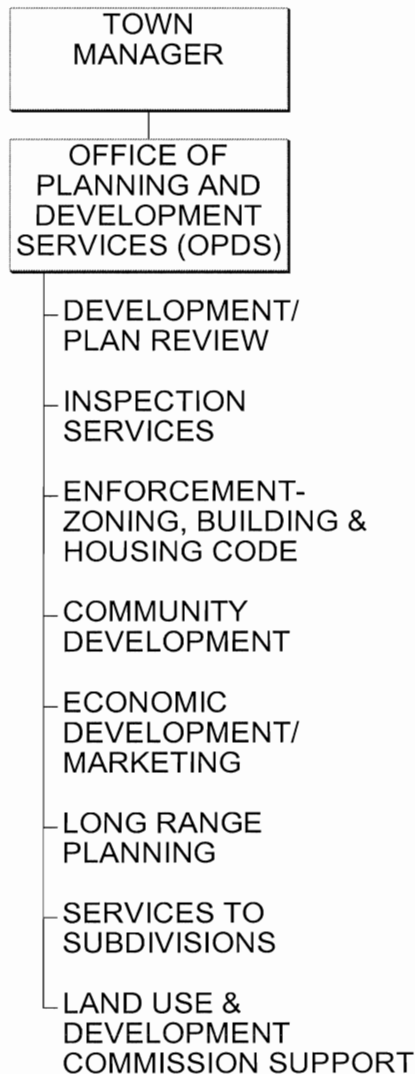


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: PLANNING & DEVELOPMENT



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Planning & Development Services 1046

Department: Office of Planning & Dev. Services

FUNCTION DESCRIPTION:

The Office of Planning & Development Services consists of four divisions: Planning, Inspection Services, Economic Development and Community Development. The Planning Division is responsible for encouraging the sound and orderly residential, commercial and industrial growth of the community. This division undertakes investigations, prepares studies and reports, and makes recommendations concerning zoning, subdivision, and site development, general land use, environmental protection, and other more specific issues concerning municipal growth and development. Inspection Services is charged with enforcement of the State of Connecticut Building Code. This division is also responsible for the enforcement and interpretation of the Town of Groton Zoning Regulations, Rental Housing Code, Property Maintenance Code and Demolition Code. Groton's Economic Development Program is responsible for encouraging the continued economic well-being of the community through the retention of existing businesses and the promotion of Groton as a location for new businesses. The Community Development Program secures State and Federal grants that provide benefits primarily to low and moderate income persons in the Town and City. This program supports and promotes affordable housing through our Housing Rehabilitation Program which offers a variety of loan products to bring homes into code compliance.

The Land Use & Development Commission cost center shows the direct expenses (including legal and display advertisements, and funds for training of commissioners) associated with the Town's 13 land use and development commissions.

FUNCTION ACTIVITIES:

	Actual FYE 2010	Estimate FYE 2011	Anticipated FYE 2012
Land use/development applications reviewed	78	59	70
Site inspections related to land use/development applications	508	610	650
Building and related permits issued	1,388	1,300	1,310
Value of building and related permits issued	\$16,762,289	\$18,686,454	\$19,349,247
Building inspections	4,000	3,200	3,300
Certificates of Occupancy issued	136	125	140
OPDS-supported commission meetings attended	126	144	151
Other Town/local meetings attended	52	65	73
Regional/state meetings attended	99	95	100
Service and support to subdivisions/districts (hours)	8	10	24
Inquiries received as a result of marketing efforts	50	55	55
Major program/planning and grant initiatives			
Grant dollars awarded:			
- CD and/or Other	\$111,628	\$150,000	\$150,000
Contracts administered:			
- CD Housing Rehab	4	5	5
- Other	3	3	9

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Planning & Development

FUNCTION: Planning & Develop Svcs 1046

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,260,332	\$ 1,185,643	\$ 1,159,119	\$ 1,140,176	(3.8%)

HIGHLIGHTS:

- Inspector II position became vacant during FYE 2011. The position is included in FYE 2012 budget for a partial year. The position is being re-evaluated, as is the practice with all vacant positions.
- The FYE 2012 work program includes seven (7) major projects; these include Mystic Streetscape Phase I construction, Mystic Streetscape Phase II design and construction, Land Use regulation update, Thomas Road bikeway design and construction, POCD update, climate change initiatives and property maintenance code.
- Applications for building permits were up in FYE 2010 over FYE 2009. Although development activity in FYE 2011 is expected to dip slightly, it is anticipated to increase in FYE 2012.
- As shown in the financing plan, grant reimbursement revenue (Mystic Streetscape Project) are projected to increase further reducing the drain on the General Fund.

Final Budget Result:

-During budget deliberations, the RTM reduced this function by \$36,403.

PERSONNEL CHANGES/HISTORY:

FYE 2011 - Eliminated Inspector II position (partially funded, salary adjustment)

- Eliminated Planning Technician (salary adjustment)

FYE 2012 - Partially funding Inspector II position

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
18.00	17.00	17.00	16.00	16.00	16.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	1,183,318	1,115,952	1,088,601	1,126,461	1,113,543	1,113,543	1,077,140
Operating Expenses	77,014	69,691	70,518	83,742	63,036	63,036	63,036

Total Appropriation	\$1,260,332	\$1,185,643	\$1,159,119	\$1,210,203	\$1,176,579	\$1,176,579	\$1,140,176

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

COST CENTERS							

10460 LEADERSHIP/GEN SUPPT	182,329	102,381	153,205	185,109	179,972	179,972	179,972
10461 PLAN REVIEW	228,618	236,595	206,116	195,676	194,476	194,476	194,476
10462 INSPECTION SERVICES	287,377	252,440	215,852	233,699	216,349	216,349	179,946
10463 ENFORCEMENT	94,541	92,992	87,969	100,245	95,508	95,508	95,508
10464 COMMUNITY DEVELOPMEN	73,029	84,767	84,764	84,454	82,479	82,479	82,479
10465 ECON DEV/MARKETING	87,024	86,722	86,427	74,780	73,130	73,130	73,130
10466 LONG RANGE PLANNING	175,524	178,355	178,739	199,570	198,220	198,220	198,220
10467 SERVICES TO SUBDIVIS	10,534	10,653	10,653	10,653	10,653	10,653	10,653
10468 LAND USE & DEV COM S	121,356	140,738	135,394	126,017	125,792	125,792	125,792

Total Cost Centers	\$1,260,332	\$1,185,643	\$1,159,119	\$1,210,203	\$1,176,579	\$1,176,579	\$1,140,176

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FINANCING PLAN							

BLDG AND RELATED PERMITS	184,544	207,283	188,192	194,832	194,832	194,832	194,832
BLDG PERMITS-EDUC FEE	164	80	186	193	193	193	193
STATE LAND USE-PLNG	472	150	100	150	150	150	150
STATE GRANTS	0	35,000	56,324	60,000	60,000	60,000	53,459
PLANNING APPLICATION FEES	11,200	10,350	8,000	10,000	10,000	10,000	10,000
MAPS/COPIES/DOCUMENTS	1,136	1,000	800	1,000	1,000	1,000	1,000
MISC-UNCLASSIFIED	27,300	0	0	0	0	0	0
GENERAL FUND	1,035,516	931,780	905,517	944,028	910,404	910,404	880,542

Total Financing Plan	\$1,260,332	\$1,185,643	\$1,159,119	\$1,210,203	\$1,176,579	\$1,176,579	\$1,140,176

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,065,115	1,089,351	998,635	1,031,514	1,020,514	1,020,514	1,020,514
5104 OVERTIME PAY	9,742	11,001	9,000	10,046	10,046	10,046	10,046
5105 LONGEVITY PAY	4,306	4,726	3,606	3,851	3,851	3,851	3,851
5109 SALARY ADJUSTMENTS	12,224	(70,196)	0	0	0	0	(36,403)
5112 SICK INCENTIVE	0	50	0	1,000	0	0	0
5116 WAGE CONTINUATION	248	0	0	0	0	0	0
5151 SOCIAL SECURITY	81,338	81,020	77,360	80,050	79,132	79,132	79,132
5154 UNEMPLOYMENT COMPENS	10,345	0	0	0	0	0	0

Total Personnel Services	\$1,183,318	\$1,115,952	\$1,088,601	\$1,126,461	\$1,113,543	\$1,113,543	\$1,077,140

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	18,063	25,800	22,400	23,980	23,130	23,130	23,130
5210 PROFESS DEVELOP/TRAI	7,892	9,775	8,350	9,610	7,735	7,735	7,735
5220 UTILITIES/FUEL/MILEA	3,171	3,148	3,550	3,860	3,860	3,860	3,860
5230 PYMNTS/CONTRIBUTIONS	10	0	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	1,282	1,610	1,610	1,610	1,510	1,510	1,510
5281 OCCUPATIONAL HEALTH	919	1,175	1,175	1,175	1,175	1,175	1,175
5290 PROFESS/TECHNICAL SE	9,372	2,200	7,450	1,950	1,950	1,950	1,950
5300 MATERIALS & SUPPLIES	5,889	5,700	5,700	5,500	5,000	5,000	5,000
5315 VEHICLE REPLACEMENT	14,501	4,533	4,533	19,809	4,303	4,303	4,303
5316 VEHICLE MAINT FEE	3,150	3,100	3,100	3,100	2,725	2,725	2,725
5317 VEHICLE FUEL	7,083	7,210	7,210	7,588	6,588	6,588	6,588
5318 COMPUTER REPLMNT FEE	5,440	5,440	5,440	5,560	5,060	5,060	5,060
5400 EQUIP/MACHINRY& FURN	242	0	0	0	0	0	0

Total Operating Expenses	\$77,014	\$69,691	\$70,518	\$83,742	\$63,036	\$63,036	\$63,036

GRAND TOTAL	\$1,260,332	\$1,185,643	\$1,159,119	\$1,210,203	\$1,176,579	\$1,176,579	\$1,140,176

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIR PLANNING & DEV	1.00	1.00	1.00	1.00	1.00	1.00
MGR INSPECTION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
MGR PLANNING SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
PROG/PROJ MGR-PLANNING	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II -ENVIRONMENTAL	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - NEIGHBORHOOD	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - LAND	1.00	1.00	1.00	1.00	1.00	1.00
ECONOMIC DEVEL SPECIALIST	1.00	1.00	1.00	1.00	1.00	1.00
PLANNING TECH	1.00	0.00	0.00	0.00	0.00	0.00
SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR II - CODE	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR II	2.00	2.00	2.00	2.00	2.00	2.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASSISTANT III (35)	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	17.00	16.00	16.00	16.00	16.00	16.00

FTE SALARIES & WAGES						

DIR PLANNING & DEV	98,959	98,959	98,959	98,959	98,959	98,959
MGR INSPECTION SERVICES	81,006	81,006	81,006	81,006	81,006	81,006
MGR PLANNING SERVICES	74,811	74,811	74,811	74,811	74,811	74,811
PROG/PROJ MGR-PLANNING	76,848	76,848	76,848	76,848	76,848	76,848
PLANNER II -ENVIRONMENTAL	71,307	71,307	71,307	71,307	71,307	71,307
PLANNER II - NEIGHBORHOOD	67,821	67,822	69,179	69,179	69,179	69,179
PLANNER II - LAND	71,307	71,307	71,307	71,307	71,307	71,307
ECONOMIC DEVEL SPECIALIST	72,356	72,356	72,356	72,356	72,356	72,356
PLANNING TECH	46,402	0	0	0	0	0
SENIOR BUILDING INSPECTOR	71,773	71,765	71,765	71,765	71,765	71,765
INSPECTOR II - CODE	62,118	62,100	63,342	63,342	63,342	63,342
INSPECTOR II	128,479	84,234	111,194	100,194	100,194	100,194
OFFICE ASSISTANT II (35)	123,126	123,088	125,550	125,550	125,550	125,550
OFFICE ASSISTANT III (35)	43,037	43,031	43,891	43,891	43,891	43,891

Total FTE Salaries & Wages	\$1,089,351	\$998,634	\$1,031,514	\$1,020,514	\$1,020,514	\$1,020,514

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Planning & Development

DEPARTMENT: Office of Planning & Dev. Services
FUNCTION: Planning & Development Services 1046

CC0 – Leadership/General Support

- Leadership - Personnel costs for the Director, Division Heads, clerical and technical staff needed for the overall management/administration/support of the department.
- General Support - Operating costs associated with overall operation of the department, i.e., postage, office equipment, maintenance and repairs, office materials, etc.

CC1 – Development/Plan Review

- Provides logistical support for the processing of all building and land use applications, referrals, permit tracking, and permit review for the Planning and Inspection Services divisions, and processing of inquiries. This includes coordination of various agency reviews and assisting homeowners, developers and the like with policy and regulatory matters.
- Provides for review of development applications and construction plans for compliance with respect to planning, zoning, environmental, building code, fire protection code, and handicapped requirements, and compliance review for approved and completed site plans, subdivisions and inland wetland permits.
- Coordinate plan review with outside agencies and other authorities before issuance of approvals/permits.

CC2 – Inspection Services

- Inspection of all building and site construction to ensure compliance with all applicable local and state codes, i.e., building, property maintenance, rental housing code, historic district regulations, etc.
- Coordinate inspections with other authorities and outside agencies, i.e., health district, fire, DOT, etc.
- Assist homeowners, contractors, developers, architects and engineers with all related code requirements and interpretations during construction.
- Maintenance of construction records, documents and plans.
- Activities needed to maintain State Building Officials' licenses as required by State Statutes.

CC3 – Enforcement

- Administration of zoning, historic district, rental housing code, property maintenance code and inland wetlands regulations with respect to processing of complaints, investigations, interpretations, corrections of violations and comprehensive management of enforcement database.
- Assist homeowners, developers, businesses and others to understand and comply with local land use regulations and procedures.
- Check for compliance with flood protection regulations and the National Flood Insurance Program.

CC4 – Community Development

- Explore and pursue new funding sources and submit grant applications as appropriate. Carry out activities in compliance with each grant's program regulations. Develop partnerships with non-profits as may be applicable.
- Prepare quarterly reports and other documentation as required by the Department of Economic and Community Development.
- Attend affirmative action, grant implementation and other workshops dealing with issues such as housing rehabilitation; lead-based paint and asbestos abatement; Fair Housing, Residential Anti-Displacement and Relocation; and Section 3.
- Staff Community Development Advisory Committee (CDAC), Neighborhood Revitalization Zone (NRZ) Committee, and Fair Rent Commission.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Planning & Development

DEPARTMENT: Office of Planning & Dev. Services
FUNCTION: Planning & Development Services 1046

- Develop specifications and cost estimates for the Housing Rehabilitation Program. Oversee inspections of all work in progress; prepare contract documents, mortgages and notes, lien waivers and monthly reports on the Housing Rehabilitation program.

CC 5 – Economic Development/Marketing

- Administer the Town's program for business retention and business outreach, including maintaining an inventory of available buildings and land; administering the Town's development assistance funds; preparing promotional materials and demographic information used to assist in promoting the locational and business attributes of the community; and attending and participating in trade shows.
- Provide staff support to the Economic Development Commission, Committee of Chairpersons, Mystic Cooperative Task Group, and others as necessary. Organize special events, such as business caravans, seminars and public information sessions and undertake special projects as directed.
- Participate in regional and statewide initiatives advancing projects important to Groton, including SECTER (including lead management, loan review, regional marketing and regional economic development studies and initiatives), Thames Maritime Heritage Park, Groton-New London Airport, Marine Science Center at Avery Point, Chamber of Commerce of Eastern Connecticut, Greater Mystic Chamber of Commerce, Mystic Country/CONNECTICUT, and others as appropriate. Participate in efforts and activities that support and enhance community relations with the US Subbase, including Military Community Council Subcommittees, and Navy League.

CC6 – Long Range Planning

- Prepare updates to core planning documents, i.e., Plan of Conservation and Development; Town-wide Conservation Plan.
- Prepare and implement special studies/initiatives of particular functional or geographic significance, i.e., Downtown Plan, Economic Development Strategy Plan, energy conservation strategies, special projects.
- Perform other special studies and investigations as warranted, i.e., Coastal Public Access, Mystic Parking Study, Mystic Cooperative Task Group Report, etc.
- Initiate and/or assist others in the updating of the Town's land use regulations and guidelines including zoning, subdivision, inland wetlands, road and drainage standards.

CC7 – Services to Subdivisions

- Provide planning and inspection services to the various political subdivisions/districts on an as-needed basis, i.e., coordination of FEMA digital flood map appeals process.

CC8 – Land Use and Development Commission Support

- Planning and development personnel provide direct staff support to the community's land use and development agencies. Staff prepares agenda, staff reports, supporting materials, minutes, and meeting follow-up for the Economic Development Commission, Planning Commission, Zoning Commission, Inland Wetlands Agency, Conservation Commission, Historic District Commission, Zoning Board of Appeals, Harbor Management Commission, Building Code Board of Appeals, Housing Code Board of Appeals, Property Maintenance Code BOA, Fair Rent Commission, Community Development Advisory Committee and the recently-formed Neighborhood Revitalization Zone Committee.
- In addition to the above-noted commissions, staff attends, on an as-needed basis, the following groups and committees: Airport Advisory Committee, Long Island Sound Regional Council, Subbase Superfund Cleanup Technical Review Committee, Town Council, RTM, Climate Change Task Force, and other boards and task forces as needed.
- This cost center provides for operating funds that are directly related to commission activities including funds for legal advertising, professional development for commissioners, etc.



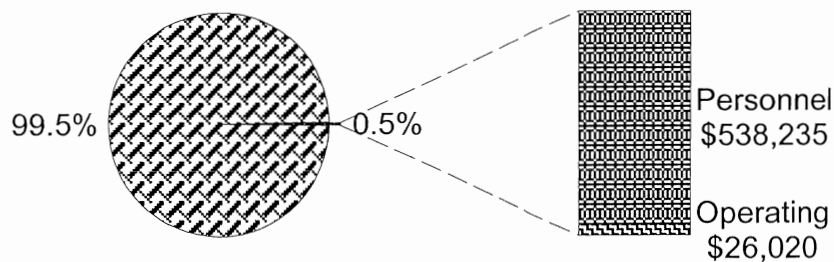
Mission Statement

Human Services
(Function 1051)

To ensure that all Groton residents have access to necessary human services and to help promote positive development among individuals and families by:

- Applying for grant funding as available that may provide housing, outreach services and general human services programming.
- Providing access to a community food locker and organizing holiday distributions of food and gifts.
- Providing special/discretionary funds for energy assistance and other client needs.
- Providing prevention and intervention programs and services in various settings to ensure that all segments of the community have access to them.
- Evaluating, planning and coordinating programs and services with other community and regional agencies to ensure non-duplication of efforts, responsive services, and comprehensive service delivery.
- Actively pursuing resources in order to ensure continued development of community programs and services.

HUMAN SERVICES **as a % of the Total Budget**

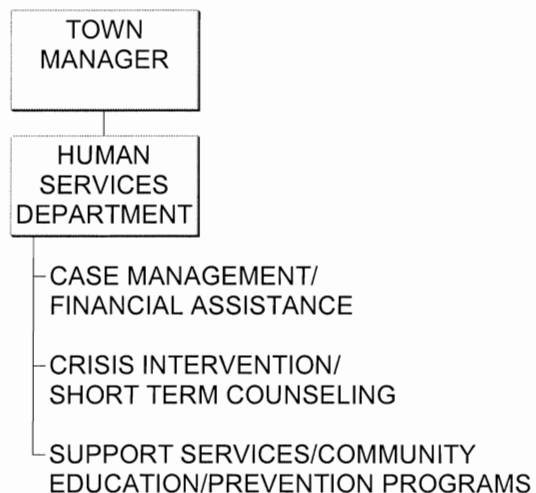


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: HUMAN SERVICES



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Human Services 1051

Department: Human Services

FUNCTION DESCRIPTION:

The Human Services Department offers information and referral, case management and advocacy services, provides emergency allocations of food and helps eligible Groton residents with utility, fuel and rent assistant, based upon availability of funds. The department provides guidance on housing issues, employment, budgeting, effective parenting and issues impacting senior citizens, the disabled and families/youth in the community. The department offers short term (3 month) counseling to identified children, youth and adults. Community volunteers assist Human Services staff with the department's annual holiday distributions of food and gifts, provided to eligible Groton households. Department staff meets bi-monthly with the Groton Youth Advisory Council to review and assess emerging concerns and needs of Groton youth and families. Department staff work cooperatively with local and state agencies to provide comprehensive, wrap-around services for Groton households; many such services are provided at the Groton Human Services Building.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Social Services Caseload (duplicated)	1,150	1,200	1,225
Elderly/Totally Disabled Tax Relief Program GSS	500	500	500
Food Locker Distributions – GSS	1,300	1,350	1,400
Holiday Distributions – GSS	850	850	850
Evictions -GSS	50	30	30
Discretionary Fund/Spicer Cases- GSS	390	425	430
Information/Referral contacts – GSS/FSC/YFS	6,300	6,350	6,380
Individual clients counseled- YFS, FSC	148	155	160
Juvenile Review Board cases	6	8	10

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Human Services

FUNCTION: Human Services 1051

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 598,730	\$ 571,794	\$ 561,771	\$ 564,255	(1.3%)

HIGHLIGHTS:

- Cost Center 10510 reflects an increase due to the elimination of two other cost centers, (10512, 10513); the Director's salary was originally divided among three cost centers (10510, 10512, 10513) and now is completely budgeted in cost center 10510. Cost center 10510 includes the Director's, Office Assistant II and Financial Assistant II salaries in their entirety. The cost center (10510) for Leadership/General Support is the appropriate cost center to reflect the expenses relating to the supervisory and administrative support of the department.
- The proposed budget maintains the existing level service. Budget reductions primarily are achieved as a result of reductions in 5290 Professional Technical Services (\$4,470) and 5609 Evictions (\$6,000). As a result of recent state legislative changes, the Town has revamped its eviction procedure which has greatly reduced our involvement and costs in an eviction.
- Groton residents are continuing to face dire economic times, with many facing unemployment, reduced hours of employment, catastrophic medical conditions/loss of health coverage, rent or mortgage arrearages, lack of food, electric shut-offs, high fuel bills, etc. Financial Assistance provided by Groton Human Services is based upon eligibility criteria and comes solely from donated, grant and special fund monies; over \$100,000 is annually donated to the department for the purpose of providing financial assistance to residents in need.
- Donations of food, clothing and other items, valued at over \$350,000 annually, are managed and disbursed by department staff.
- This budget should be reviewed in the context of support for outside agencies. Consideration should be given to the value of funding direct town services compared to maintaining funding levels for outside agencies.

Final Budget Result:

-During budget deliberations, no changes were made.

PERSONNEL CHANGES/HISTORY:

FYE 2011 - Eliminated vacant Regular Part Time Counselor II
- Eliminated Regular Part Time Counselor II

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
8.00	8.00	8.00	8.00	8.00	8.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	557,207	533,464	533,775	538,235	538,235	538,235	538,235
Operating Expenses	41,523	38,330	27,996	26,600	26,020	26,020	26,020

Total Appropriation	\$598,730	\$571,794	\$561,771	\$564,835	\$564,255	\$564,255	\$564,255

COST CENTERS							

10510 LEADERSHIP/GEN SUPPT	147,036	148,351	149,617	213,580	213,000	213,000	213,000
10511 CASE MGMT/FIN ASSIST	180,053	184,001	177,913	180,227	180,227	180,227	180,227
10512 FAMILY SUPPORT CTR	95,873	97,196	95,943	0	0	0	0
10513 YOUTH COMM ED & PROG	31,985	32,060	31,097	0	0	0	0
10514 CRISIS INTER/COUNSEL	143,783	110,186	107,201	106,134	106,134	106,134	106,134
10515 SUPPORT SERV/COM ED/	0	0	0	64,894	64,894	64,894	64,894

Total Cost Centers	\$598,730	\$571,794	\$561,771	\$564,835	\$564,255	\$564,255	\$564,255

FINANCING PLAN							

MISC STATE REVENUE	909	0	7,550	7,550	7,550	7,550	7,550
TVCCA-SUPP HOUS PROG	9,000	9,000	9,000	9,000	9,000	9,000	9,000
YOUTH SERVICE BUREAU	31,434	31,413	31,434	31,434	31,434	31,434	31,434
LEASE FEES	0	0	1,100	1,100	1,100	1,100	1,100
GENERAL FUND	557,387	531,381	512,687	515,751	515,171	515,171	515,171

Total Financing Plan	\$598,730	\$571,794	\$561,771	\$564,835	\$564,255	\$564,255	\$564,255

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	450,798	460,194	462,487	464,602	464,602	464,602	464,602
5104 OVERTIME PAY	31	0	0	0	0	0	0
5105 LONGEVITY PAY	2,275	2,905	3,185	2,905	2,905	2,905	2,905
5109 SALARY ADJUSTMENTS	1,233	0	0	0	0	0	0
5110 REGULAR PART TIME	64,099	32,479	32,479	32,479	32,479	32,479	32,479
5112 SICK INCENTIVE	50	0	0	0	0	0	0
5151 SOCIAL SECURITY	38,721	37,886	35,624	38,249	38,249	38,249	38,249
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Total Personnel Services	\$557,207	\$533,464	\$533,775	\$538,235	\$538,235	\$538,235	\$538,235
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	2,598	2,100	1,220	1,500	1,500	1,500	1,500
5210 PROFESS DEVELOP/TRAI	423	400	350	350	350	350	350
5220 UTILITIES/FUEL/MILEA	454	720	150	270	270	270	270
5260 REPAIRS & MAINT-FAC/	754	475	475	475	475	475	475
5290 PROFESS/TECHNICAL SE	17,284	18,754	16,120	14,284	14,284	14,284	14,284
5300 MATERIALS & SUPPLIES	4,242	5,000	4,800	4,500	4,500	4,500	4,500
5315 VEHICLE REPLACEMENT	1,976	387	387	773	193	193	193
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	312	329	329	498	498	498	498
5318 COMPUTER REPLMNT FEE	2,565	1,865	1,865	1,650	1,650	1,650	1,650
5400 EQUIP/MACHINRY& FURN	1,196	0	0	0	0	0	0
5609 EVICTIONS	9,419	8,000	2,000	2,000	2,000	2,000	2,000
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Total Operating Expenses	\$41,523	\$38,330	\$27,996	\$26,600	\$26,020	\$26,020	\$26,020
GRAND TOTAL	\$598,730	\$571,794	\$561,771	\$564,835	\$564,255	\$564,255	\$564,255

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIR OF HUMAN SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SOCIAL WORKER II	3.00	3.00	3.00	3.00	3.00	3.00
COUNSELOR II	2.00	2.00	2.00	2.00	2.00	2.00
FINANCIAL ASSISTANT II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	8.00	8.00	8.00	8.00	8.00	8.00
FTE SALARIES & WAGES						

DIR OF HUMAN SERVICES	93,975	93,101	93,101	93,101	93,101	93,101
SOCIAL WORKER II	162,864	162,782	164,897	164,897	164,897	164,897
COUNSELOR II	113,757	113,756	113,756	113,756	113,756	113,756
FINANCIAL ASSISTANT II	48,266	48,251	48,251	48,251	48,251	48,251
OFFICE ASSISTANT II (35)	41,333	44,597	44,597	44,597	44,597	44,597

Total FTE Salaries & Wages	\$460,194	\$462,487	\$464,602	\$464,602	\$464,602	\$464,602

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Human Services

DEPARTMENT: Human Services
FUNCTION: Human Services 1051

CC0 – Leadership/General Support

- Supervision and development of staff.
- Participation in local, regional and state organizations.
- Provision of adequate supplies and resources for staff development and training.
- Maintenance of department vehicle.
- Provision of equipment and furniture sufficient to accommodate staff and clients in a safe, acceptable environment.

CC1 – Case Management/Financial Assistance

- Provision of emergency assistance to eligible Groton residents, via use of special funds such as Operation Fuel, Project Warm-Up, Groton Utilities Energy Assistance Program, Groton Emergency Energy Fund, Discretionary Fund, Spicer, FEMA.
- Provision of housing services to eligible Groton residents including Eviction Prevention Program, Supportive Housing Program, Tax Deferral Program and Tax Relief Program for Elderly and Totally Disabled Renters.
- Department processing, on behalf of the Town, of State-mandated, court-ordered evictions, condemnations/relocations occurring within the geographical boundaries of the Town of Groton.
- Provision of outreach programs for the elderly and special services including community workshops focused on social, health/nutrition, financial and other topics in conjunction with Town departments and/or outside agencies.
- Coordination of Groton Food Locker and Groton Holiday Distribution Program including recruitment, training and recognition of volunteers, ordering/pick-up of special food items from CT Food Bank/UW Food Bank and solicitation of monetary and food/material donations from community with appropriate acknowledgements.
- Coordination of special, community-based programs for Groton residents in conjunction with local agencies and businesses.

CC2 – Family Support Center

- Cost Center 2 is no longer used. Family Support Center and Youth/Family Community Education and Programs have been combined into Cost Center 5 – Support Services/Community Education/Prevention Programs.

CC3 – Youth/Family Community Education & Programs

- Cost Center 3 is no longer used. Youth/Family Community Education and Programs and Family Support Center have been combined into Cost Center 5 – Support Services/Community Education/Prevention Programs.

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Human Services

DEPARTMENT: Human Services
FUNCTION: Human Services 1051

CC4 – Crisis Intervention/Short Term Counseling

- Provision of clinical intervention services and assessments for children, youth and families via sessions in Groton schools, the YFS office and clients' homes.
- Provision of individual and family counseling, crisis intervention, case management and linkages to other community and regional resources, youth advocacy and information and referral.

CC5 – Support Services/Community Education/Prevention Programs

- Provision of community-based, family-centered prevention, support, case management and advocacy services for at-risk families living in the Town of Groton.
- Provision of a variety of parent education, personal growth and skill training programs for parents and other primary caregivers in the greater Groton area.
- Provision of counseling and advocacy via home visits to parents/families in Groton.
- Coordination of services with other community and Town services to enhance existing resources available to area families.
- Development of new resources for Groton area families in conjunction with other local, regional and State providers and groups as needed.
- Provision of programs and services that address contemporary social problems through collaborative prevention programming, including but not limited to:
 - facilitation of youth leadership groups/programs
 - court-referred community service placements and Juvenile Review Board (JRB) involvement
 - school-based mentoring services
 - cooperative role in local and regional grant initiatives
 - development of programs that respond to identified community needs.



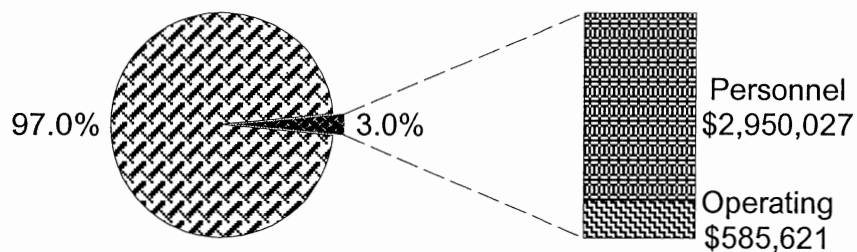
Mission Statement

Community Services
(Functions 1063, 1064)

To enhance the quality of life for all Groton citizens by:

- Offering a full array of information services through the Groton Public Library.
- Providing quality leisure opportunities in a safe and healthy atmosphere.
- Offering diverse community, educational and cultural activities for all members of the family.
- Providing well maintained park system, recreational facilities, school properties and trees.
- Preserving open space for future generations.
- Funding programs which enable Town residents to celebrate Groton.

COMMUNITY SERVICES as a % of the Total Budget

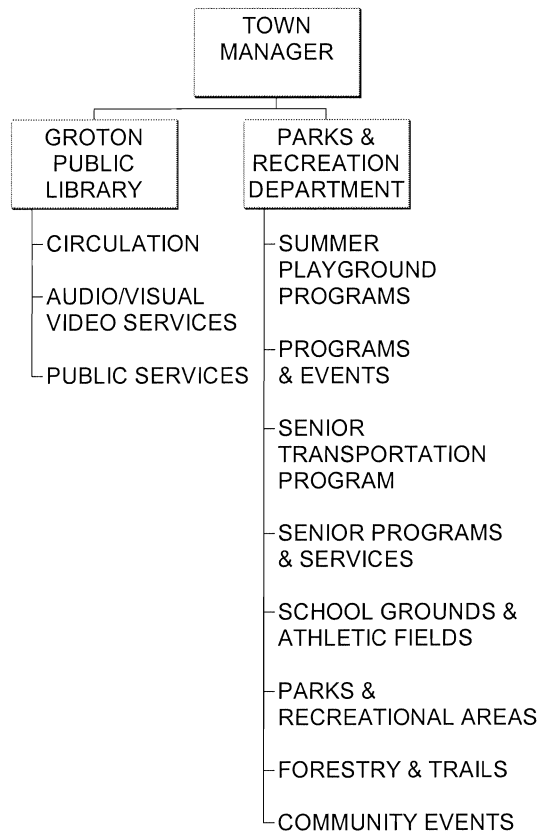


Adopted FYE 2012
Budget

Area of Service

TOWN OF GROTON

AREA OF SERVICE: COMMUNITY SERVICES



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Groton Public Library 1063

Department: Library

FUNCTION DESCRIPTION:

Groton's public library offers opportunities for lifelong learning to residents of all ages. Self-directed education is supported through our collection – from board books to large print titles – available in print and non-print formats. Research assistance and instruction is offered to individuals and groups through classes, workshops and one-on-one consultations. Library instructors teach computer classes, preschool classes on creative expression, listening comprehension and the foundations of reading, and K-5 classes that use literature and creative expression to explore school subjects. Programs, events, and partnerships provide instructive and cultural experiences for children, teens and adults.

Public access to technology is available through internet workstations, wi-fi, and a hands-on computer laboratory.

In addition, Library staff is responsible for the Groton government cable access channel, recording and televising municipal meetings, producing educational and public service announcements, and working with other Town departments to provide technical support for audiovisual technology.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Internet users	81,294	85,150	85,200
Groton History Online use	52,355	47,300	50,000
Web Page use	239,276	233,100	240,000
Questions asked by adults	27,456	34,000	34,000
Questions asked by children	5,876	5,150	5,150
Circulation	367,159	405,500	400,000
Items added to collection	11,131	11,500	11,500
Items withdrawn from collection	9,055	12,000	12,000
Programming activities	482	427	450
Meeting Room Use	1,680	1,600	1,600
Video programs produced	128	130	135
Hours video programs aired on municipal cable channel	4,766	4,800	4,800
GMTV Bulletin Board messages	1,105	1,150	1,200
GMTV Online Use	6,045	7,000	8,000

TOWN OF GROTON FYE 2012 BUDGET FUNCTION HIGHLIGHTS					
DEPARTMENT: Library			FUNCTION: Groton Public Library 1063		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,777,423	\$ 1,755,162	\$ 1,740,043	\$ 1,697,259	(3.3%)
HIGHLIGHTS: <ul style="list-style-type: none"> - Combining the adult and children information desk will increase the number of staff available to be scheduled at the circulation desk enabling the library to reduce the expenditure of part-time employees (\$40,346). - Reductions in operating accounts include cuts in 5201 due to increased use of email and sending fewer books to the bindery; 5220 Utilities and Fuel/Mileage due to a reduction in mileage reimbursement; and the transfer of some software maintenance costs (5261) to the Connecticard Fund (\$4,900). - By investigating our current method for leasing books, we plan to save \$9,345. - Minor increases in database subscriptions and maintenance contracts are offset by the planned reductions. 					
Final Budget Result: -During budget deliberations, no changes were made.					
PERSONNEL CHANGES/HISTORY: FYE 2011 - Eliminated 2 RPT Library Associates					
FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
20.00	20.00	20.00	20.00	20.00	20.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	1,483,349	1,478,107	1,467,473	1,439,676	1,435,477	1,435,477	1,435,477
Operating Expenses	294,074	277,055	272,570	269,307	261,782	261,782	261,782

Total Appropriation	\$1,777,423	\$1,755,162	\$1,740,043	\$1,708,983	\$1,697,259	\$1,697,259	\$1,697,259

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

COST CENTERS							

10630 LEADERSHIP/GEN SUPPT	450,177	231,056	229,908	232,590	227,690	227,690	227,690
10631 ADULT SERVICES	499,263	0	1,020	0	0	0	0
10632 CIRCULATION/TECHNICA	358,256	562,711	554,036	511,659	508,244	508,244	508,244
10633 AV/VIDEO SVCS	125,898	132,297	131,548	133,615	130,990	130,990	130,990
10634 CHILDREN'S SERVICES	343,829	0	0	0	0	0	0
10635 PUBLIC SERVICES	0	829,098	823,531	831,119	830,335	830,335	830,335

Total Cost Centers	\$1,777,423	\$1,755,162	\$1,740,043	\$1,708,983	\$1,697,259	\$1,697,259	\$1,697,259

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FINANCING PLAN							

LIBRARY FINES	28,833	28,000	28,000	28,000	28,000	28,000	28,000
LIBR LOST & DAMAGED	3,056	3,000	3,000	3,000	3,000	3,000	3,000
LIBRARY FEES	15,004	14,000	15,000	15,000	15,000	15,000	15,000
LIBRARY COPIER FEES	6,848	6,500	6,000	6,000	6,000	6,000	6,000
MISC-UNCLASSIFIED	500	0	0	0	0	0	0
GENERAL FUND	1,723,182	1,703,662	1,688,043	1,656,983	1,645,259	1,645,259	1,645,259

Total Financing Plan	\$1,777,423	\$1,755,162	\$1,740,043	\$1,708,983	\$1,697,259	\$1,697,259	\$1,697,259

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,077,055	1,106,192	1,106,204	1,112,035	1,112,035	1,112,035	1,112,035
5102 PART TIME PERSONNEL	212,087	228,501	216,885	188,155	184,255	184,255	184,255
5104 OVERTIME PAY	3,595	5,500	5,500	3,600	3,600	3,600	3,600
5105 LONGEVITY PAY	7,980	7,980	7,980	8,680	8,680	8,680	8,680
5109 SALARY ADJUSTMENTS	2,148	0	0	0	0	0	0
5110 REGULAR PART TIME	71,641	22,547	22,547	22,547	22,547	22,547	22,547
5112 SICK INCENTIVE	1,376	2,350	2,300	2,350	2,350	2,350	2,350
5151 SOCIAL SECURITY	102,322	105,037	105,037	102,309	102,010	102,010	102,010
5154 UNEMPLOYMENT COMPENS	5,145	0	1,020	0	0	0	0
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Total Personnel Services	\$1,483,349	\$1,478,107	\$1,467,473	\$1,439,676	\$1,435,477	\$1,435,477	\$1,435,477
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	10,985	11,700	8,500	9,500	9,500	9,500	9,500
5210 PROFESS DEVELOP/TRAI	3,125	3,050	2,850	3,050	3,050	3,050	3,050
5220 UTILITIES/FUEL/MILEA	2,383	1,750	1,755	1,500	1,500	1,500	1,500
5260 REPAIRS & MAINT-FAC/	5,078	4,050	4,050	4,050	4,050	4,050	4,050
5261 SOFTWARE MAINT FEES	8,214	6,250	5,450	6,270	1,370	1,370	1,370
5290 PROFESS/TECHNICAL SE	66,039	57,795	57,205	49,000	49,000	49,000	49,000
5300 MATERIALS & SUPPLIES	179,915	174,750	174,750	174,750	174,750	174,750	174,750
5315 VEHICLE REPLACEMENT	2,625	1,750	1,750	3,500	875	875	875
5316 VEHICLE MAINT FEE	350	300	300	300	300	300	300
5317 VEHICLE FUEL	405	460	460	527	527	527	527
5318 COMPUTER REPLMNT FEE	13,915	14,200	14,200	15,860	15,860	15,860	15,860
5400 EQUIP/MACHINRY& FURN	661	1,000	300	1,000	1,000	1,000	1,000
5410 COMPUTER EQUIPMENT	379	0	1,000	0	0	0	0
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Total Operating Expenses	\$294,074	\$277,055	\$272,570	\$269,307	\$261,782	\$261,782	\$261,782
GRAND TOTAL	\$1,777,423	\$1,755,162	\$1,740,043	\$1,708,983	\$1,697,259	\$1,697,259	\$1,697,259

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIR OF LIBRARY SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
MGR OF LIBRARY PUBLIC SVC	1.00	1.00	1.00	1.00	1.00	1.00
MGR LIB TECH SVCS & CIRC	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARIAN	8.00	8.00	8.00	8.00	8.00	8.00
MUNICIPAL VIDEO SPECIALST	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARY ASSISTANT (35)	2.00	2.00	2.00	2.00	2.00	2.00
ASSISTANT LIBRARIAN CIRC	1.00	1.00	1.00	1.00	1.00	1.00
MUNICIPAL VIDEO TECH	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASST (35)	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00

Total FTE Personnel	20.00	20.00	20.00	20.00	20.00	20.00

FTE SALARIES & WAGES						

DIR OF LIBRARY SERVICES	85,233	85,233	85,233	85,233	85,233	85,233
MGR OF LIBRARY PUBLIC SVC	68,842	68,842	68,842	68,842	68,842	68,842
MGR LIB TECH SVCS & CIRC	72,947	72,947	72,947	72,947	72,947	72,947
LIBRARIAN	465,990	465,925	468,121	468,121	468,121	468,121
MUNICIPAL VIDEO SPECIALST	65,876	65,876	65,876	65,876	65,876	65,876
LIBRARY ASSISTANT (35)	71,463	71,538	72,896	72,896	72,896	72,896
ASSISTANT LIBRARIAN CIRC	52,141	52,142	52,757	52,757	52,757	52,757
MUNICIPAL VIDEO TECH	41,412	41,422	42,251	42,251	42,251	42,251
ADMINISTRATIVE ASST (35)	50,204	50,206	50,206	50,206	50,206	50,206
OFFICE ASSISTANT II (35)	132,086	132,074	132,908	132,908	132,908	132,908

Total FTE Salaries & Wages	\$1,106,193	\$1,106,205	\$1,112,036	\$1,112,036	\$1,112,036	\$1,112,036

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Community Services

DEPARTMENT: Library
FUNCTION: Groton Public Library 1063

CC0 – Leadership/General Support

- Develop library policies and long-range plans with input from the public, library board, staff and town management.
- Supervise and provide training for staff.
- Participate in local, regional and state library groups and associations to stay abreast of current library trends and improve services to users.
- Collaborate with other agencies and departments to enhance library services.
- Maintain awareness of grant opportunities.
- Provide public access to the internet and library databases.

CC1 – Adult Services

- In FYE 2011, Adult Services and Children's Services were combined into Cost Center 5, Public Services.

CC2 – Circulation/Technical Services

- Select adult fiction in all formats including DVDs and audiobooks.
- Order and process all library materials.
- Circulate library materials using the integrated library system.
- Generate overdue notices and bills for library materials.
- Answer and redirect incoming telephone calls.
- Provide outreach and homebound services to the community.
- Coordinate scheduling of library meeting rooms.

CC3 – Audio Visual/Video Services

- Record municipal meetings and produce municipal informational and educational videos and public service announcements.
- Coordinate and program the town's municipal video channel on both local cable television systems.
- Distribute town information to the community via video streaming on the town website.
- Provide town departments and the public with technical support for their use of audiovisual technology.

CC4 – Children's & Young Adult Services

- In FYE 2011, Children's Services and Adult Services were combined into Cost Center 5, Public Services.

CC5 – Public Services

- Select and maintain a collection of materials to support the self-directed education and life-enrichment of residents of all ages.
- Support Groton's school curriculum with books, DVDs, CDs and software.
- Provide research assistance for individuals and groups.
- Offer seminars, classes and workshops led by library instructors to:
 - enhance children's creative expression, listening comprehension, reading readiness, and social, cognitive and communication skills.
 - develop computer skills and enhance use of library databases.
- Provide cultural and instructive experiences through events, programs and partnerships for residents of all ages.

TOWN OF GROTON

FUNCTION SUMMARY

Function: Parks & Recreation 1064

Department: Parks & Recreation

FUNCTION DESCRIPTION:

This Department consists of the Recreational Services, Senior Services and Parks & Forestry Divisions. The mission of the department is to provide quality leisure opportunities in a safe and healthy atmosphere and to enhance the quality of life within the community through the responsible management of fiscal and natural resources. The Recreational Services Division provides instructional programs, trips, athletics, cultural events and a summer program for children. The Division offers special programs for people with disabilities and makes all of its other programs open for inclusion. The Senior Center provides transportation, nutrition, health, fitness and recreational services to residents 55 years of age and older. The Parks & Forestry Division supports the delivery of leisure services in the community through the maintenance of Town-owned parks, public places, school grounds, playgrounds, coastal access points, athletic fields, cemeteries and open spaces.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Recreational Services Division:			
Offerings:			
Total programs offered	816	850	*
Special Events/Trips	64	33	*
Enrollments:			
Summer Camp enrollments	2,395	2,000	*
Program enrollments	9,240	10,433	*
Number of Scholarships	269	326	350
Scholarships amount	\$13,874	\$13,000	\$14,000
Senior Services Division:			
Seniors Using Transportation	7,637	7,800	7,800
Snack Bar revenue	\$82,858	\$86,916	\$92,136
Elderly Nutrition Program			
Home delivered meals – Meals on Wheels	17,334	17,000	17,000
Physicals Completed			
Senior Programs:			
Classes/number of participants	146/1,977	150/2,000	100/1,300
Special meals/participants	22/1,970	30/1,900	30/2,000
Special Events	50	45	50
Trips/Number of Participants:	34/1,339	45/1,400	*
Parks & Forestry Division:			
(Measured in hours)			
Maintenance of Town properties	15,920	15,220	14,280
School ground maintenance	3,040	2,690	2,590
Forestry, trails and open space maintenance	480	480	480
Number of facilities	101	101	101
Number of acres	1,578	1,578	1,578

* These activities have been moved to the Recreation & Senior Activities Fund – Function #3240.

TOWN OF GROTON FYE 2012 BUDGET FUNCTION HIGHLIGHTS					
DEPARTMENT: Parks and Recreation			FUNCTION: Parks & Recreation 1064		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2011	% Change FYE 2011 to FYE 2012
TOTAL	\$ 2,316,421	\$ 2,134,059	\$ 2,130,813	\$ 1,838,389	(13.9%)
Highlights: <ul style="list-style-type: none"> - The Parks and Recreation proposed FYE 2012 budget is \$295,670 less than the FYE 2011 approved budget, a decrease of 13.9% The bulk of this reduction (\$284,294) is due to the transfer of costs and associated revenues to a new "budgeted" special revenue account entitled Recreation and Senior Activities (3240). In FYE 2004, a non-budgeted parks and recreation special revenue fund was created which was envisioned to be a program account where recreation programs that "paid for themselves" were placed, thereby not impacting the general fund budget. In FYE 2012, it is proposed to greatly expand the use of the fund and to make it a budgeted account. For recreation services, the summer camp program and special needs program and for the Senior Center, some fitness classes are all being moved out of 1064 Parks and Recreation to 3240 Recreation and Senior Activities. Consideration will be given in future years to transferring additional personnel and overhead (indirect costs) to the extent they can be absorbed into the special revenue fund (3240). - The department will continue to seek outside funding through sponsorships, donations and grants to fund programs such as summer concerts, Groton's Fall Festival, medical transportation and other programs. - The Master Plan committee will take steps to implement the Parks and Recreation Master Plan and Sutton Park Master Plan. 					
Final Budget Result: -During budget deliberations, no changes were made.					
PERSONNEL CHANGES/HISTORY: FYE 2011 - Transferred 50% of Maintainer to Golf Course Fund - Eliminated 1 Financial Assistant II (salary adjustment) - Eliminated 1 Program Supervisor Rec (salary adjustment)					
FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
23.00	23.00	22.50	20.50	20.50	20.50

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	1,813,588	1,718,531	1,690,003	1,725,452	1,514,550	1,514,550	1,514,550
Operating Expenses	502,833	415,528	440,810	495,849	323,839	323,839	323,839

Total Appropriation	\$2,316,421	\$2,134,059	\$2,130,813	\$2,221,301	\$1,838,389	\$1,838,389	\$1,838,389

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

COST CENTERS							

10640 LEADERSHIP/GEN SUPPT	270,022	164,657	195,909	208,638	192,081	192,081	192,081
10641 SUMMER PLAYGROUND PR	262,387	255,505	258,731	267,071	64,226	64,226	64,226
10642 PROGRAMS & EVENTS	420,628	423,120	368,034	370,892	317,360	317,360	317,360
10645 SR TRANSPORTATION PR	180,670	165,868	159,212	195,721	165,950	165,950	165,950
10646 SR PROGRAMS & SERVIC	509,813	496,299	522,374	497,653	462,316	462,316	462,316
10647 SCHOOL GROUNDS & ATH	97,298	78,252	84,751	85,462	85,462	85,462	85,462
10648 PARKS & REC AREAS	537,662	507,982	504,127	554,220	509,350	509,350	509,350
10649 FORESTRY & TRAILS	18,506	20,645	20,377	20,645	20,645	20,645	20,645
1064A COMMUNITY EVENTS	19,435	21,731	17,298	20,999	20,999	20,999	20,999

Total Cost Centers	\$2,316,421	\$2,134,059	\$2,130,813	\$2,221,301	\$1,838,389	\$1,838,389	\$1,838,389

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FINANCING PLAN							

PLAYGROUND AIDES - BOE	25,444	24,992	40,574	29,272	0	0	0
BOE-FHS/GRND MOWING	42,417	44,538	44,538	45,875	48,875	48,875	48,875
SENIOR CENTER FEES	65,403	58,000	64,000	70,000	42,540	42,540	42,540
PARK CONCESSION & RENTALS	1,668	1,000	1,100	1,000	1,000	1,000	1,000
PROGRAM & EVENTS REVENUE	23,958	15,330	13,330	14,260	0	0	0
SUMMER PLAYGROUND REVENUE	85,464	98,000	24,757	104,975	0	0	0
PARK & RECREATION RENTALS	3,185	3,000	2,000	3,000	3,000	3,000	3,000
MISC-UNCLASSIFIED	50	0	0	0	0	0	0
LEASE FEES	0	0	300	650	650	650	650
GENERAL FUND	2,068,832	1,889,199	1,940,214	1,952,269	1,742,324	1,742,324	1,742,324

Total Financing Plan	\$2,316,421	\$2,134,059	\$2,130,813	\$2,221,301	\$1,838,389	\$1,838,389	\$1,838,389

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,176,805	1,194,789	1,093,171	1,101,444	1,101,444	1,101,444	1,101,444
5102 PART TIME PERSONNEL	187,402	173,436	171,550	180,180	146,169	146,169	146,169
5103 SEASONAL PERSONNEL	197,365	200,942	193,910	203,054	43,400	43,400	43,400
5104 OVERTIME PAY	7,591	9,225	8,346	8,545	8,295	8,295	8,295
5105 LONGEVITY PAY	5,326	5,340	4,255	4,577	4,577	4,577	4,577
5109 SALARY ADJUSTMENTS	8,070	(91,669)	0	0	0	0	0
5110 REGULAR PART TIME	86,901	102,112	94,013	102,805	100,805	100,805	100,805
5111 PREMIUM PAY/OUT OF C	417	750	450	750	750	750	750
5112 SICK INCENTIVE	150	0	50	0	0	0	0
5117 ALLOWANCES	1,311	1,480	1,235	1,480	1,480	1,480	1,480
5151 SOCIAL SECURITY	124,052	122,126	119,873	122,617	107,630	107,630	107,630
5154 UNEMPLOYMENT COMPENS	18,198	0	3,150	0	0	0	0

Total Personnel Services	\$1,813,588	\$1,718,531	\$1,690,003	\$1,725,452	\$1,514,550	\$1,514,550	\$1,514,550

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	21,157	15,970	10,910	10,830	9,830	9,830	9,830
5210 PROFESS DEVELOP/TRAI	7,850	10,508	9,019	9,908	6,519	6,519	6,519
5220 UTILITIES/FUEL/MILEA	7,441	9,578	6,780	6,434	6,434	6,434	6,434
5230 PYMNTS/CONTRIBUTIONS	28	1,140	1,140	1,140	1,140	1,140	1,140
5240 BOARDS & COMMISSIONS	0	200	0	200	100	100	100
5260 REPAIRS & MAINT-FAC/	3,836	7,505	6,340	7,025	6,725	6,725	6,725
5281 OCCUPATIONAL HEALTH	4,023	5,780	5,055	5,780	4,155	4,155	4,155
5290 PROFESS/TECHNICAL SE	179,788	152,224	180,354	151,414	96,139	96,139	96,139
5300 MATERIALS & SUPPLIES	116,376	121,647	124,179	123,537	95,843	95,843	95,843
5310 VEHICLE OPER/MAINT	9,404	11,605	11,605	11,605	10,605	10,605	10,605
5315 VEHICLE REPLACEMENT	73,286	24,480	24,480	99,104	24,777	24,777	24,777
5316 VEHICLE MAINT FEE	14,800	13,300	13,300	14,800	14,800	14,800	14,800
5317 VEHICLE FUEL	37,270	37,216	37,216	42,032	42,032	42,032	42,032
5318 COMPUTER REPLMNT FEE	4,430	4,375	4,375	4,740	4,740	4,740	4,740
5400 EQUIP/MACHINRY& FURN	20,990	0	5,957	7,300	0	0	0
5410 COMPUTER EQUIPMENT	2,154	0	100	0	0	0	0

Total Operating Expenses	\$502,833	\$415,528	\$440,810	\$495,849	\$323,839	\$323,839	\$323,839

GRAND TOTAL	\$2,316,421	\$2,134,059	\$2,130,813	\$2,221,301	\$1,838,389	\$1,838,389	\$1,838,389

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIRECTOR OF PARKS & REC	1.00	1.00	1.00	1.00	1.00	1.00
MGR RECREATION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SR CENTER SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
PROGRAM SUPER SR CENTER	2.00	2.00	2.00	2.00	2.00	2.00
PROGRAM SUPER REC	4.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASST/MAIL COURIER	1.00	1.00	1.00	1.00	1.00	1.00
FOOD SERVICE SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT II	1.00	0.00	0.00	0.00	0.00	0.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASSISTANT III (35)	1.00	1.00	1.00	1.00	1.00	1.00
FOREMAN	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDKEEPER	3.00	3.00	3.00	3.00	3.00	3.00
MAINTAINER	1.50	1.50	1.50	1.50	1.50	1.50

Total FTE Personnel	22.50	20.50	20.50	20.50	20.50	20.50

FTE SALARIES & WAGES						

DIRECTOR OF PARKS & REC	92,338	92,337	92,337	92,337	92,337	92,337
MGR RECREATION SERVICES	71,854	71,854	71,854	71,854	71,854	71,854
SR CENTER SUPERVISOR	67,393	67,393	67,393	67,393	67,393	67,393
PROGRAM SUPER SR CENTER	104,681	104,680	105,681	105,681	105,681	105,681
PROGRAM SUPER REC	206,678	153,392	156,460	156,460	156,460	156,460
OFFICE ASST/MAIL COURIER	36,601	36,613	37,337	37,337	37,337	37,337
FOOD SERVICE SUPERVISOR	40,376	40,376	40,376	40,376	40,376	40,376
FINANCIAL ASSISTANT II	48,266	0	0	0	0	0
OFFICE ASSISTANT II (35)	133,547	133,519	133,807	133,807	133,807	133,807
OFFICE ASSISTANT III (35)	46,402	46,406	46,406	46,406	46,406	46,406
FOREMAN	63,414	63,414	63,414	63,414	63,414	63,414
EQUIPMENT MECHANIC	58,673	58,673	58,673	58,673	58,673	58,673
GROUNDKEEPER	156,429	156,429	156,899	156,899	156,899	156,899
MAINTAINER	68,137	68,085	70,808	70,808	70,808	70,808

Total FTE Salaries & Wages	\$1,194,789	\$1,093,171	\$1,101,444	\$1,101,444	\$1,101,444	\$1,101,444

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Community Services

DEPARTMENT: Parks & Recreation
FUNCTION: Parks & Recreation 1064

CC0 – Leadership/General Support

- Provide support to the four divisions of the department.
- Collaborate and foster relationships with other agencies and departments to provide services to Town residents.
- Improve marketing efforts for the department to promote a customer friendly service delivery system.
- Offer a progressive professional development program.
- Engender an effective management team and foster open communication to guide the department.
- Stay abreast of current trends and promote growth of the park and recreation profession.
- Obtain outside sponsorships, donations and grant funding.

CC1 – *Summer Playground Programs – (These activities have been moved to the Recreation & Senior Activities Fund – Function #3240)

- Staff three summer playground camp sites at various elementary schools throughout Groton to provide a high-quality, safe and healthy play environment for children ages 3-12.
- Maintain a camper to staff ratio of 15:1.
- Provide a therapeutic camping experience for children ages 6-12.

CC2 – Programs and Events

- *Offer an array of programs to meet the recreational, fitness, social, expressive and cultural needs of the community.
- Coordinate leisure services for citizens with special needs.
- *Implement youth sports programs in a manner consistent with a recreational/instructional philosophy.
- *Ensure program quality and safety through effective training and supervision of staff and volunteers and completion of comprehensive program evaluations.
- Offer community-focused events that bring citizens and families together.
- Improve community health and wellness.

CC5 – Senior Transportation Program

- Provide essential transportation for seniors for medical, grocery, banking and to the center, which is crucial for their independence and well-being.
- Assure drivers maintain required licensing and good driving record through training and feedback.
- Support the programs of the Recreation Division and Golf Course when possible.
- Work with Fleet Maintenance on the upkeep of all vehicles.
- Work with state DOT and other towns on state matching transportation grant for municipal transportation.

CC6 – Senior Programs & Services

- Promote the Snack Bar as an inexpensive, pleasurable nutrition source and meet the increasing demand for this program.
- Continue to work with TVCCA on MOW to meet the increasing need of homebound seniors.
- Offer a variety of recreational and social programs to meet the needs of the senior community.
- Coordinate access to other service providers to benefit the seniors and meet their needs.
- Publish a comprehensive service guide for seniors in town.
- Provide intergenerational activities to encourage interaction with all ages.

***These activities have been moved to the Recreation & Senior Activities Fund- Function #3240.**

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Community Services

DEPARTMENT: Parks & Recreation
FUNCTION: Parks & Recreation 1064

- Support the Groton Senior Citizen's Club and their programs and services.
- Support the Groton Regional Theater and their programs and services.
- Utilize the marketing plan for promoting programs to all seniors including younger seniors.
- Provide social programs and special events which provide a setting for interaction.
- Utilize the recreation area behind the center for programs.
- Support community service efforts by the Groton Senior Citizen's Club and entertaining groups.
- Continue to develop staff proficiency in new computer software.
- Promote continuing staff education.
- Maintain personal interaction with the seniors.
- Promote positive working relations with other Town departments.
- Maintain upkeep of all classrooms and building facilities.

CC7 – School Grounds & Athletic Fields

- Provide mowing to school grounds through contractual services. The Parks Foreman will continue to coordinate all school ground maintenance.
- Provide safe playing surfaces and turf management program for high school and middle school athletic fields.
- Provide safe playing surfaces for all sports fields.
- Continue to upgrade maintenance plan for athletic fields.
- Continue to work in cooperation with Board of Education Athletic Department.

CC8 – Parks & Recreational Areas

- Maintain 71 town properties to accepted maintenance standards.
- Continue maintenance and landscape key areas in Town for beautification.
- Maintain safe and aesthetically pleasing environment at Esker Point.
- Rake and groom beach twice weekly.
- Support beach concerts, volleyball league and special events.
- Provide supervision and leadership for full-time and seasonal workers.
- Oversee all contractual services for the division, including school grounds.
- Maintain equipment systematically to improve longevity and productivity.
- Maintain 13 cemeteries in-house to accepted maintenance standards.
- Inspect and maintain play structures to accepted standards. Maintain systematic replacement plan.

CC9 – Forestry & Trails

- Remove hazardous trees, prune trees for public safety on parks, Town grounds and Town roads.
- Continue to plant trees in parks, Town grounds and roadsides throughout the Town.
- Hold an Arbor Day ceremony at a Town school.
- Maintain open space and trails.
- Tree warden duties per CT state statute 451-Section 23-59.

CCA – Community Events

- Conduct annual community-wide celebrations including:
 - Fourth of July Parade
 - Thames River Fireworks entertainment at Fort Griswold
 - Groton's Fall Festival
 - Holiday Lights Parade

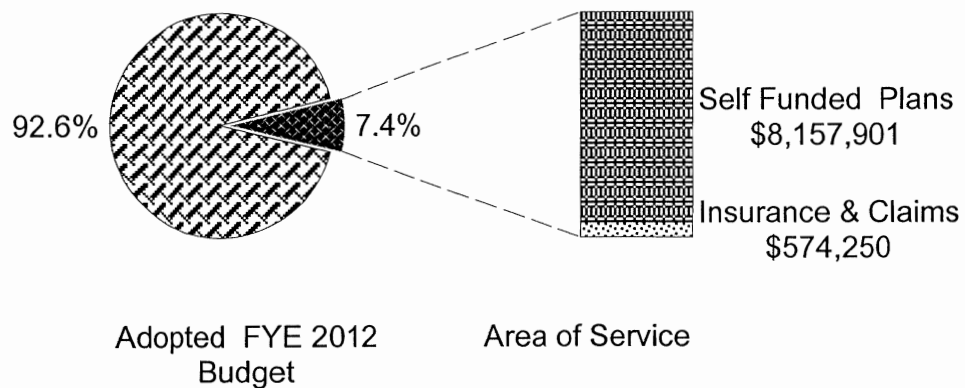


Non-Departmental

(Functions: 1070, 1071)

This area of service accounts for general insurances, unemployment claims, and employee health insurances associated with the employees and retirees as well as costs associated with the retirement system, workers compensation and the amount the Town contributes for future post employment benefits other than retirement.

NON-DEPARTMENTALS as a % of the Total Budget



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals			FUNCTION: Insurance & Claims 1070		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 471,461	\$ 638,800	\$ 540,500	\$ 574,250	(10.1%)

HIGHLIGHTS:

- In light of a potential reduction in force during FYE 2011, a line item was added for unemployment benefits. The Town is self-insured for unemployment benefits; departments have not historically budgeted for this item. The FYE 2012 budget proposes to decrease the line item for unemployment by (\$40,000) based on the Town Manager's proposed budget. If additional cuts are made to personnel, additional funds may be needed.
- A reduction of \$15,000 has been made in (5289) insurance claims payments to reflect prior experience in deductible payments.
- Final rates are determined in June, based on actual experience. The proposed budget reflects our best estimate of insurance costs for FYE 2012.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	0	100,000	60,000	100,000	60,000	60,000	60,000
Operating Expenses	471,461	538,800	480,500	538,800	514,250	514,250	514,250

Total Appropriation	\$471,461	\$638,800	\$540,500	\$638,800	\$574,250	\$574,250	\$574,250

COST CENTERS							

10700 GENERAL LIABILITY	349,455	378,000	350,000	378,000	369,000	369,000	369,000
10701 MV LIA & PHY DAMAGE	74,764	77,500	75,000	77,500	77,850	77,850	77,850
10702 PUBLIC OFFICIAL LIAB	30,101	34,000	32,000	34,000	33,500	33,500	33,500
10703 SHELLFISH COMMISSION	4,244	4,300	3,500	4,300	3,900	3,900	3,900
10705 ADMIN & CLAIM PAYMEN	12,897	45,000	20,000	45,000	30,000	30,000	30,000
10706 UNEMPLOYMENT	0	100,000	60,000	100,000	60,000	60,000	60,000

Total Cost Centers	\$471,461	\$638,800	\$540,500	\$638,800	\$574,250	\$574,250	\$574,250

FINANCING PLAN							

MISC-UNCLASSIFIED	2,722	0	0	0	0	0	0
GENERAL FUND	468,739	638,800	540,500	638,800	574,250	574,250	574,250

Total Financing Plan	\$471,461	\$638,800	\$540,500	\$638,800	\$574,250	\$574,250	\$574,250

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5154 UNEMPLOYMENT COMPENS	0	100,000	60,000	100,000	60,000	60,000	60,000
	-----	-----	-----	-----	-----	-----	-----
Total Personnel Services	\$0	\$100,000	\$60,000	\$100,000	\$60,000	\$60,000	\$60,000
OPERATING EXPENSES							

5280 INSURANCE/RISK MGMT	458,564	493,800	460,500	493,800	484,250	484,250	484,250
5285 BUILDNG & PROPERTY D	0	10,000	5,000	10,000	10,000	10,000	10,000
5289 INSURANCE CLAIM PAYM	12,897	30,000	10,000	30,000	15,000	15,000	15,000
5290 PROFESS/TECHNICAL SE	0	5,000	5,000	5,000	5,000	5,000	5,000
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Total Operating Expenses	\$471,461	\$538,800	\$480,500	\$538,800	\$514,250	\$514,250	\$514,250
GRAND TOTAL	\$471,461	\$638,800	\$540,500	\$638,800	\$574,250	\$574,250	\$574,250

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Non-Departmentals

DEPARTMENT: Non-Departmentals
FUNCTION: Insurance & Claims 1070

The Insurance & Claims function reflects those insurance premiums for coverages that the Town obtained through a bid process. Premiums for property, liability, and errors and omissions exposures are included here. The coverage may be refined during the year to address any changes in the Town's exposure.

CC0 – General Liability

Reflects premiums not only for third party damages but property damage to Town owned property as well. Limits for flood and earthquake coverage are also included. The basic property damage deductible is \$10,000. An umbrella liability policy is also used to ride above the limits of the primary general liability policy to provide even broader coverage subject to a major self-insured retention of \$10,000 which is applicable only to exposure not covered on the primary layer. In addition, it reflects the premiums paid for the Police Version of Public Officials coverage. The deductible for this coverage is \$25,000. This will include wrongful entry, wrongful arrest, etc. This cost center also includes boiler coverage for the buildings and pump stations, the crime policy for money and securities, and fiduciary coverage.

CC1 – Motor Vehicle Liability and Physical Damage

Reflects premiums paid on the Town's vehicles. Loaders and tractors are also included under this coverage if they are used on the road. The Town has a \$1,000 deductible on its collision and comprehensive liability coverage on all vehicles with full glass included.

CC2 – Public Official Liability

Reflects the premium paid to protect Town officials in their decision-making capacity from errors and omissions exposures. Emergency Dispatch "911" coverage for errors and omissions is also included here. This coverage generally serves as additional legal defense coverage. It also includes bonding for the Tax Collector and Treasurer/Accounting Manager. The deductible for Public Official Liability coverage is \$25,000. The deductible for Employment Practice Liability is \$15,000.

CC5 – Administration and Claim Payments

Includes payments made for professional services associated with liability insurances and to claimants that are within the deductible amount.

CC6 - Unemployment

Includes estimates for unemployment compensation payments for the fiscal year. The Town is self insured in regards to this area of claims.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals			FUNCTION: Self Funded Plans 1071		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM ADOPTED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 6,047,116	\$ 7,519,638	\$ 7,519,638	\$ 8,157,901	8.5%

HIGHLIGHTS:

Benefit costs for the General Fund are included in this function:

- Employee Benefits (#10710) represents funds pertaining to retirement, health insurance workers' compensation, and life insurance.
- Retiree Health Benefits (#10711) represents funds pertaining to health benefits attributable to retirees.
- Heart & Hypertension (#10712) represents funds pertaining to those benefits attributable to police officers and their spouses.
- OPEB (Other Post Employment Benefits) (#10713) represents funds pertaining to the liability associated with post employment benefits other than pension benefits, as required by the Governmental Accounting Standards Board's Statement No. 45.
- In FYE 2011, during budget deliberations, the Town Council reduced the OPEB contribution by \$278,750. This reduction was sustained by the RTM. As a result of the most recent valuation, the new NBI (net budget impact) \$1,738,000 vs. the old NBI \$1,591,000 is expected to be reached in 2017.

A more detailed narrative on this function follows along with a chart denoting Benefit Allocations by Function and Employee Affiliation.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	6,047,116	7,519,638	7,519,638	8,251,494	8,157,901	8,157,901	8,157,901
Total Appropriation	\$6,047,116	\$7,519,638	\$7,519,638	\$8,251,494	\$8,157,901	\$8,157,901	\$8,157,901

COST CENTERS							

10710 EMPLOYEE BENEFITS	4,296,502	5,675,810	5,675,810	6,229,503	6,187,944	6,187,944	6,187,944
10711 RETIREE HEALTH BENEF	502,056	589,713	589,713	678,807	671,773	671,773	671,773
10712 HEART & HYPERTENSION	214,858	220,415	220,415	219,484	219,484	219,484	219,484
10713 OPEB LIABILITY	1,033,700	1,033,700	1,033,700	1,123,700	1,078,700	1,078,700	1,078,700
Total Cost Centers	\$6,047,116	\$7,519,638	\$7,519,638	\$8,251,494	\$8,157,901	\$8,157,901	\$8,157,901

FINANCING PLAN							

STATE GRANTS	0	0	44,320	0	0		48,692
GENERAL FUND	6,047,116	7,519,638	7,475,318	8,251,494	8,157,901	0	8,109,209
Total Financing Plan	\$6,047,116	\$7,519,638	\$7,519,638	\$8,251,494	\$8,157,901	\$8,157,901	\$8,157,901

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5152 RETIREMENT	1,209,948	1,801,377	1,801,377	2,191,710	2,191,710	2,191,710	2,191,710
5153 HEALTH INSURANCE	3,055,890	3,843,912	3,843,912	4,009,533	3,967,985	3,967,985	3,967,985
5158 LIFE INSURANCE	30,664	30,521	30,521	28,260	28,249	28,249	28,249
5159 HEART & HYPERTENSION	214,858	220,415	220,415	219,484	219,484	219,484	219,484
5160 HEALTH-RETIREE-CUR.	502,056	589,713	589,713	678,807	671,773	671,773	671,773
5170 OPEB LIABILITY	1,033,700	1,033,700	1,033,700	1,123,700	1,078,700	1,078,700	1,078,700
	-----	-----	-----	-----	-----	-----	-----
Total Personnel Services	\$6,047,116	\$7,519,638	\$7,519,638	\$8,251,494	\$8,157,901	\$8,157,901	\$8,157,901
GRAND TOTAL	\$6,047,116	\$7,519,638	\$7,519,638	\$8,251,494	\$8,157,901	\$8,157,901	\$8,157,901

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Non-Departmental

DEPARTMENT: Non-Departmental
FUNCTION: Self-Funded Plans 1071

The Self-Funded Plans function reflects those benefits paid for current employees, retirees and their families.

CC0 - Employee Benefits

Reflects payments made to the Fiduciary/Internal Service Funds out of which payments are made to employees for retirement, medical and life insurance costs and workers compensation.

CC1 - Retiree Benefits

Reflects payments made to the Health Insurance Fund out of which payments are made to retirees and their families for medical benefits based on negotiated labor agreements.

CC2 - Heart & Hypertension

Reflects payments made to the Trust Fund to pay for heart and hypertension benefits.

CC3 - Other Post Employment Benefit (OPEB) Liability

Reflects the amount that the Town contributes for future post employment benefits other than retirement.

(Based on Manager's Proposed Budget)

Highlights 1071 - Self Funded Plans

This function contains contributions made by the Town to self-funded benefit plans for general fund employees. Also included are the costs of life insurance and contributions to the retirement fund for the same group of employees. Health insurance costs for retirees from general fund positions are also included in this function. Benefits for employees charged to Other Funds (Golf Course and Sewer Operating) are appropriated in those funds.

The Town and the Board of Education jointly established and contribute annually to self-funded plans for Health Insurance and Worker's Compensation. The Town of Groton operates its own pension plan under a Special Act of the Legislature and implemented by a Pension Ordinance adopted by the Town Council.

The allocation of benefits to the various functions is summarized on a chart following this narrative. This chart lists the prorated benefits by function and employee affiliation. It should be noted that employee benefits are established by previously approved collective bargaining agreements and by the Terms and Conditions of Employment for Non-Union Employees.

Retirement (\$2,191,710)

Annually an actuarial evaluation is completed to measure actuarial gains and losses from the previous year. The evaluation also contains recommended employer contributions to the retirement fund. The Retirement Fund's Market Value was \$72.1 million as of June 30, 2010, up from \$64.9 in 2009. Actuarial liabilities exceed assets by \$14.0 million resulting in a Funded Ratio of 85.8%. This ratio continues to decline as a result of net actuarial losses during FYE10.

The recommended contribution for FYE 2012 as a percentage of payroll is 11.5% for the entire plan up from 9.0% in FYE11, a 27% increase. Actual dollar increase in contributions (\$390,333) for the Town portion is up 21.7% compared to a 32.7% increase in FYE11.

The plan in FYE 10 experienced \$6.12 million dollars in net actuarial losses compared to \$14.24 million in FYE 2009. The primary source of actuarial losses (\$6.34 million) continues to be investment return lower than the actuarial assumption of 8.00%. Note this loss was partially offset by actuarial gains against other assumptions.

Actuarial losses attributable to the market decline of 2008-09 have not been fully recovered due to the smoothing of investment gains and losses over a five year period. The impact of this smoothing can be seen in the following chart by comparing the Actuarial Value Return (smoothed) to the Market Value Return. The purpose of the smoothing is to avoid large swings in actuarial losses/gains if market value was used.

FYE	2005	2006	2007	2008	2009	2010
Market Value Return	7.65%	6.90%	14.32%	-5.50%	-15.96%	13.50%
Actuarial Value Return	3.90%	5.35%	9.03%	7.06%	1.14%	0.67%
Actuarial Assumption	8.25%	8.25%	8.25%	8.25%	8.25%	8.00%

In dollar terms, there remains \$12,328,353 in unrecognized actuarial losses. This is the difference between the market value of the plan assets compared to the actuarial value. Annual required contributions (ARC) are negatively impacted by the continuing recognition of actuarial losses. A 21% investment return would be needed in 2011-12 to bring market assets back in line with the actuarial value of assets.

(Based on Manager's Proposed Budget)

The Retirement Board voted in 2010 to reduce the actuarial assumption for return on investments to 8.00% and provide for a thirty (30) year amortization of actuarial liabilities. These changes are consistent with other plans and should over time have a positive impact on town contributions to the plan.

Health Insurance (\$4,639,758)

The projected total health insurance cost for the Town (Town Operations plus Golf Course and Water Pollution Control) for FYE 2012 is \$6,710,126 down approximately 2.3% from last year. This includes both retiree and active employees in the self funded plan and the premium based plan for retirees.

The Town works closely with a health insurance consultant to assure that the renewals received from Anthem are accurate projections of expected claims and trend factors. Anthem, through our consultants AON, provided the Town with a renewal in December 2010. The request column of the FYE11 budget reflects this renewal

As noted earlier the Town makes an annual contribution to the Insurance Fund. The health insurance cost noted above is reduced by employee/retiree/outside agency contributions (\$1,328,752) and the application of a portion of the fund balance (\$107,270), resulting in a net town contribution of \$5,122,370. The general fund portion of this amount is \$4,639,759.

The total general fund contribution for health insurance is a 4.6% increase over FYE 2011, even though health insurance costs are down 2.3% from last year. This is the result of a \$293,778 decrease in amount of fund balance available to offset insurance costs. A fund balance results from better than expected claims experience over the life of the fund.

The prior practice was to reduce the town contribution to health fund by using 1/2 of the fund balance amount in excess of the corridor between expected claims and 125% of expected claims which is the point at which stop-loss insurance takes over. Applying this practice in FYE12 left only \$53,635 above the corridor amount in the Town portion of the fund balance. The Town Manager has recommended applying this remaining amount to further reduce the general fund contribution to the health fund or in other words applying 100% of the excess fund balance. This practice may or may not continue in future years. The Town portion of the Self-funded Insurance Fund had a fund balance as of June 30, 2010 of \$1.48 million down from \$2.24 million in 2010, with a corridor of \$1.38 million. As the fund balance approaches the corridor, the dollar impact of this practice diminishes.

As you can see from the following table the amount of fund balance applied has decreased from \$834,440 in FYE10 to \$107,270 in FYE12, reflecting the overall decrease or in FYE12 the eradication of the excess of the fund balance over the corridor.

	FY 2010	FY 2011	FY 2012
Total Insurance Renewal	\$5,906,906	\$6,710,126	\$6,558,392
Fund Balance	\$2.95 Million	\$2.24 Million	\$1.48 Million
Corridor	\$1.29 Million	\$1.43 Million	\$1.37 Million
Dollar amount of Fund Balance used	\$ 834,440	\$ 401,048	\$107,270
Employee/Retiree/Outside Agency Contribution	\$1,176,156	\$1,303,183	\$1,328,752
General Fund Contribution for Actives	\$3,055,890	\$3,843,912	\$3,967,985
General Fund Contribution for Retirees	\$ 502,056	\$ 589,713	\$671,773
Total General Fund Contribution	\$3,557,946	\$4,433,625	\$4,639,758

Worker's Compensation (\$0)

Just as is the case with the Retirement Fund, an actuarial evaluation of Worker's Compensation Fund is completed annually. The actuary recommends contribution levels based on a risk factor. For several

(Based on Manager's Proposed Budget)

years the Town and the BOE have used the recommended contribution based on a 65% risk factor; i.e. there is a 65% chance that the claims will be equal to or less than estimated. Contributions also cover the cost of the Third Party Administrator (TPA) hired to manage claims, legal services and excess claims insurance. The recommended general fund contribution for FYE11 based on the July 1, 2010 actuarial evaluation was \$192,307. As of that date the Town portion of the Workers Compensation Fund had a fund balance of \$1,041,538. Beginning in FYE09, the contribution was reduced by amortizing excess fund balance over a three year period. In FYE11 this resulted in a zero dollar contribution to the fund. Using the same methodology for FYE12 the contribution is a negative number; (\$87,631). Thus, for FYE12, no contribution is again recommended for this account.

Currently, there are \$181,530 of incurred but not reported claims (INBR) which must be covered, adding the unreduced FYE12 contribution of \$199,038 equates to \$380,568 leaving an undesignated fund balance of \$660,970. While the fund balance is less than FY11, the opportunity again presented itself to make no contribution to the fund. The remaining undesignated fund balance will cover the IBNR and approximately two years annual contributions. While future claims may fluctuate, this continues to be a risk worth taking.

Life Insurance (\$28,249)

This amount covers the premium cost for providing life insurance benefits to general fund employees. The cost per \$1,000 of coverage remained at \$0.155; the decrease is attributable to fewer employees.

Heart and Hypertension (\$219,484)

For Police officers hired prior to July 1, 1996, it is presumed that injuries, illness or death due to heart disease or hypertension are job related and therefore are compensable injuries or illnesses. Claims are administered through the Worker's Compensation System. The \$219,484 is an annual contribution to the Worker's Compensation Fund based on an actuarial estimate of future liability for current claims. This is a \$931 decrease from FYE 2011. This account continues to stabilize after a period of +/- 30% fluctuations.

(Based on Manager's Proposed Budget)

Other Post Employment Benefit (OPEB) Liability:

In June 2004, the Governmental Accounting Standards Board (GASB) issued Statement #45 entitled "Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions". Retiree medical plans are required to disclose information about asset and liability levels and disclose historical contribution information. Actuarial valuations are required to determine liability levels and show historical contribution information.

The philosophy behind the statement is that post employment benefits are part of the compensation that is paid to employees in return for services. Therefore, the cost of these benefits should be recognized while the employees are providing those services rather than after they have retired. This same philosophy has been applied to pension benefits for many years.

GASB allows for up to a 30 year amortization period for the liability and requires that an actuarial valuation be performed at least every two years in order to update the Town's OPEB liability amount and annual required contribution.

FYE 2008 was the first year that the Town was required to recognize this liability on its financial statements. The July 1, 2010 valuation set the Town's OPEB liability at approximately \$30.7 million, with an Annual Required Contribution (ARC) of \$2.9 million. These amounts have increased from the July 1, 2009 valuation in which the liability was at \$29.7 million and the ARC was at \$2.8 million. Though GASB does not require that the ARC be funded, it does require an explanation of how the Town intends to fund that obligation.

Anticipating the magnitude of the liability and the potential to reduce future costs by establishing and beginning to contribute to a fund set aside for OPEB benefits, the Town began making general fund contributions for OPEB in FYE 2005. To date \$4.2 million has been contributed into the trust fund that was set up in FYE 2008. The recommended General Fund Contribution to the OPEB for FYE 2012 is \$1,078,700.

The net budget impact (NBI) of the \$2.9 million ARC, discussed above, is \$1.738 million since the Town is already contributing towards retiree health benefits. Bond rating agencies will also be looking for adherence to the plan to fund the ARC.

The table shows actual and recommended General Fund Contributions to OPEB over a ten year period to reach the \$1.738 million level.

Ten Year Implementation to Net Budget Impact				
FYE 2012 Proposed Budget				
\$ increase of \$45,000 for FYE 2012 and increase in next 5 years achieves 100% funding of Net Budget Impact (NBI) of \$1,738,000 in 10th year.				
Fiscal Year Ending	Fiscal Year Increase	Fiscal Year Contribution	Accumulated Contributions	Increase in FY Contribution
2005	\$ 150,000	\$ 150,000	\$ 150,000	-
2006	\$ -	\$ 150,000	\$ 300,000	0.0%
2007	\$ 290,000	\$ 440,000	\$ 740,000	193.3%
2008 **	\$ 156,700	\$ 596,700	\$ 1,336,700	35.6%
2009	\$ 196,500	\$ 793,200	\$ 2,129,900	32.9%
2010	\$ 240,500	\$1,033,700	\$ 3,163,600	30.3%
2011	\$ -	\$1,033,700	\$ 4,197,300	0.0%
2012	\$ 45,000	\$1,078,700	\$ 5,276,000	4.4%
2013	\$ 90,000	\$1,168,700	\$ 6,444,700	8.3%
2014	\$ 135,000	\$1,303,700	\$ 7,748,400	11.6%
2015	\$ 135,000	\$1,438,700	\$ 9,187,100	10.4%
2016	\$ 147,250	\$1,585,950	\$10,773,050	10.2%
2017	\$ 152,250	\$1,738,200	\$12,511,250	9.6%
** First year of plan to fund the Net Budget Impact Dollar Amount				

Under OPEB, actuarial valuations are required to be conducted at least every two years. Therefore, the ARC is likely to change. However, the establishment of and adherence to the plan is a crucial factor in reducing liability and maintaining bond ratings. We will continue to monitor this with the Town's actuaries and auditors.

**Benefit Allocation by Function and Employee Affiliation
(Based on Manager's Proposed Budget)**

FUNCTION NUMBER & DESCRIPTION	# of FTEs	Non-Union		AFSCME	GMEA	Steelworkers	Police Union	Pol Non-Union	Employee Benefits					TOTAL BENEFITS	
		Town Plan	ICMA						Retirement #5152	ICMA #5152	Health #5153 & #5160	Life #5158	Work. Comp #5155		Heart & Hyper. #5159
GENERAL FUND :															
1005-TOWN CLERK	5.00	2.00			3.00				\$36,151		\$95,567	\$584	\$0		\$132,302
1010-EXECUTIVE MANAGEMENT	3.00	3.00							\$34,387		\$57,340	\$351	\$0		\$92,077
1013-FINANCE	18.00	3.00		2.00	13.00				\$118,540		\$344,040	\$2,103	\$0		\$464,683
1014-ADMINISTRATIVE SERVICES	27.00	5.00	3.00		19.00				\$141,080	\$8,472	\$516,060	\$3,155	\$0		\$668,768
1024-PUBLIC SAFETY	72.00				4.00		65.00	3.00	\$1,092,973		\$1,376,159	\$8,413	\$0	\$219,484	\$2,697,029
1035-PUBLIC WORKS	53.25	5.75		3.00	12.50	31.00			\$388,154		\$1,017,784	\$6,106	\$0		\$1,412,044
1046-PLANNING & DEVELOPMENT	16.00	5.00			11.00				\$105,809		\$305,813	\$1,870	\$0		\$413,492
1051-HUMAN SERVICES	8.00	1.00			7.00				\$42,325		\$152,907	\$935	\$0		\$196,166
1063-LIBRARY	20.00	2.00	1.00		17.00				\$97,876	\$2,824	\$382,266	\$2,337	\$0		\$485,304
1064-PARKS & RECREATION	20.50	3.00	2.00		10.00	5.50			\$117,471	\$5,648	\$391,823	\$2,396	\$0		\$517,337
GENERAL FUND: SUB-TOTAL: FYE 2012	242.75	29.75	6.00	5.00	96.50	36.50	65.00	3.00	\$2,174,765	\$16,945	\$4,639,759	\$28,249	\$0	\$219,484	\$7,079,202
OTHER FUNDS:															
2010-GOLF COURSE FUND	6.50	1.00	1.00			4.50			\$43,367	\$2,824	\$124,237	\$760	\$0		\$171,187
2020-SEWER FUND	18.75	3.25			3.50	12.00			\$137,763	\$0	\$358,375	\$2,191	\$0		\$498,329
OTHER FUNDS: SUB-TOTAL: FYE 2012	25.25	4.25	1.00	0.00	3.50	16.50	0.00	0.00	\$181,130	\$2,824	\$482,611	\$2,951	\$0		\$669,516
TOTALS - ALL FUNDS-----FYE 2012	268.00	34.00	7.00	5.00	100.00	53.00	65.00	3.00	\$2,355,895	\$19,769	\$5,122,370	\$31,200	\$0	\$219,484	\$7,748,718
FYE 2011 Adopted Budget: General & Other									\$1,936,918	\$20,098	\$4,880,895	\$33,600	\$0	\$220,415	\$7,091,926
\$ Change from FYE 2011 to FYE 2012									\$418,977	(\$329)	\$241,475	(\$2,400)	\$0	(\$931)	\$656,792
% Change from FYE 2011 to FYE 2012									21.6%	-1.6%	4.9%	-7.1%	0.0%	-0.4%	9.3%

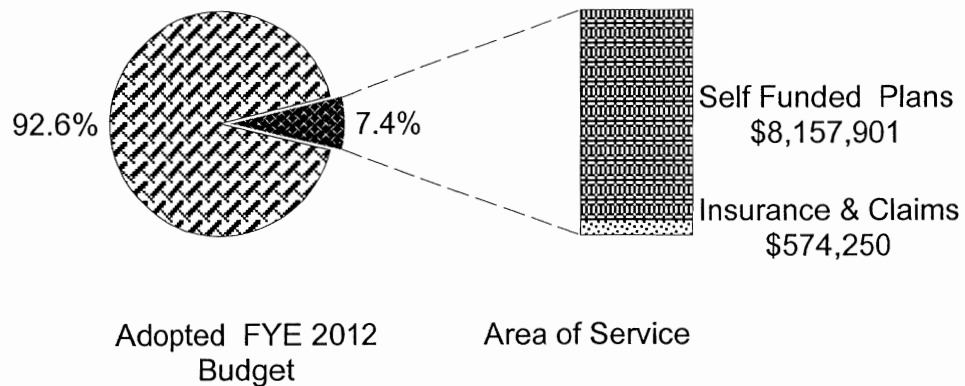


Non-Departmental

(Functions: 1070, 1071)

This area of service accounts for general insurances, unemployment claims, and employee health insurances associated with the employees and retirees as well as costs associated with the retirement system, workers compensation and the amount the Town contributes for future post employment benefits other than retirement.

NON-DEPARTMENTALS as a % of the Total Budget



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Contributions to Other Funds

FUNCTION: Contr. To Other Funds 1077

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 110,000	\$ 55,000	\$ 55,000	\$ 30,000	(45.5%)

HIGHLIGHTS:

- Represents General Fund contributions to Other funds. Currently contributions are only being made to the revaluation fund (2120).
- The contribution to the Revaluation Fund (#2120) allows for future revaluations and updating the GIS aerial maps.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CONTR. TO OTHER FUNDS
DEPARTMENT: CONTR. TO OTHER FUNDS
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	110,000	55,000	55,000	55,000	30,000	30,000	30,000
	-----	-----	-----	-----	-----	-----	-----
Total Appropriation	\$110,000	\$55,000	\$55,000	\$55,000	\$30,000	\$30,000	\$30,000

COST CENTERS							

10771 REVALUATION FUND	110,000	55,000	55,000	55,000	30,000	30,000	30,000
	-----	-----	-----	-----	-----	-----	-----
Total Cost Centers	\$110,000	\$55,000	\$55,000	\$55,000	\$30,000	\$30,000	\$30,000

FINANCING PLAN							

GENERAL FUND	110,000	55,000	55,000	55,000	30,000	30,000	30,000
	-----	-----	-----	-----	-----	-----	-----
Total Financing Plan	\$110,000	\$55,000	\$55,000	\$55,000	\$30,000	\$30,000	\$30,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CONTR. TO OTHER FUNDS
DEPARTMENT: CONTR. TO OTHER FUNDS
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	110,000	55,000	55,000	55,000	30,000	30,000	30,000
Total Operating Expenses	\$110,000	\$55,000	\$55,000	\$55,000	\$30,000	\$30,000	\$30,000
GRAND TOTAL	\$110,000	\$55,000	\$55,000	\$55,000	\$30,000	\$30,000	\$30,000

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Contribution to Other Funds

DEPARTMENT: Contr. to Other Funds
FUNCTION: Contr. to Other Funds 1077

CC1 – Revaluation Fund

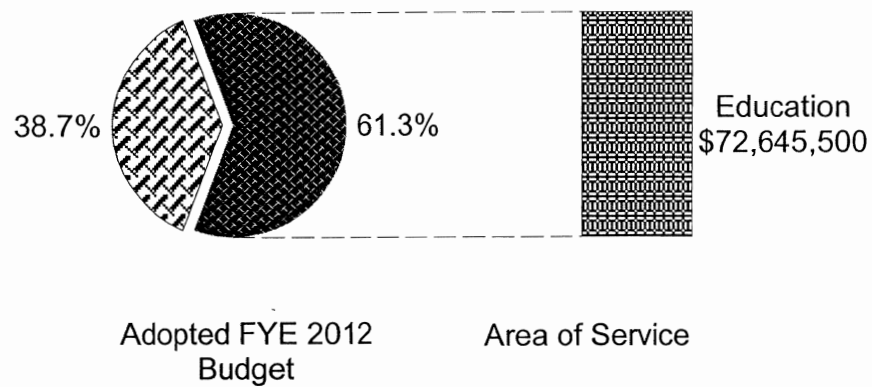
Contributions to pay for the expense associated with the State mandated revaluation of real property.

Education

(Function: 1080)

This area of service accounts for the Town's Board of Education operating expenditures.

EDUCATION as a % of the Total Budget



TOWN OF GROTON

AREA OF SERVICE: EDUCATION

CITIZENS
OF GROTON,
CONNECTICUT

BOARD OF
EDUCATION

— EDUCATION
SERVICES

FYE 2012

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Education

FUNCTION: Education 1080

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 72,572,500	\$ 72,645,500	\$ 72,645,500	\$ 72,645,500	0.0%

HIGHLIGHTS:

- As per the Town Charter, the Town Manager submits the Education Budget to the Town Council with no adjustments.

Final Budget Result:

- During deliberations, the Town Council reduced this budget by \$683,000. The RTM further reduced this account by \$1,535,488.

PERSONNEL:

- See Board of Education Budget.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: EDUCATION SERVICES
DEPARTMENT: EDUCATION
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
APPROPRIATION							
Operating Expenses	72,572,500	72,645,500	72,645,500	74,863,988	74,863,988	74,180,988	72,645,500
Total Appropriation	\$72,572,500	\$72,645,500	\$72,645,500	\$74,863,988	\$74,863,988	\$74,180,988	\$72,645,500
COST CENTERS							
10800 EDUCATION SERVICES	68,997,008	69,027,026	69,027,026	74,863,988	74,863,988	74,180,988	72,645,500
10802 ARRA STABILZTN ED GR	2,333,524	2,331,962	2,331,962	0	0	0	0
10803 ARRA STABIL GOVT SER	1,241,968	1,286,512	1,286,512	0	0	0	0
Total Cost Centers	\$72,572,500	\$72,645,500	\$72,645,500	\$74,863,988	\$74,863,988	\$74,180,988	\$72,645,500
FINANCING PLAN							
FEDERAL FUNDS	108,525	95,000	119,377	119,377	119,377	119,377	119,377
EDUC COST SHARING	21,705,313	21,756,515	21,775,544	25,374,989	25,374,989	25,374,989	25,374,989
ADULT EDUCATION	112,102	153,130	135,251	112,230	112,230	112,230	114,517
INSTRUCT FOR BLIND	13,843	40,000	13,843	13,843	13,843	13,843	13,843
SPECIAL EDUCATION	1,177,278	1,026,587	1,167,726	1,020,572	1,020,572	1,020,572	1,020,572
TRANSPORT-PRIVATE SCHOOLS	28,164	34,999	35,600	27,020	27,020	27,020	27,020
TRANSPORTATION-GRANTS	354,210	496,514	382,036	274,373	274,373	274,373	274,373
NON PUBLIC PUPIL SERVICE	30,110	34,400	32,846	32,851	32,851	32,851	32,851
PUPIL IMPACT AID	4,113,790	4,949,088	4,973,039	4,082,363	4,082,363	4,082,363	4,397,751
EDUC GRANTS ARRA/SFSF	2,333,524	2,331,962	3,620,123	0	0	0	0
GOV SERV FUNDS ARRA/SFSF	1,286,599	1,286,512	0	0	0	0	0
TUITION-FR OTHR TOWNS	125,515	251,425	138,066	138,066	138,066	138,066	138,066
OTHR SCHOOL RECEIPTS	74,767	60,000	50,000	50,000	50,000	50,000	50,000
MISC-UNCLASSIFIED	1,881	0	0	0	0	0	0
GENERAL FUND	41,106,879	40,129,368	40,202,049	43,618,304	43,618,304	42,935,304	41,082,141
Total Financing Plan	\$72,572,500	\$72,645,500	\$72,645,500	\$74,863,988	\$74,863,988	\$74,180,988	\$72,645,500

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: EDUCATION SERVICES
DEPARTMENT: EDUCATION
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	72,572,500	72,645,500	72,645,500	74,863,988	74,863,988	74,180,988	72,645,500

Total Operating Expenses	\$72,572,500	\$72,645,500	\$72,645,500	\$74,863,988	\$74,863,988	\$74,180,988	\$72,645,500

GRAND TOTAL	\$72,572,500	\$72,645,500	\$72,645,500	\$74,863,988	\$74,863,988	\$74,180,988	\$72,645,500

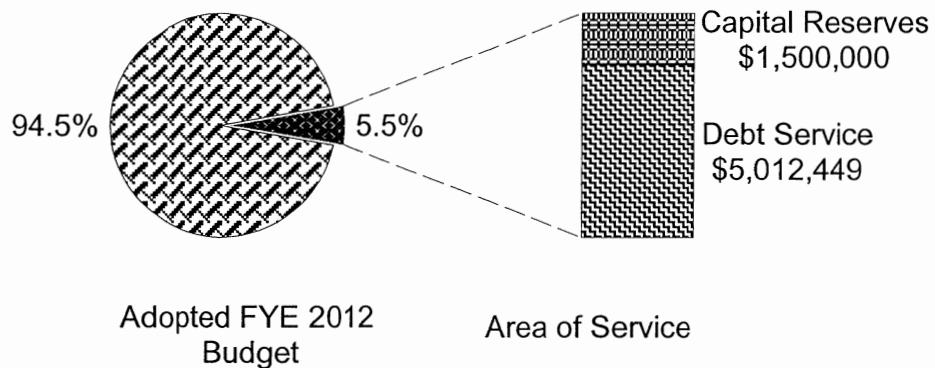


Capital/Debt Service

(Functions: 1075, 1076)

This area of service accounts for the General Fund's contribution to the Capital Reserve Fund as well as the debt service payments made on long term financing for bonded projects.

CAPITAL & DEBT SERVICE as a % of the Total Budget



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Reserves/Contributions 1075

	ACTUAL 2010	APPROVED ADJUSTED 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,163,000	\$ 828,000	\$ 828,000	\$ 1,500,000	81.2%

HIGHLIGHTS:

- This function represents the General Fund contribution to the Capital Reserve Fund (#5010).

The Groton Town Code Article I, Section 2.1(b) requires that "...the town manager shall include in the proposed budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures." ... "No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget."

	General Fund	Capital Reserve (audited)
Adopted Budget	\$ 117,795,148	
50% of General Fund	\$ 58,897,574	
Total Fund Balance	----->	\$ 6,150,000
12% of General Fund	\$ 14,135,418	
Unappropriated F. B.	----->	\$ 1,799,771

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: CAPITAL RESERVE
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	1,163,000	828,000	828,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Appropriation	\$1,163,000	\$828,000	\$828,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

COST CENTERS							

10750 CAPITAL RESERVE FUND	1,163,000	828,000	828,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Cost Centers	\$1,163,000	\$828,000	\$828,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

FINANCING PLAN							

PAYMENTS FROM OTHER FUNDS	0	0	73,000	0	0	0	0
GENERAL FUND	1,163,000	828,000	755,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Financing Plan	\$1,163,000	\$828,000	\$828,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: CAPITAL RESERVE
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	1,163,000	828,000	828,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Operating Expenses	\$1,163,000	\$828,000	\$828,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
GRAND TOTAL	\$1,163,000	\$828,000	\$828,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Debt Service 1076

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 5,077,517	\$ 5,136,650	\$ 5,136,588	\$ 5,012,449	(2.4%)

HIGHLIGHTS:

- This represents the debt payments including interest expense for long term financing (general obligation bonds).

	Town of Groton: Total Debt per Capita				
Fiscal Year	2008	2009	2010	2011	2012
Long Term Debt	\$41,725,000	\$42,555,000	\$48,895,000	\$45,700,000	\$42,420,000
Population	42,324	39,167	39,551	39,551	39,551
Debt per Capita	\$986	\$1,087	\$1,236	\$1,155	\$1,073
% change from Previous FY	119.6%	10.2%	13.8%	-6.5%	-7.2%

- As noted above the Town's General Fund's debt per capita for FYE 2012 is estimated to be \$1,073 per capita.
- The State's most recent Municipal Fiscal Indicators (FYE 2009) lists Groton with a Total debt (general fund, sewer district & sewer operating) per capita of \$1,583 and ranked Groton #83 out of the 169 municipalities, #1 was at \$6,679 per capita and #169 was at \$0 . The state average total debt per capita is \$2,108.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: DEBT SERVICE
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	5,077,517	5,136,650	5,136,588	5,012,449	5,012,449	5,012,449	5,012,449
Total Appropriation	\$5,077,517	\$5,136,650	\$5,136,588	\$5,012,449	\$5,012,449	\$5,012,449	\$5,012,449

COST CENTERS							

10760 GENERAL GOVERNMENT	1,938,509	2,141,200	2,141,138	2,086,367	2,086,367	2,086,367	2,086,367
10761 EDUCATION	3,139,008	2,995,450	2,995,450	2,926,082	2,926,082	2,926,082	2,926,082
Total Cost Centers	\$5,077,517	\$5,136,650	\$5,136,588	\$5,012,449	\$5,012,449	\$5,012,449	\$5,012,449

FINANCING PLAN							

SCHOOL BLDG GRANTS	114,064	55,852	55,852	54,689	54,689	54,689	54,689
INTEREST SUBSIDY PMTS	5,709	2,773	2,773	940	940	940	940
GENERAL FUND	4,957,744	5,078,025	5,077,963	4,956,820	4,956,820	4,956,820	4,956,820
Total Financing Plan	\$5,077,517	\$5,136,650	\$5,136,588	\$5,012,449	\$5,012,449	\$5,012,449	\$5,012,449

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: DEBT SERVICE
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5290 PROFESS/TECHNICAL SE	125	125	63	125	125	125	125
5450 DEBT SERVICE	5,077,392	5,136,525	5,136,525	5,012,324	5,012,324	5,012,324	5,012,324

Total Operating Expenses	\$5,077,517	\$5,136,650	\$5,136,588	\$5,012,449	\$5,012,449	\$5,012,449	\$5,012,449

GRAND TOTAL	\$5,077,517	\$5,136,650	\$5,136,588	\$5,012,449	\$5,012,449	\$5,012,449	\$5,012,449

TOWN OF GROTON
FYE 2012
Town Long Term Debt Payment Schedule

FYE	Original Issue	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/10	FYE 2011 Principal Payment	FYE 2011 Interest Payment	FYE 2012 Principal Payment	FYE 2012 Interest Payment
Maturity	Amount	Issue	(years)	Issue					
2012	1,009,000.00	10/1/2003	9	Library-refunded	303,000.00	153,000.00	7,736.25	150,000.00	2,625.00
2012	566,000.00	10/1/2003	9	Fort Hill Water-refunded	172,000.00	87,000.00	4,388.75	85,000.00	1,487.50
2010	2,706,300.00	1/1/2001	9	Open Sp-refunded	0.00	0.00	0.00	0.00	0.00
2010	321,100.00	1/1/2001	9	Road Imp-Refunded	0.00	0.00	0.00	0.00	0.00
2017	5,700,000.00	6/1/2002	15	Public Safety Project	2,835,000.00	405,000.00	120,690.00	405,000.00	104,490.00
2025	3,705,000.00	8/1/2005	20	SPV, Welles, Finders, Annex	2,935,000.00	195,000.00	110,518.76	195,000.00	103,693.76
2027	1,570,000.00	11/1/2006	20	SPV Rd	1,330,000.00	80,000.00	50,710.00	80,000.00	47,510.00
2018	50,000.00	10/15/2007	10	SPV Rd	40,000.00	5,000.00	1,425.00	5,000.00	1,231.25
2019	1,200,000.00	10/15/2008	10	Animal Shelter	1,080,000.00	120,000.00	45,300.00	120,000.00	40,350.00
2030	9,030,000.00	10/15/2009	20	Animal Shelter, Sr Center	9,030,000.00	464,500.00	290,805.64	464,500.00	280,354.39
				Totals	17,765,360.00	1,509,500.00	631,574.40	1,504,500.00	581,741.90

Debt Service Payment FYE 2011 through FYE 2030

Function #10760-General Government			
FYE	Principal	Interest	FYE Total
2011	1,509,500.00	631,574.40	2,141,074.40
2012	1,504,500.00	581,741.90	2,086,241.90
2013	1,269,500.00	535,965.65	1,805,465.65
2014	1,269,500.00	493,296.90	1,762,796.90
2015	1,269,500.00	445,279.39	1,714,779.39
2016	1,264,500.00	395,968.14	1,660,468.14
2017	1,269,500.00	348,708.77	1,618,208.77
2018	864,500.00	299,323.15	1,163,823.15
2019	854,500.00	266,840.03	1,121,340.03
2020	734,500.00	236,757.53	971,257.53
2021	716,000.00	209,901.28	925,901.28
2022	711,000.00	183,346.90	894,346.90
2023	711,000.00	156,746.27	867,746.27
2024	711,000.00	129,748.14	840,748.14
2025	711,000.00	102,474.38	813,474.38
2026	516,000.00	79,031.25	595,031.25
2027	516,000.00	59,418.75	575,418.75
2028	441,000.00	41,343.75	482,343.75
2029	441,000.00	24,806.25	465,806.25
2030	441,000.00	8,268.75	449,268.75

TOWN OF GROTON
FYE 2012
Education Long Term Debt Payment Schedule

FYE	Original Issue	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/10	FYE 2011 Principal Payment	FYE 2011 Interest Payment	FYE 2012 Principal Payment	FYE 2012 Interest Payment
2010	917,600.00	01/01/2001	9	Fitch Sr-Refunded	0.00	0.00	0.00	0.00	0.00
2025	1,300,000.00	08/01/2005	20	Schools	1,010,000.00	70,000.00	38,030.00	70,000.00	35,580.00
2027	15,000,000.00	11/01/2006	20	Schools	12,750,000.00	750,000.00	486,750.00	750,000.00	456,750.00
2028	15,450,000.00	10/15/2007	20	Schools	13,910,000.00	770,000.00	531,387.50	770,000.00	501,550.00
2029	3,100,000.00	10/15/2008	20	Schools	2,945,000.00	155,000.00	142,793.75	155,000.00	136,400.00
2030	645,000.00	10/15/2009	20	Schools	645,000.00	30,500.00	20,988.13	30,500.00	20,301.88
				Totals	31,300,360.00	1,775,500.00	1,219,949.38	1,775,500.00	1,150,581.88

Debt Service Payment FYE 2011 through FYE 2030

Function #10810-Board of Education FYE 2004 10761			
FYE	Principal	Interest	FYE Total
2011	1,775,500.00	1,219,949.40	2,995,449.40
2012	1,775,500.00	1,150,581.90	2,926,081.90
2013	1,775,500.00	1,082,370.65	2,857,870.65
2014	1,775,500.00	1,013,384.40	2,788,884.40
2015	1,770,500.00	945,813.16	2,716,313.16
2016	1,770,500.00	880,628.16	2,651,128.16
2017	1,765,500.00	814,721.28	2,580,221.28
2018	1,765,500.00	745,628.77	2,511,128.77
2019	1,770,500.00	673,840.01	2,444,340.01
2020	1,770,500.00	601,622.51	2,372,122.51
2021	1,774,000.00	529,120.01	2,303,120.01
2022	1,774,000.00	456,228.14	2,230,228.14
2023	1,774,000.00	383,194.40	2,157,194.40
2024	1,774,000.00	310,101.91	2,084,101.91
2025	1,774,000.00	236,891.29	2,010,891.29
2026	1,774,000.00	163,187.54	1,937,187.54
2027	1,714,000.00	89,781.28	1,803,781.28
2028	964,000.00	32,443.76	996,443.76
2029	189,000.00	6,368.75	195,368.75
2030	34,000.00	637.50	34,637.50

TOWN OF GROTON, CT

STATUTORY DEBT LIMITS & TOWN INDEBTEDNESS

Purpose: To describe the Town's current indebtedness level and to demonstrate its relationship to statutory limits and Town Council Policy.

Total Tax Collections 6/30/2010 (including interest & lien fees)	\$90,425,836
Total Tax Collections (including interest & lien fees) of coterminous municipalities	\$15,631,317
Reimbursement for Revenue Loss from Tax Relief for the elderly	\$4,000
Base for Establishing Debt Limit (per State Statute)	<u>\$106,061,153</u>

Debt Limits (per State Statute)	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Pension	Total Debt
General Purpose (2.25 times base)	\$238,637,595					
Schools (4.50 times base)		\$477,275,189				
Sewers (3.75 times base)			\$397,729,324			
Urban Renewal (3.25 times base)				\$344,698,748		
Unfunded Pension (3.00 times base)					\$318,183,459	
Total Debt (7.0 times base)						\$742,428,072
Indebtedness						
Bonds & Serial Notes Payable	\$17,553,000	\$34,300,000	\$6,415,000	\$0	\$0	\$58,268,000
Auth. and Unissued	\$2,910,459	\$1,650,579	\$13,367,966	\$0	\$0	\$17,929,004
School Building Grants		(\$110,542)		\$0	\$0	(\$110,542)
Underlying Debt: **						
Bonds & Serial Notes	\$6,159,133	\$0	\$1,573,500	\$0	\$0	\$7,732,633
Authorized & Unissued	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Total Indebtedness	\$26,872,592	\$35,840,037	\$21,356,466	\$0	\$0	\$84,069,095
Excess of State Limit Over Outstanding and Amortized Debt	\$211,765,003	\$441,435,152	\$376,372,858	\$344,698,748	\$318,183,459	\$658,358,977
Percentage of Total Debt to State Debt Limit	11.3%	7.5%	5.4%	0.0%	0.0%	11.3%

**Underlying debt is the debt of smaller municipal units within a government's jurisdiction. In the event of a default, the community may have a moral or political obligation to assume the debt and provide the special services of the defaulting unit.

Town Council Policy:

In September, 1993 the Town Council adopted a Debt Policy & Management/Fiscal Practices Policy, which was revised, and adopted by the Town Council in May, 2009, that sets the limits on debt issuance which are more stringent than those imposed by the State of Connecticut.

The Council's policy provides the following guidelines, which excludes underlying debt:

- 1) The Town shall not exceed fifty (50) percent of its statutory debt limit. The Town is well below the statutory debt limits at its current 11.0% of Town debt to statutory debt limit.
- 2) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures. Based on the adopted budget, the Town's debt service payment for FYE 2012 will be at 4.2% of expenditures.

TOWN OF GROTON
FYE 2012

Calculation of Debt Payments, Capital and Contingency Reserves
(as a percent of the General Fund Budget)

As per the Town Council Policy adopted/revised on May 19, 2009 entitled:

"Debt Policy and Management/Fiscal Practices:

- 1) Calculation of Capital Reserve & Debt Reserve Allocation to be not less than 4% of General Fund Budget.
- 2) Contingency Reserve is not to be more than 2% of the General Fund Operating Budget.

A) CALCULATION OF 4% AND 2% FIGURES		FYE 2012 Adopted
Total General Fund Budget (GFB)		\$118,485,063
Calculate 4% of GFB		\$4,739,403
B) DEBT & CAPITAL % CALCULATION		FYE 2012 Adopted
B1) Outstanding Debt Payments:		
Total Debt Payments (#1076)		\$5,012,449
Total Debt payments		\$5,012,449
B2) Capital Reserve Contribution:		
Capital Reserve (#10750)		\$1,500,000
Total Capital Reserve		\$1,500,000
Total Debt & Capital		\$6,512,449
% of Debt Payments & Contribution to Capital Reserve to GFB		5.5%
	\$s over 4% allocation	\$ 1,773,046
C) CONTINGENCY & % CALCULATION		FYE 2012 Adopted
Contingency (#10741)		\$350,000
% of Contingency to GFB (= or < 2%)		0.3%



Mission Statement

Outside Agencies
(Functions 1007, 1026, 1054, 1065)

To participate in regional organizations in order to actively pursue the Town's interests.

To protect the lives and property of citizens of Groton by:

- Providing quality emergency medical care and transportation to the sick and injured.

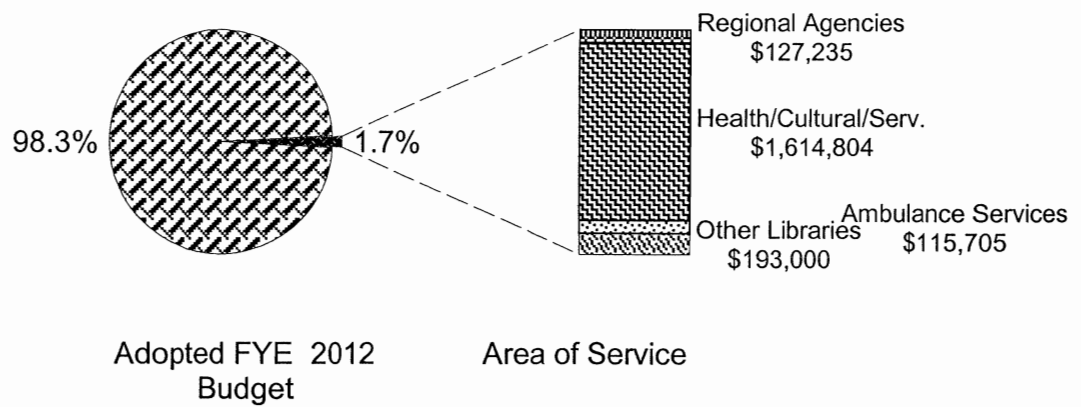
To ensure that all Groton residents have access to necessary health and social services and to help promote positive development among individuals and families by:

- Funding outside health and social service agencies that provide necessary and unduplicated services to Groton residents.
- Enforcing the state and local health codes and promoting access to primary health care.

To enhance the quality of life for all Groton citizens by:

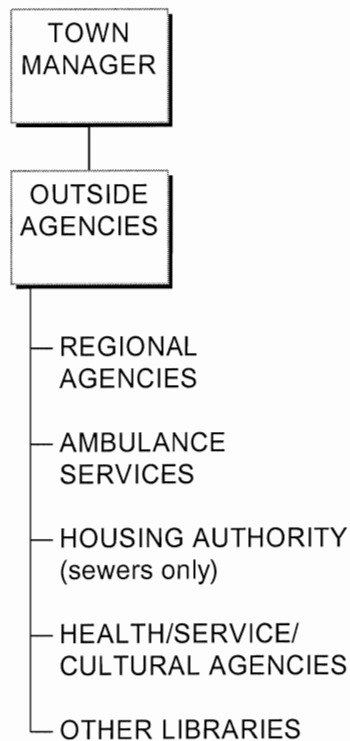
- Offering a full array of information services through the Mystic Noank Library and the Bill Memorial Library.

OUTSIDE AGENCIES as a % of the Total Budget



TOWN OF GROTON

AREA OF SERVICE: OUTSIDE AGENCIES



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Regional Agencies 1007

Department: General Government

FUNCTION DESCRIPTION:

As the largest municipality in southeastern Connecticut, the Town of Groton must actively participate and provide leadership and professional insight in numerous regional organizations and working groups. A wide range of subject areas is covered including infrastructure development, economic development, transportation, public safety, quality of life, tourism and housing issues. These meetings often require considerable study and preparation as well as follow-up tasks in order to promote Groton's and the region's best interests.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Council of Governments	39	43	40
SECTER	30	33	36
Other Regional Meetings Attended - Mystic Cooperative Task Group, Eastern Connecticut Housing Opportunities Inc. (ECHO), Chambers of Commerce, Naval Submarine League, Southeastern Connecticut Housing Alliance (SECHA), Regional Emergency Planning Team (REPT); OpSail 2012	45	51	55
Southeastern CT Regional Probate Court - weighted workload	4,874	4,940	4,940

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Regional Agencies

FUNCTION: Regional Agencies 1007

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 105,999	\$ 110,571	\$ 110,571	\$ 127,235	15.1%

HIGHLIGHTS:

- Southeastern Connecticut Council of Governments (SCCOG) municipal dues (\$15,319) are based on a rate of \$0.50 per capita, using 2000 U.S. Census population data. The City of Groton pays their prorated share of annual dues directly.
- Southeastern Connecticut Enterprise Region (SECTER) dues are \$14,474 and are based on a rate of \$0.35 per capita plus a \$500 contribution that will enable ongoing implementation of the region's Comprehensive Economic Development Strategy (CEDs).
- Southeast Area Transit (SEAT) request reflects a 4.0% increase over the FYE 2011 appropriation.
- Currently the Town Manager serves on the Executive Committee of the Council of Governments and is Chairman of the Board of Directors of SECTER.
- New for FYE 2012 the Town's contribution to the newly formed Southeastern CT Regional Probate Court is being shown here. Prior to this year, probate costs were shown in 1004-Probate. On January 3, 2011, the probate courts of Groton, Stonington, North Stonington and Ledyard were consolidated into the new regional probate court. The Town's contribution is a per capita pro rated share (50.3%) of the municipal funding that is being requested by the court (\$26,700). This year's request is \$13,433 compared to the FYE 2011 appropriation of \$14,500.

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: REGIONAL AGENCIES
FUNCTION: REGIONAL AGENCIES 1007

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	105,999	110,571	110,571	127,235	127,235	127,235	127,235
Total Appropriation	\$105,999	\$110,571	\$110,571	\$127,235	\$127,235	\$127,235	\$127,235

COST CENTERS							

10070 SE CT COG	15,319	15,319	15,319	15,319	15,319	15,319	15,319
10071 SECTER	14,474	14,474	14,474	14,474	14,474	14,474	14,474
10072 SEAT	76,206	80,778	80,778	84,009	84,009	84,009	84,009
10073 SE CT PROBATE COURT	0	0	0	13,433	13,433	13,433	13,433
Total Cost Centers	\$105,999	\$110,571	\$110,571	\$127,235	\$127,235	\$127,235	\$127,235

FINANCING PLAN							

GENERAL FUND	105,999	110,571	110,571	127,235	127,235	127,235	127,235
Total Financing Plan	\$105,999	\$110,571	\$110,571	\$127,235	\$127,235	\$127,235	\$127,235

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: REGIONAL AGENCIES
FUNCTION: REGIONAL AGENCIES 1007

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	105,999	110,571	110,571	127,235	127,235	127,235	127,235
Total Operating Expenses	\$105,999	\$110,571	\$110,571	\$127,235	\$127,235	\$127,235	\$127,235
GRAND TOTAL	\$105,999	\$110,571	\$110,571	\$127,235	\$127,235	\$127,235	\$127,235

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: General Government

DEPARTMENT: General Government
FUNCTION: Regional Agencies 1007

CC0 – SE CT Council of Governments

CC1 – SECT Enterprise Region

- Town officials are active participants in both the Southeastern Connecticut Council of Governments (COG) and the Southeastern Connecticut Enterprise Region (SeCTer). Both organizations request operating funds on a formula basis from Southeastern Connecticut communities. The Mayor and Town Manager (alternate) serve on the COG Board of Directors; the Town Manager serves on the COG Executive Committee; and the Town Manager is on the SECTER Board of Directors and currently serves as its chairperson.

CC2 – SE Area Transit

- The Southeastern Area Transit Authority (SEAT) requests funds in proportion to the level of bus service it expects to provide. SEAT requests that the nine (9) towns who comprise the SEAT service area contribute to the anticipated budget shortfall; this shortfall is prorated amongst the nine communities based on a calculation of annual service hours.

CC3 – SE CT Regional Probate Court

- The Southeastern CT Regional Probate Court requests funds to fund the regional probate court that was set up in January 2011 and includes the Towns of Groton, Ledyard, North Stonington and Stonington.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Ambulance Services 1026

Department: Ambulance Services

FUNCTION DESCRIPTION:

Both Groton Ambulance and Mystic River Ambulance (MRA) request a fund contribution on an annual basis from the Town. MRA also requests funds from Stonington. The Town presently leases a building to Groton Ambulance for one dollar a year.

In FYE 2012 support for the Local Emergency Planning Council will come from Cost Center 10148 – emergency management accounts.

FUNCTION ACTIVITIES:

	<u>Actual 2009</u>	<u>Actual 2010</u>
# Calls for service- Groton Ambulance	4,331	4,806
# Calls for service- Mystic River Ambulance	1,937 (Approx. 52% are Groton calls)	2,125 (Approx. 54.6% are Groton calls)

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Ambulance Services

FUNCTION: Ambulance Services 1026

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 119,451	\$ 120,451	\$ 120,451	\$ 115,705	(3.9%)

HIGHLIGHTS:

- Groton Ambulance requested \$84,410 which is \$2,459 more than was approved in FYE 2011.
- Mystic River Ambulance requested \$33,750 which is a \$3,750 reduction from their approved FYE 2011 budget.
- No funding is proposed for the Local Emergency Planning Council; support will come from 10148 - emergency management accounts.

Final Budget Result:

- During budget deliberations, the Town Council reduced Groton Ambulance by \$2,455. This action was sustained by the RTM.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: AMBULANCE SERVICES
FUNCTION: AMBULANCE SERVICES 1026

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	119,451	120,451	120,451	118,160	118,160	115,705	115,705
Total Appropriation	\$119,451	\$120,451	\$120,451	\$118,160	\$118,160	\$115,705	\$115,705

COST CENTERS							

10260 GROTON AMBULANCE	81,951	81,951	81,951	84,410	84,410	81,955	81,955
10261 MYSTIC RIVER AMBUL	37,500	37,500	37,500	33,750	33,750	33,750	33,750
10263 LCL EMERG PLAN COUNC	0	1,000	1,000	0	0	0	0
Total Cost Centers	\$119,451	\$120,451	\$120,451	\$118,160	\$118,160	\$115,705	\$115,705

FINANCING PLAN							

GENERAL FUND	119,451	120,451	120,451	118,160	118,160	115,705	115,705
Total Financing Plan	\$119,451	\$120,451	\$120,451	\$118,160	\$118,160	\$115,705	\$115,705

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: AMBULANCE SERVICES
FUNCTION: AMBULANCE SERVICES 1026

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	119,451	120,451	120,451	118,160	118,160	115,705	115,705
Total Operating Expenses	\$119,451	\$120,451	\$120,451	\$118,160	\$118,160	\$115,705	\$115,705
GRAND TOTAL	\$119,451	\$120,451	\$120,451	\$118,160	\$118,160	\$115,705	\$115,705

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Safety

DEPARTMENT: Ambulance Services
FUNCTION: Ambulance Services 1026

CC0 – Groton Ambulance

CC1 – Mystic River Ambulance

- These are the two ambulance agencies that provide service to the Town.

CC3 – Local Emergency Planning Council

- The Town government participates actively in the Local Emergency Planning Council which acts pursuant to federal law to plan and coordinate the responses of several independent fire, police and other responders to hazardous material incidents and similar emergencies. In FYE 2012 support will come from Cost Center 10148 – emergency management accounts.



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Health/Svc/Cultural Agencies			FUNCTION: Health/Svc/Cultural Agencies 1054		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,445,569	\$ 1,617,289	\$ 1,617,289	\$ 1,614,804	(0.2%)

HIGHLIGHTS:

- This function includes the Town and City contributions to the Ledge Light Health District, the cost of services provided by the Visiting Nurses Association (VNA) to the Board of Education as well as health promotion activities, Housing Authority Sewer use payments, Requests for Funding by Outside Social Service and Cultural Agencies and the Marine Sewage Disposal Service.
- The requested contribution to the Ledge Light Health District decreased 9.0% or \$26,705 based on population estimates of its member communities and a change in the per capital charge (from \$7.60 to \$6.85). The recommended contribution of \$270,925 includes a contribution of \$63,815 for the City of Groton.
- Cost Center 1 (VNA School Health) covers the cost of services provided to the BOE by the VNA and that cost center is increasing by \$95,124 or 9.0% while Cost Center 2 (VNA Health Promotion) is decreasing by \$38,000 or 33.1%.
- Housing Authority sewer use payments of \$57,976.
- Outside Agency requests are reviewed by a committee of town employees and their recommendations are forwarded to the Town Manager. Requests received totaled \$106,152; the committee recommended funding in the amount of \$53,500.
- Marine sewage disposal pertains to expenses related to providing pump out boat service along our coastal waters. The same level of funding as FYE 2011 (\$19,980) is recommended for FYE 2012. Total program cost exceeds \$250,000.

Final Budget Result:

- During budget deliberations, the Town Council reduced VNA (School Health) by \$15,500. This was sustained by the RTM.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	1,445,569	1,617,289	1,617,289	1,684,010	1,630,304	1,614,804	1,614,804

Total Appropriation	\$1,445,569	\$1,617,289	\$1,617,289	\$1,684,010	\$1,630,304	\$1,614,804	\$1,614,804

COST CENTERS							

10540 LEDGELIGHT HEALTH	321,620	297,630	297,630	270,925	270,925	270,925	270,925
10541 VNA (SCHOOL HEALTH)	786,765	1,056,014	1,056,014	1,151,138	1,151,138	1,135,638	1,135,638
10542 VNA (HEALTH PROMO)	171,020	114,785	114,785	76,785	76,785	76,785	76,785
10544 HOUSING AUTHORITY	54,814	54,880	54,880	59,030	57,976	57,976	57,976
10545 SERVICE AGENCIES	87,550	70,800	70,800	102,352	52,500	52,500	52,500
10546 CULTURAL AGENCIES	4,000	3,200	3,200	3,800	1,000	1,000	1,000
10547 MARINE SEWAGE DISP.	19,800	19,980	19,980	19,980	19,980	19,980	19,980

Total Cost Centers	\$1,445,569	\$1,617,289	\$1,617,289	\$1,684,010	\$1,630,304	\$1,614,804	\$1,614,804

FINANCING PLAN							

HOUS AUTH-SHELTER RENT	46,296	46,500	49,160	49,250	49,250	49,250	49,250
GENERAL FUND	1,399,273	1,570,789	1,568,129	1,634,760	1,581,054	1,565,554	1,565,554

Total Financing Plan	\$1,445,569	\$1,617,289	\$1,617,289	\$1,684,010	\$1,630,304	\$1,614,804	\$1,614,804

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
OPERATING EXPENSES							
5220 UTILITIES/FUEL/MILEA	54,814	54,880	54,880	59,030	57,976	57,976	57,976
5230 PYMNTS/CONTRIBUTIONS	1,390,755	1,562,409	1,562,409	1,624,980	1,572,328	1,556,828	1,556,828
Total Operating Expenses	\$1,445,569	\$1,617,289	\$1,617,289	\$1,684,010	\$1,630,304	\$1,614,804	\$1,614,804
GRAND TOTAL	\$1,445,569	\$1,617,289	\$1,617,289	\$1,684,010	\$1,630,304	\$1,614,804	\$1,614,804

SUMMARY OF OUTSIDE AGENCIES				
Agency	Approved FYE 2011	Requested FYE 2012	Proposed FYE 2012	Adopted FYE 2012
Community Health Center, Inc (CHC)	\$5,000	\$5,000	\$5,000	\$5,000
New London Homeless Hospitality Center	3,000	3,000	3,000	3,000
SCADD	4,000	4,000	2,000	2,000
Women's Center	10,000	16,000	10,000	10,000
Big Brothers/Sisters	7,500	7,500	7,500	7,500
First Step, Inc. (Sound Community Services)	0	4,302	0	0
ARC of SE CT	1,000	2,000	1,000	1,000
CT Legal Services	12,000	12,000	12,000	12,000
TVCCA - RSVP	500	750	500	500
United Community Services:				
Dental Health Services	11,500	11,500	0	0
Adult Day Care	2,800	2,800	0	0
Behavioral Health Services	4,000	4,000	4,000	4,000
Primary Care	0	3,000	0	0
Boys and Girls Club	2,500	10,000	1,500	1,500
M.A.S.H. Homeless Shelter	6,000	12,000	6,000	6,000
Literacy Volunteers	1,000	0	0	0
Lighthouse Voc-Ed Center	0	2,500	0	0
Eastern CT Conservation District	0	2,000	0	0
SUBTOTAL - Social Services	\$70,800	\$102,352	\$52,500	\$52,500
Eastern Connecticut Symphony	\$2,400	\$3,000	\$1,000	\$1,000
Noank Mystic Community Band	800	800	0	0
SUBTOTAL - Cultural	\$3,200	\$3,800	\$1,000	\$1,000
TOTAL - GRANTS	\$74,000	\$106,152	\$53,500	\$53,500

TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Outside Agencies

DEPARTMENT: Health/Svc/Cultural Agencies
FUNCTION: Health/Svc/Cultural Agencies 1054

CC0 – Ledge Light Health District

- The Town participates in this regional health district and contributes a per capita rate to support the LLHD operations. The Town also reimburses the City of Groton for its share of their contribution to LLHD.

CC1 – VNA (School Health)

CC2 – VNA (Health Promo)

- The Visiting Nurses Association of Southeastern Connecticut provides a regional approach to health related issues. School Health provides a nurse and aid to various schools. Health Promotion provides flu clinics, immunization clinics, blood pressure clinic/community activity/health promotion visits, dental health program and indigent care. Senior Health Clinic provides physical exams and lab work for senior citizens.

CC4 – Housing Authority

- The Groton Housing Authority and Redevelopment Agency (GHARA) has an agreement with the Town that the Town will pay for the sewer use payments while the GHARA will pay the Town 10% of its income less the cost of utilities.

CC5 – Service Agencies

CC6 – Cultural Agencies

- Outside Agency requests are solicited and reviewed for funding by Town staff.

CC7 – Marine Sewage Disposal Facility

- The Town's share of expenses related to providing pump out boat service along our coastal waters.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Other Libraries			FUNCTION: Other Libraries 1065		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 216,700	\$ 166,552	\$ 166,552	\$ 193,000	15.9%

HIGHLIGHTS:

- Mystic & Noank Library is requesting \$186,000 which is \$39,448 more than they received in FYE 2011.
- Bill Memorial Library is requesting \$20,000 which is the same amount they received in FYE 2011.

Final Budget Result:

-During budget deliberations, the Town Council reduced the Mystic & Noank Library budget by \$26,000. The RTM restored \$13,000 for the Mystic & Noank Library.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: OTHER LIBRARIES
FUNCTION: OTHER LIBRARIES 1065

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	216,700	166,552	166,552	206,000	206,000	180,000	193,000
Total Appropriation	\$216,700	\$166,552	\$166,552	\$206,000	\$206,000	\$180,000	\$193,000

COST CENTERS							

10650 MYSTIC NOANK LIBRARY	196,700	146,552	146,552	186,000	186,000	160,000	173,000
10651 BILL MEMORIAL LIBRAR	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Cost Centers	\$216,700	\$166,552	\$166,552	\$206,000	\$206,000	\$180,000	\$193,000

FINANCING PLAN							

GENERAL FUND	216,700	166,552	166,552	206,000	206,000	180,000	193,000
Total Financing Plan	\$216,700	\$166,552	\$166,552	\$206,000	\$206,000	\$180,000	\$193,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: OTHER LIBRARIES
FUNCTION: OTHER LIBRARIES 1065

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	216,700	166,552	166,552	206,000	206,000	180,000	193,000
Total Operating Expenses	\$216,700	\$166,552	\$166,552	\$206,000	\$206,000	\$180,000	\$193,000
GRAND TOTAL	\$216,700	\$166,552	\$166,552	\$206,000	\$206,000	\$180,000	\$193,000

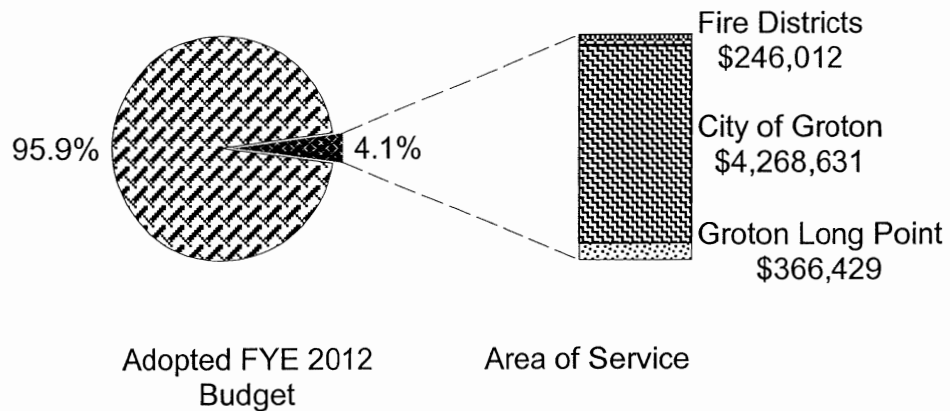


Subdivisions

(Functions: 1090, 1091, 1092)

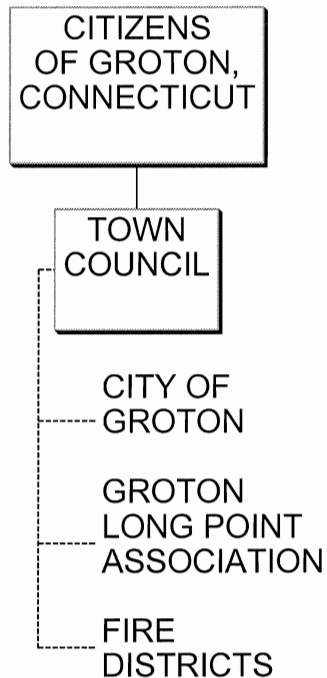
This area of service accounts for funds provided to the two political subdivisions of the Town -- the City of Groton and the Groton Long Point Association. In addition, the Town allocates a portion of State revenues that it receives to the seven operating fire districts within the Town.

SUBDIVISIONS as a % of the Total Budget



TOWN OF GROTON

AREA OF SERVICE: SUBDIVISIONS



FYE 2012

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions

FUNCTION: City of Groton 1090

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 4,398,000	\$ 4,339,224	\$ 4,339,224	\$ 4,268,631	(1.6%)

HIGHLIGHTS:

- As per the Town Charter, the Manager submits the Subdivision budgets to the Council with no adjustments.
- Section 40 of Number 362 of the Special Acts of 1933 requires that the Town Council shall pay to the City the amount of monies that are "necessary and proper for making and repairing of the streets and highways" within the City. There is no similar Special Act regarding the payment of monies to the City for its police.
- The Town has provided payment to the City of Groton in lieu of the following services: Police, and Highway Maintenance. The requested payment would cover approximately 50% of the City's Police budget less the cost of Supervision salary & benefits, outside charges, capital fund and parking tickets (\$2,311,480 vs. \$2,230,000 in FYE 2011). The requested payment for Highways is approximately 98.4% of the City's Highway Maintenance budget when the cost of Outside Charges and State Aid is factored out (\$2,596,962 vs. \$2,000,000 in FYE 2011).
- The City of Groton's budget request represents an increase of \$678,442 or 16% from their FYE 2011 appropriation. Their request for Police services has increased \$81,480 or 3.6% over FYE 2011; their Highway budget request has increased \$596,962 or 29.8% from their FYE 2011 appropriation.
- The City Mayor has advised that he would not be submitting any Highway Projects for inclusion in the Town's CIP. Instead, the City's Highway Capital Projects have been placed in the Operating Budget. They are:

- 1) 20% local match for Thames Street Retaining Wall Repairs (\$241,540)
- 2) Pavement Management Contribution (\$420,000)

The 29.8% increase in the City's Highway budget request is entirely due to the inclusion of Capital Projects into the Operating Budget. Without these projects, the City Highway budget request is \$64,578 less than FYE 2011.

- The Town pays for Street Lighting expenses associated with the City (\$111,457) and the expenditures will be charged here.

Final Budget Result:

- During budget deliberations, the Town Council moved \$661,540 in Capital projects to the CIP from the Highway budget and reduced the Police department budget by \$89,728. The RTM sustained these changes.

PERSONNEL:

- See City of Groton's budget request.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	4,398,000	4,339,224	4,339,224	5,019,899	5,019,899	4,268,631	4,268,631
Total Appropriation	\$4,398,000	\$4,339,224	\$4,339,224	\$5,019,899	\$5,019,899	\$4,268,631	\$4,268,631

COST CENTERS							

10900 POLICE	2,299,000	2,230,000	2,230,000	2,311,480	2,311,480	2,221,752	2,221,752
10901 HIGHWAY MAINTENANCE	2,099,000	2,000,000	2,000,000	2,596,962	2,596,962	1,935,422	1,935,422
10904 STREET LIGHTING	0	109,224	109,224	111,457	111,457	111,457	111,457
Total Cost Centers	\$4,398,000	\$4,339,224	\$4,339,224	\$5,019,899	\$5,019,899	\$4,268,631	\$4,268,631

FINANCING PLAN							

GENERAL FUND	4,398,000	4,339,224	4,339,224	5,019,899	5,019,899	4,268,631	4,268,631
Total Financing Plan	\$4,398,000	\$4,339,224	\$4,339,224	\$5,019,899	\$5,019,899	\$4,268,631	\$4,268,631

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5220 UTILITIES/FUEL/MILEA	0	109,224	109,224	111,457	111,457	111,457	111,457
5230 PYMNTS/CONTRIBUTIONS	4,398,000	4,230,000	4,230,000	4,908,442	4,908,442	4,157,174	4,157,174
	-----	-----	-----	-----	-----	-----	-----
Total Operating Expenses	\$4,398,000	\$4,339,224	\$4,339,224	\$5,019,899	\$5,019,899	\$4,268,631	\$4,268,631
GRAND TOTAL	\$4,398,000	\$4,339,224	\$4,339,224	\$5,019,899	\$5,019,899	\$4,268,631	\$4,268,631



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions

FUNCTION: Groton Long Point 1091

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 320,000	\$ 153,529	\$ 153,529	\$ 366,429	138.7%

HIGHLIGHTS:

- As per the Town Charter, the Manager submits Subdivision budgets to the Council with no adjustments.
- Section 24 of the Groton Long Point Association Special Act/Charter requires that the Town of Groton shall pay to the Groton Long Point Association the amount of monies that "shall be necessary and proper for the making and repairing of the highways and bridges within the territorial limits of the Association". There is no similar Special Act regarding the payment of monies to the Groton Long Point Association for its police function.
- In FYE 2011, the Town provided payment to the Groton Long Point Association for Highway Maintenance; no payment was made for police services.
- Groton Long Point's budget request represents an increase of \$523,620 or 341.1% from the FYE 2011 appropriation. The Police budget request of \$208,000, which is the same as the FYE 2010 appropriation and is a \$208,000 increase over the \$0 FYE 2011 appropriation. The Highway budget request of \$455,500 is a \$315,400 or 225.1% increase over the FYE 2011 appropriation.
- For FYE 2012, the president of the Groton Long Point Association has advised that Groton Long Point has not submitted CIP project requests as they did last year, but instead have requested Highway Capital (\$303,000) in their operating budget request.
- The Town pays for Street Lighting expenses associated with Groton Long Point (\$13,649) and the expenditures will be charged here.

Final Budget Result:

- During budget deliberations, the Town Council moved \$303,000 in Capital Projects to the CIP from the Highway budget. The RTM reduced the Police budget by \$7,500 and street lighting by \$220.

PERSONNEL:

- See Groton Long Point Association's budget request.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	320,000	153,529	153,529	677,149	677,149	374,149	366,429
Total Appropriation	\$320,000	\$153,529	\$153,529	\$677,149	\$677,149	\$374,149	\$366,429

COST CENTERS							

10910 POLICE	208,000	0	0	208,000	208,000	208,000	200,500
10911 HIGHWAY MAINTENANCE	112,000	140,100	140,100	455,500	455,500	152,500	152,500
10912 STREET LIGHTING	0	13,429	13,429	13,649	13,649	13,649	13,429
Total Cost Centers	\$320,000	\$153,529	\$153,529	\$677,149	\$677,149	\$374,149	\$366,429

FINANCING PLAN							

GENERAL FUND	320,000	153,529	153,529	677,149	677,149	374,149	366,429
Total Financing Plan	\$320,000	\$153,529	\$153,529	\$677,149	\$677,149	\$374,149	\$366,429

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5220 UTILITIES/FUEL/MILEA	0	13,429	13,429	13,649	13,649	13,649	13,429
5230 PYMNTS/CONTRIBUTIONS	320,000	140,100	140,100	663,500	663,500	360,500	353,000
	-----	-----	-----	-----	-----	-----	-----
Total Operating Expenses	\$320,000	\$153,529	\$153,529	\$677,149	\$677,149	\$374,149	\$366,429
GRAND TOTAL	\$320,000	\$153,529	\$153,529	\$677,149	\$677,149	\$374,149	\$366,429



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions			FUNCTION: Fire Districts PILOT 1092		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 246,012	\$ 246,012	\$ 246,012	\$ 246,012	0.0%

HIGHLIGHTS:

- There are two components to the Fire District PILOT program:
- 1) The State allocates an "in lieu of real estate taxes" payment which is intended to reimburse the Town for services to State-owned properties. The Town cannot collect taxes on State-owned property. Since the Town is not providing fire protection services and as the fire districts also depend on real estate taxes as their major revenue source, a share of the State "in lieu of real estate taxes" payment is passed on. Fire Districts provide protection to the State-owned properties and receive no payment from the State for this service. All seven operating fire districts receive a \$1,000 base payment by the formula in recognition that all assume some responsibility for protection of State property through the mutual aid system. The total is reduced by the \$7,000 in base payments and the remainder is distributed according to a prior year allocation. For FYE 2012, the overall payment is the same as FYE 2011 (\$121,012).
 - 2) Fire District mill rates are not collected on Town-owned property. Begun in FYE 2002 was a PILOT (payment in lieu of taxes) to be divided among the fire districts according to a formula based on acres of Town-owned land and square footage of Town-owned buildings within each District. For FYE 2012, the overall payment is the same as FYE 2011 (\$125,000).

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	246,012	246,012	246,012	246,012	246,012	246,012	246,012
Total Appropriation	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012

COST CENTERS							

10920 CITY OF GROTON	37,707	37,707	37,707	37,707	37,707	37,707	37,707
10921 POQ BRIDGE FIRE DIST	154,550	154,550	154,550	154,550	154,550	154,550	154,550
10922 MYSTIC FIRE DISTRICT	13,841	13,841	13,841	13,841	13,841	13,841	13,841
10923 NOANK FIRE DISTRICT	6,361	6,361	6,361	6,361	6,361	6,361	6,361
10924 OLD MYSTIC FIRE DIST	18,185	18,185	18,185	18,185	18,185	18,185	18,185
10925 GROTON LONG POINT AS	1,271	1,271	1,271	1,271	1,271	1,271	1,271
10926 CTR GROTON FIRE DIST	5,625	5,625	5,625	5,625	5,625	5,625	5,625
10927 WEST PLEASANT VALLEY	8,472	8,472	8,472	8,472	8,472	8,472	8,472
Total Cost Centers	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012

FINANCING PLAN							

GENERAL FUND	246,012	246,012	246,012	246,012	246,012	246,012	246,012
Total Financing Plan	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	246,012	246,012	246,012	246,012	246,012	246,012	246,012
Total Operating Expenses	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012
GRAND TOTAL	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012	\$246,012

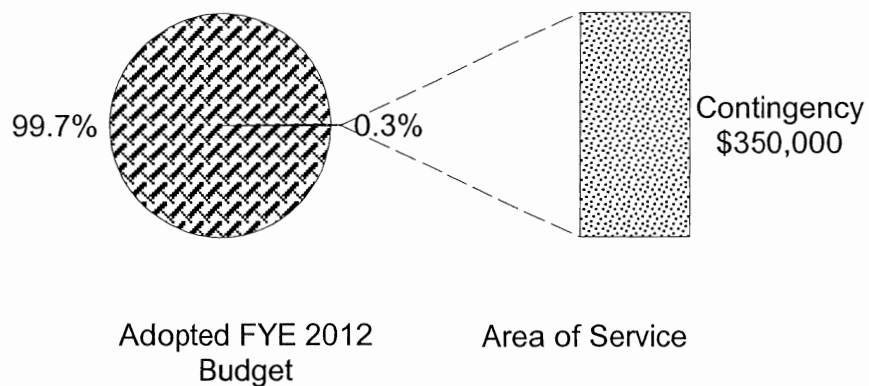


Contingency

(Function: 1074)

This area of service accounts for funds set aside for unforeseen expenses that may occur during the fiscal year. As these unforeseen expenses are realized, the funds are transferred, after Council/RTM approval from this function to the function in which the expenses were actually charged to.

CONTINGENCY as a % of the Total Budget



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals			FUNCTION: Contingency 1074		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM ADOPTED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ -	\$ 299,000	\$ -	\$ 350,000	n/a

HIGHLIGHTS:

- This represents the amount of funds set aside for unforeseen expenses. Based on recent past experience and due to tightening budgets, it is being recommended that a minimum of \$350,000 be set aside for Contingency purposes.
- Town Charter Section 9.10.7 requires that no expenditure may be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of \$10,000 or more require the approval of the Representative Town Meeting (RTM).
- The Town's Debt Policy and Management/Fiscal Practices specifies that an annual contingency reserve of not more than 2.0% of the General Fund operating budget must be maintained. This request (\$350,000) equates to approximately 0.3% of the General Fund Operating Budget.

Recent Experience:

FYE 2011; \$350,000 was appropriated and it is anticipated that \$203,415 will be transferred to the Voter Registration, Town Clerk and Public Works functions leaving a balance of \$146,585.

FYE 2010; \$350,000 was appropriated and \$247,725 will be transferred to the Legal Services, Finance, and Public Works functions leaving a balance of \$102,275

FYE 2009; \$350,000 was appropriated and \$331,475 was transferred to other functions leaving a balance of \$18,525.

FYE 2008; \$350,000 was appropriated and \$88,416 was transferred to other functions leaving a balance of \$261,584.

FYE 2007; \$350,000 was appropriated and \$101,600 was transferred to other functions leaving

Final Budget Result:

- During budget deliberations, no changes were made.

PERSONNEL:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CONTINGENCY
DEPARTMENT: CONTINGENCY
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	0	299,000	0	350,000	350,000	350,000	350,000

Total Appropriation	\$0	\$299,000	\$0	\$350,000	\$350,000	\$350,000	\$350,000

COST CENTERS							

10741 GENERAL CONTINGENCY	0	299,000	0	350,000	350,000	350,000	350,000

Total Cost Centers	\$0	\$299,000	\$0	\$350,000	\$350,000	\$350,000	\$350,000

FINANCING PLAN							

GENERAL FUND	0	299,000	0	350,000	350,000	350,000	350,000

Total Financing Plan	\$0	\$299,000	\$0	\$350,000	\$350,000	\$350,000	\$350,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: CONTINGENCY
DEPARTMENT: CONTINGENCY
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5499 CONTINGENCY	0	299,000	0	350,000	350,000	350,000	350,000
Total Operating Expenses	\$0	\$299,000	\$0	\$350,000	\$350,000	\$350,000	\$350,000
GRAND TOTAL	\$0	\$299,000	\$0	\$350,000	\$350,000	\$350,000	\$350,000

TOWN OF GROTON

Fiscal Year Ending 2012

ESTIMATED CHANGES IN FUND BALANCE

Purpose: To document estimated changes in fund balance for each fund. This presentation identifies the impact of budget decisions and assumptions upon the financial position of each fund.

Fund Description & #	Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Adopted Revenues	FYE 2012 Adopted Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
General (100)	\$9,761,625	\$9,752,510	\$117,618,933	\$118,485,063	\$8,886,380	7.50%
Golf Course (201)	\$222	\$813	\$1,166,443	\$1,163,399	\$3,857	0.33%
Sewer Operating (202)	\$3,432,453	\$3,197,461	\$5,309,412	\$5,795,276	\$2,711,597	46.79%
Solid Waste (203)	\$1,578,609	\$1,402,790	\$2,421,401	\$2,625,684	\$1,198,507	45.65%
Mumford Cove (206)	\$797	\$953	\$20,927	\$21,027	\$853	4.06%
Revaluation (212)	\$463,671	\$168,069	\$30,660	\$140,310	\$58,419	41.64%
Parks & Rec Programs (324)	NA	\$121,838	\$917,959	\$917,959	\$121,838	13.27%
Connecticard (331)	\$128,277	\$137,087	\$36,592	\$49,866	\$123,813	248.29%
Sewer District (401)	\$3,261,289	\$2,615,047	\$668,570	\$1,168,570	\$2,115,047	180.99%
Capital Reserve (501)	\$3,233,461	\$59,610	\$2,231,350	\$1,968,540	\$322,420	16.38%
Fleet Reserve (604)	\$1,269,843	\$1,205,979	\$988,169	\$1,097,079	\$1,097,069	100.00%
Computer Replcmnt (605)	\$267,633	\$338,281	\$124,837	\$60,980	\$402,138	659.46%
Human Serv Asst fund (732)	\$207,303	\$167,620	\$288	\$40,000	\$127,908	319.77%
Total All Funds	\$23,605,183	\$19,168,058	\$131,535,541	\$133,533,753	\$17,169,846	12.86%

Mission Statements

Other Funds

2010 (p. 207) - Golf Course - Provide golfers with a positive golf experience by:

- Maintaining the course at or above industry standards
- Providing full pro shop services
- Providing quality food services

2020 (p. 215) - Sewer Operating - Collect and properly treat and discharge all waste water by:

- Providing for the continuous operation, maintenance, and repair of all equipment, instrumentation, facilities, sewer lines and pump stations.
- Continually improving the efficiency and reliability by competitive operation.
- Meeting all State and Federal Regulations.

2030 (p. 223) - Solid Waste Collections - To manage and ensure the proper disposal/recycling and billing of residential and commercial solid waste.

2060 (p. 229) - Mumford Cove Special Taxing District provides for fire protection.

2120 (p. 233) - Revaluation - To account for the State-mandated revaluations of property within the Town.

3240 (p. 239) – Recreation & Senior Activities – To account for recreational activities, and senior center physical fitness and trip programs.

3310 (p. 245) - Connecticard - Supports a program in which a library card from any public library can be used in any other public library. Libraries with high non-resident use receive funds to help offset the cost of serving these users.

4010 (p. 251) – Groton Sewer District – Pays the principal and interest on sewer bonds and notes.

5010 (p. 257) - Capital Reserve - Funds used for capital assets, projects or acquisition of a non-recurring nature.

6040 (p. 261) - Fleet Reserve –To manage and ensure proper maintenance, purchase and utilization of vehicles and equipment.

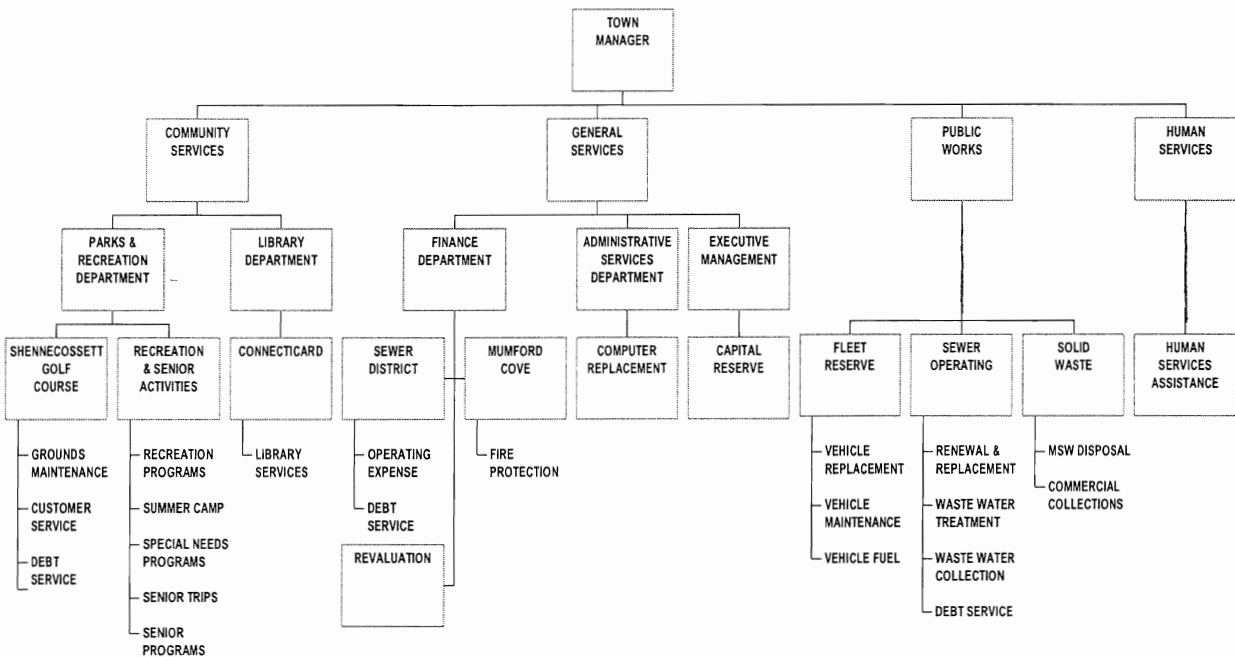
6050 (p. 269) - Computer Replacement – Funds used to ensure proper maintenance and purchase of computers, printers and associated network equipment.

7320 (p. 275) – Human Services Assistance - The Human Services Department will ensure proper documentation of records and accountability to Town and State authorities through:

- Case management processes including, but not limited to, verification of eligibility and assessment of need.
- The Director's review and approval of all applications prior to release of funds and establishing reporting and accounting systems in concert with Town Council, Town Manager and Finance Director.

TOWN OF GROTON

AREA OF SERVICE: OTHER FUNDS



FYE 2012

TOWN OF GROTON

FUNCTION SUMMARY

Function: Shennecossett Golf Course 2010

Department: Parks & Recreation

FUNCTION DESCRIPTION:

Shennecossett Golf Course continually offers golfers a scenic and challenging place to play golf. Designed by renowned architect Donald Ross, Shennecossett is available year-round to golfers of Southeastern CT and the rest of New England as the only public Ross course in the State. Breathtaking views of the Thames River and Long Island Sound can be seen from the 16th and 17th holes.

Next season, the course will continue to improve upon the playing conditions of the golf course and the aesthetic quality of the facility. Marketing plans will continue to strive for increased membership and daily play, and further the rank of Shennecossett as one of the best public courses in the State.

Customer service provided by the PGA Professionals and the Pro Shop includes reserved tee times, tournament scheduling, private and group golf instruction, a junior golf program, and golf merchandise.

The course continues to operate as a special revenue fund and reimburses the Town for services provided by Town departments as determined by the cost allocation study. Fees collected also pay all employee salaries and benefits, facility insurance and all operating expenses.

Golf rates for the 2011 season passes and daily green fees were not increased. Greens fees range between \$21 and \$47. Afternoon, twilight, and winter rates will continue to be offered.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
# Greens Fee Rounds	19,590	19,999	20,600
# Season Pass Rounds	11,781	12,017	12,137
# Cart Rounds	11,977	12,099	12,209
# Season Passes	278	270	273

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Parks and Recreation

FUNCTION: Shennecossett Golf Course 2010

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,106,631	\$ 1,188,488	\$ 1,142,576	\$ 1,163,399	(2.1%)

HIGHLIGHTS:

- The Golf Advisory Board and the Parks and Recreation Commission endorsed a new payment plan for season passes and a 0% increase in fees for the 2011 playing season, which were approved by Town Council.
- The long-term goal of achieving a fund balance of 10% of the operating costs was endorsed by the Golf Advisory Board. For the FYE 2012 budget, no fund balance is proposed to be used.
- Promoting the historical significance of the golf course will be used to market it. The golf course web page (Shennygolf.com) has been enhanced to promote the history of our links course.
- The master plan for Shennecossett will guide physical enhancements to the golf course, which, in many cases, will coincide with Donald Ross's original master plan.
- Host the CT PGA Junior Tournament for the fifth consecutive year.
- Host CSGA Tournament of Champions for third consecutive year.
- Reduction in operating expenses is primarily due to a decrease in vehicle replacement fees.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$222	\$813	\$1,166,443	\$1,163,399	\$3,857	0.3%

PERSONNEL CHANGES/HISTORY:

FYE 2011 - 50% of Maintainer transferred from Parks & Recreation
- Eliminated 1 Maintainer

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
7	7	6.5	6.5	6.5	6.5

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	672,476	716,126	704,979	725,645	724,348	724,348	724,348
Operating Expenses	434,156	472,362	437,597	439,051	439,051	439,051	439,051

Total Appropriation	\$1,106,632	\$1,188,488	\$1,142,576	\$1,164,696	\$1,163,399	\$1,163,399	\$1,163,399

COST CENTERS							

20100 GROUNDS MAINTENANCE	759,567	821,835	782,450	792,439	791,401	791,401	791,401
20101 CUSTOMER SERVICE	254,496	271,741	268,950	271,254	270,995	270,995	270,995
20102 LEADERSHIP/GEN SUPPT	92,569	94,912	91,176	101,003	101,003	101,003	101,003

Total Cost Centers	\$1,106,632	\$1,188,488	\$1,142,576	\$1,164,696	\$1,163,399	\$1,163,399	\$1,163,399

FINANCING PLAN							

MISC-UNCLASSIFIED	609	0	0	0	0	0	0
SEASON MEMBERSHIPS	290,516	351,314	305,777	308,951	308,951	308,951	308,951
GREENS FEES	579,873	640,503	610,792	629,115	629,115	629,115	629,115
CART RENTALS	191,567	191,963	195,398	197,177	197,177	197,177	197,177
LEASE FEES	31,200	31,200	31,200	31,200	31,200	31,200	31,200
FUND BALANCE APPLIED	12,867	0	0	0	0	0	0

Total Financing Plan	\$1,106,632	\$1,214,980	\$1,143,167	\$1,166,443	\$1,166,443	\$1,166,443	\$1,166,443

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	376,629	385,367	385,320	386,195	386,195	386,195	386,195
5102 PART TIME PERSONNEL	47,472	46,885	46,885	46,885	46,885	46,885	46,885
5103 SEASONAL PERSONNEL	25,431	24,640	24,640	25,760	25,760	25,760	25,760
5104 OVERTIME PAY	39,459	41,300	40,300	41,300	41,300	41,300	41,300
5105 LONGEVITY PAY	2,040	2,160	2,160	2,250	2,250	2,250	2,250
5111 PREMIUM PAY/OUT OF C	8,811	9,200	9,200	9,200	9,200	9,200	9,200
5116 WAGE CONTINUATION	3,024	0	(9,308)	0	0	0	0
5117 ALLOWANCES	1,090	2,260	2,260	2,260	2,260	2,260	2,260
5151 SOCIAL SECURITY	37,830	39,153	38,361	39,310	39,310	39,310	39,310
5152 RETIREMENT	34,166	42,736	42,736	46,191	46,191	46,191	46,191
5153 HEALTH INSURANCE	95,699	121,588	121,588	125,537	124,237	124,237	124,237
5158 LIFE INSURANCE	825	837	837	757	760	760	760

Total Personnel Services	\$672,476	\$716,126	\$704,979	\$725,645	\$724,348	\$724,348	\$724,348

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	4,571	10,000	5,100	5,000	5,000	5,000	5,000
5210 PROFESS DEVELOP/TRAI	2,712	3,970	3,350	3,955	3,955	3,955	3,955
5220 UTILITIES/FUEL/MILEA	108,448	120,336	115,940	126,090	126,090	126,090	126,090
5230 PYMNTS/CONTRIBUTIONS	55,662	58,312	57,324	66,003	66,003	66,003	66,003
5260 REPAIRS & MAINT-FAC/	0	0	1,465	0	0	0	0
5261 SOFTWARE MAINT FEES	4,125	4,500	4,540	4,500	4,500	4,500	4,500
5280 INSURANCE/RISK MGMT	18,950	20,300	17,802	18,700	18,700	18,700	18,700
5281 OCCUPATIONAL HEALTH	1,172	900	900	900	900	900	900
5290 PROFESS/TECHNICAL SE	74,365	71,161	70,926	71,161	71,161	71,161	71,161
5300 MATERIALS & SUPPLIES	67,620	76,300	67,800	76,300	76,300	76,300	76,300
5310 VEHICLE OPER/MAINT	12,724	15,000	10,000	15,000	15,000	15,000	15,000
5315 VEHICLE REPLACEMENT	81,707	80,395	80,395	49,367	49,367	49,367	49,367
5316 VEHICLE MAINT FEE	1,750	1,750	1,750	1,750	1,750	1,750	1,750
5318 COMPUTER REPLMNT FEE	305	305	305	325	325	325	325
5410 COMPUTER EQUIPMENT	45	0	0	0	0	0	0
5499 CONTINGENCY	0	9,133	0	0	0	0	0

Total Operating Expenses	\$434,156	\$472,362	\$437,597	\$439,051	\$439,051	\$439,051	\$439,051

GRAND TOTAL	\$1,106,632	\$1,188,488	\$1,142,576	\$1,164,696	\$1,163,399	\$1,163,399	\$1,163,399

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

GOLF COURSE SUPER	1.00	1.00	1.00	1.00	1.00	1.00
GOLF PROFESSIONAL	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF GROUNDSKEEPER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDSKEEPER	2.00	2.00	2.00	2.00	2.00	2.00
MAINTAINER	0.50	0.50	0.50	0.50	0.50	0.50

Total FTE Personnel	6.50	6.50	6.50	6.50	6.50	6.50
FTE SALARIES & WAGES						

GOLF COURSE SUPER	72,157	72,157	72,157	72,157	72,157	72,157
GOLF PROFESSIONAL	66,656	66,656	66,656	66,656	66,656	66,656
CHIEF GROUNDSKEEPER	61,345	61,345	61,345	61,345	61,345	61,345
EQUIPMENT MECHANIC	58,673	58,673	58,673	58,673	58,673	58,673
GROUNDSKEEPER	104,595	104,609	104,609	104,609	104,609	104,609
MAINTAINER	21,940	21,880	22,755	22,755	22,755	22,755

Total FTE Salaries & Wages	\$385,366	\$385,320	\$386,195	\$386,195	\$386,195	\$386,195

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

GOLF COURSE FUND REVENUES: #2010

Revenues for golf course operations reflect the 2011 calendar year rates.

Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from \$308 for a youth pass to \$2,742 for a non-resident family pass.

Greens Fees - represents the cost of one round of nine or eighteen holes of golf. The rates range from a \$21 youth rate to a \$47 rate for weekend non-resident eighteen holes. Additionally, there are Twilight and Winter rates of \$30 - \$31.

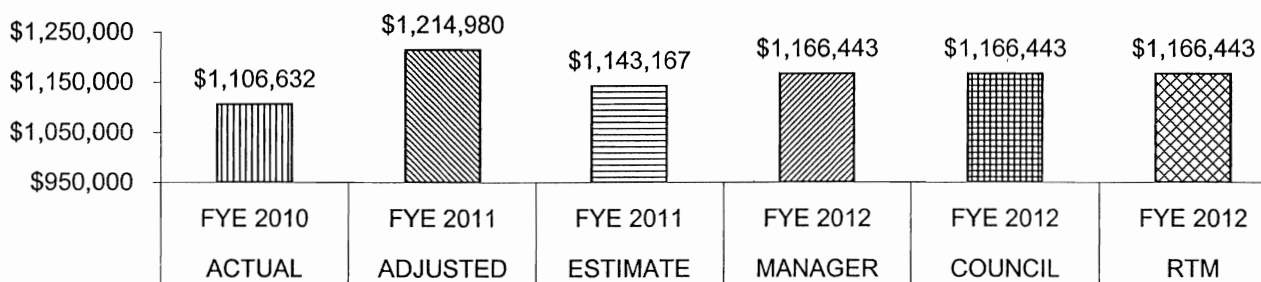
Cart Rentals - cart rentals are fixed at \$18 per person for eighteen holes, \$13 per person for nine holes, and \$13 per person for senior citizens.

Lease Fees - represents lease payments received from the Par Four Restaurant.

Payments from Other Funds - represents the General Fund's contribution to this fund.

	<u>ACTUAL FYE 2010</u>	<u>ADJUSTED FYE 2011</u>	<u>ESTIMATE FYE 2011</u>	<u>MANAGER FYE 2012</u>	<u>COUNCIL FYE 2012</u>	<u>RTM FYE 2012</u>
4733 Misc-Unclassified	\$ 609	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4736 Season Memberships	\$ 290,516	\$ 351,314	\$ 305,777	\$ 308,951	\$ 308,951	\$ 308,951
4737 Greens Fees	\$ 579,873	\$ 640,503	\$ 610,792	\$ 629,115	\$ 629,115	\$ 629,115
4738 Cart Rentals	\$ 191,567	\$ 191,963	\$ 195,398	\$ 197,177	\$ 197,177	\$ 197,177
4741 Lease Fees	\$ 31,200	\$ 31,200	\$ 31,200	\$ 31,200	\$ 31,200	\$ 31,200
4766 Payments From Other Funds	\$ 12,867	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 1,106,632	\$ 1,214,980	\$ 1,143,167	\$ 1,166,443	\$ 1,166,443	\$ 1,166,443

Golf Course Fund Revenues



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Parks & Recreation
FUNCTION: Shennecossett Golf Course 2010

CC0 – Grounds Maintenance

- Maintain the golf course at or above industry standards.
- Continue to improve overall golf course aesthetics.
- Continue in-house bunker and drainage projects.
- Direct maintenance operations with environmental stewardship practices; retain certification as an Audubon Cooperative Sanctuary.

CC1– Customer Service

- Provide a quality golf experience for 35,000+ golfers annually.
- Continue to improve customer service.
- Improve the pace of play at the golf course.
- Increase the number of rounds played.
- Continue with a marketing plan to increase course revenues.

CC2– General Support

- Increase staff training.
- Market the course on a regional level.
- Work with Golf Advisory Board to implement the NGF Management Study.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Sewer Operating Fund 2020

Department: Public Works

FUNCTION DESCRIPTION:

The Sewer Operating Fund is a 100% user fee funded division of the Department of Public Works. The Water Pollution Control Authority sets policy and goals for the operation of the wastewater collection system and the treatment facility. Discharge permits limitations are established by the State Department of Environmental Protection through the issuance of a 5-year permit for the treatment facility.

Division personnel are responsible for the repair and maintenance of the collection, treatment and instrumentation systems (valued at \$90 million) that control the collection, treatment and discharge of treated effluent into the Thames River. The division responds to citizen concerns of odor and blockages and provides, along with other wastewater treatment facilities in the area, an emergency response team for failures of the collection or treatment systems in the region.

In order to provide the least impact to the Thames River, every effort is made within available resources to provide the highest level of treatment of discharged effluent.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Treat septic tank waste (gallons) (Typical household discharge = 2,000 gals)	510,000	510,000	500,000
Collect & test discharge samples	18,150	18,150	18,150
Miles of sewer line maintained	135.3	138	138
Manholes maintained	2,490	2,490	2,490
Pump Stations maintained	22	22	22
Grinder pumps maintained	177	178	178
Sludge disposal (dry tons)	910	910	900

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works			FUNCTION: Sewer Funds 2020		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 5,491,284	\$ 5,622,305	\$ 5,486,884	\$ 5,795,276	3.1%

HIGHLIGHTS:

- At the time the proposed budget went to the printer, the WPCA had not formally acted on the proposed budget.
- Despite significant savings realized from new bid prices for sludge removal and disposal in FYE 2011 and aggressive chemical utilization management, operating expenditures in FYE 2012 will increase by \$120,547, largely due to:
 - Increase in cost allocation expenses
 - Software maintenance costs
 - An increase in equipment/machinery purchases
 - Northwest Interceptor Relining Project
- Projected residential rate to increase to \$27.50/month/unit with a corresponding rate increase for the commercial users. If an estimated \$244,274 were not applied from Fund Balance to cover FYE 2012 expenditures, the sewer use rate would have increased to \$28.75/month/unit.
- Nitrogen Credit payment to the State is projected to be \$31,061, which is a \$20,541 reduction from the FYE 2011 level.
- Debt service (Fort Hill Homes): third year payment is \$557,806 for principal and interest. This amount will decrease until the year 2029 when payments will have been completed.
- Utilities will be programmed at the same level as FYE 2011. It is unknown what impact the new treatment process will have on utility budgets.

Final Budget Result:

- During budget deliberations, the Town Council requested that there be no change in the rates. This action was sustained by the RTM.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$3,432,453	\$3,197,461	\$5,309,412	\$5,795,276	\$2,711,597	46.8%

PERSONNEL CHANGES/HISTORY:

FYE 2011 - One (1) Civil Engineer transferred from Function 1035.

FYE 2009 ACTUAL	FYE 2010 ACTUAL	FYE 2011 ADJUSTED	FYE 2011 ESTIMATE	FYE 2012 REQUEST	FYE 2012 ADOPTED
17.75	17.75	18.75	18.75	18.75	18.75

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	1,682,242	1,864,544	1,889,342	1,922,591	1,916,968	1,916,968	1,916,968
Operating Expenses	3,809,042	3,757,761	3,597,542	3,912,825	3,878,308	3,878,308	3,878,308

Total Appropriation	\$5,491,284	\$5,622,305	\$5,486,884	\$5,835,416	\$5,795,276	\$5,795,276	\$5,795,276

COST CENTERS							

20200 LEADERSHIP/GEN SUPPT	819,762	888,673	852,770	958,523	923,635	923,635	923,635
20202 RENEWAL & REPLACEMEN	801,680	605,500	656,600	768,500	768,500	768,500	768,500
20203 WASTE WATER TREATMEN	2,184,099	2,242,497	2,102,616	2,196,083	2,192,987	2,192,987	2,192,987
20204 WASTE WATER COLLECTI	1,097,187	1,312,829	1,302,092	1,354,504	1,352,348	1,352,348	1,352,348
20205 DEBT SERVICE	588,556	572,806	572,806	557,806	557,806	557,806	557,806

Total Cost Centers	\$5,491,284	\$5,622,305	\$5,486,884	\$5,835,416	\$5,795,276	\$5,795,276	\$5,795,276

FINANCING PLAN							

INTEREST INCOME	1,451	900	2,320	6,000	6,000	6,000	6,000
STATE GRANTS	1,932,000	0	0	0	0	0	0
FEMA REIMBURSEMENT	10,283	0	0	0	0	0	0
MISC-UNCLASSIFIED	1,732	0	1,350	0	0	0	0
SEWER USE CHARGES	5,489,977	5,268,423	5,248,222	5,740,862	5,551,002	5,303,412	5,303,412
FUND BALANCE APPLIED	0	352,982	234,992	88,554	238,274	485,864	485,864

Total Financing Plan	\$7,435,443	\$5,622,305	\$5,486,884	\$5,835,416	\$5,795,276	\$5,795,276	\$5,795,276

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,091,612	1,174,571	1,130,392	1,172,207	1,172,207	1,172,207	1,172,207
5104 OVERTIME PAY	137,658	108,922	113,944	119,651	119,651	119,651	119,651
5105 LONGEVITY PAY	7,888	8,100	8,375	7,608	7,608	7,608	7,608
5109 SALARY ADJUSTMENTS	5,783	0	64,597	0	0	0	0
5110 REGULAR PART TIME	0	8,596	8,851	0	0	0	0
5111 PREMIUM PAY/OUT OF C	11,971	13,326	12,546	12,278	12,278	12,278	12,278
5112 SICK INCENTIVE	3,615	6,793	5,177	6,363	4,793	4,793	4,793
5116 WAGE CONTINUATION	1,214	0	0	0	0	0	0
5117 ALLOWANCES	1,990	1,500	1,560	1,625	1,625	1,625	1,625
5151 SOCIAL SECURITY	94,014	101,909	103,074	100,785	100,477	100,477	100,477
5152 RETIREMENT	81,741	112,902	112,902	137,763	137,763	137,763	137,763
5153 HEALTH INSURANCE	242,665	325,683	325,682	362,128	358,375	358,375	358,375
5158 LIFE INSURANCE	2,091	2,242	2,242	2,183	2,191	2,191	2,191

Total Personnel Services	\$1,682,242	\$1,864,544	\$1,889,342	\$1,922,591	\$1,916,968	\$1,916,968	\$1,916,968

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	267	1,400	622	600	600	600	600
5210 PROFESS DEVELOP/TRAI	3,473	2,830	3,365	3,493	3,493	3,493	3,493
5220 UTILITIES/FUEL/MILEA	790,642	736,727	705,722	736,888	736,888	736,888	736,888
5230 PYMNTS/CONTRIBUTIONS	432,747	374,583	370,427	469,640	449,099	449,099	449,099
5260 REPAIRS & MAINT-FAC/	103,545	143,160	159,706	138,281	138,281	138,281	138,281
5261 SOFTWARE MAINT FEES	11,863	5,686	11,864	17,179	17,179	17,179	17,179
5280 INSURANCE/RISK MGMT	50,067	52,570	47,470	52,570	52,570	52,570	52,570
5281 OCCUPATIONAL HEALTH	7,231	12,425	12,654	13,273	13,273	13,273	13,273
5290 PROFESS/TECHNICAL SE	644,264	642,746	526,669	585,093	585,093	585,093	585,093
5300 MATERIALS & SUPPLIES	278,793	421,780	353,204	342,435	342,435	342,435	342,435
5315 VEHICLE REPLACEMENT	48,092	51,642	51,642	51,642	37,666	37,666	37,666
5316 VEHICLE MAINT FEE	10,000	11,500	11,500	11,500	11,500	11,500	11,500
5317 VEHICLE FUEL	12,825	14,381	14,381	15,315	15,315	15,315	15,315
5318 COMPUTER REPLMNT FEE	1,835	1,635	1,635	2,110	2,110	2,110	2,110
5400 EQUIP/MACHINRY& FURN	174,985	88,000	153,404	228,000	228,000	228,000	228,000
5410 COMPUTER EQUIPMENT	4,857	2,000	471	2,000	2,000	2,000	2,000
5450 DEBT SERVICE	588,556	572,806	572,806	557,806	557,806	557,806	557,806
5460 RESERVE FUND/EQUIPME	645,000	600,000	600,000	685,000	685,000	685,000	685,000
5499 CONTINGENCY	0	21,890	0	0	0	0	0

Total Operating Expenses	\$3,809,042	\$3,757,761	\$3,597,542	\$3,912,825	\$3,878,308	\$3,878,308	\$3,878,308

GRAND TOTAL	\$5,491,284	\$5,622,305	\$5,486,884	\$5,835,416	\$5,795,276	\$5,795,276	\$5,795,276

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

FULL TIME EMPLOYEE (FTE) ANALYSIS						

DIRECTOR OF PUBLIC WORKS	0.25	0.25	0.25	0.25	0.25	0.25
MANAGER OF WPCF	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
LABORATORY TECH	1.00	1.00	1.00	1.00	1.00	1.00
WPCF TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50	0.50	0.50
FACILITIES & MAINT SUPV	1.00	1.00	1.00	1.00	1.00	1.00
OPERATIONS SUPER WPCD	1.00	1.00	1.00	1.00	1.00	1.00
OPERATOR WPCD	3.00	3.00	3.00	3.00	3.00	3.00
MECHANIC WPCD	4.00	4.00	4.00	4.00	4.00	4.00
CHIEF OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
MECH/OPERATOR TRAINEE	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	18.75	18.75	18.75	18.75	18.75	18.75

FTE SALARIES & WAGES						

DIRECTOR OF PUBLIC WORKS	27,792	27,792	27,792	27,792	27,792	27,792
MANAGER OF WPCF	97,654	93,975	93,975	93,975	93,975	93,975
CIVIL ENGINEER PE	72,221	73,622	75,094	75,094	75,094	75,094
LABORATORY TECH	59,779	59,779	59,779	59,779	59,779	59,779
WPCF TECHNICIAN	60,365	60,342	61,549	61,549	61,549	61,549
MATERIAL CONTROL SPEC	55,161	55,144	55,144	55,144	55,144	55,144
OFFICE ASSISTANT II (35)	22,307	22,299	22,299	22,299	22,299	22,299
FACILITIES & MAINT SUPV	62,600	62,600	62,600	62,600	62,600	62,600
OPERATIONS SUPER WPCD	81,945	81,945	81,945	81,945	81,945	81,945
OPERATOR WPCD	179,338	172,824	174,734	174,734	174,734	174,734
MECHANIC WPCD	226,523	226,523	228,411	228,411	228,411	228,411
CHIEF OPERATOR	62,139	54,053	62,139	62,139	62,139	62,139
CHIEF MECHANIC	62,139	62,139	62,139	62,139	62,139	62,139
EQUIPMENT OPERATOR	52,304	52,304	52,304	52,304	52,304	52,304
MECH/OPERATOR TRAINEE	52,304	25,050	52,304	52,304	52,304	52,304

Total FTE Salaries & Wages	\$1,174,572	\$1,130,391	\$1,172,208	\$1,172,208	\$1,172,208	\$1,172,208

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

SEWER OPERATING FUND REVENUES: #2020

Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

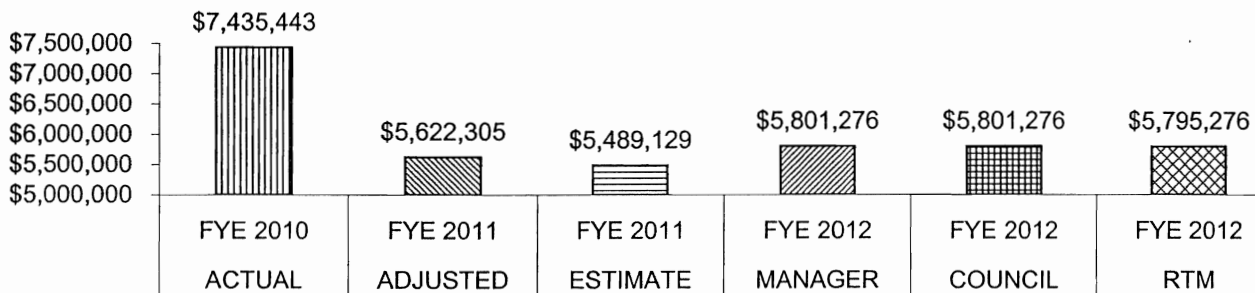
State Grants - reimbursement from the Clean Water Fund for expenditures related to the WPCF upgrade project.

Sewer Use Charges - users of the sanitary sewer services are assessed a sewer use charge. The proposed residential rate will remain \$26.00 per month per unit and for industrial/commercial units it will remain at \$.0414 cubic foot of water consumed.

Fund Balance Applied - represents that amount of unreserved, undesignated Fund Balance in the Sewer Operating Fund to be used to fund the budget for the next fiscal year.

	<u>ACTUAL FYE 2010</u>	<u>ADJUSTED FYE 2011</u>	<u>ESTIMATE FYE 2011</u>	<u>MANAGER FYE 2012</u>	<u>COUNCIL FYE 2012</u>	<u>RTM FYE 2012</u>
4412 Interest on Investments	\$ 1,451	\$ 900	\$ 2,320	\$ 6,000	\$ 6,000	\$ 6,000
4507 State Grants	\$ 1,932,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4510 FEMA Reimbursement	\$ 10,283	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4733 Misc-Unclassified	\$ 1,732	\$ 0	\$ 1,350	\$ 0	\$ 0	\$ 0
4735 Sewer Use Charges	\$ 5,489,977	\$ 5,268,423	\$ 5,248,222	\$ 5,551,002	\$ 5,303,412	\$ 5,303,412
4999 Fund Balance Applied	\$ 0	\$ 352,982	\$ 237,237	\$ 244,274	\$ 491,864	\$ 485,864
Total	\$ 7,435,443	\$ 5,622,305	\$ 5,489,129	\$ 5,801,276	\$ 5,801,276	\$ 5,795,276

Sewer Operating Fund Revenues



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Public Works
FUNCTION: Sewer Operating Fund 2020

CC0 – Leadership/General Support

- Direct the 24-hour operations of the facility and collection system.
- Plan for the change from a secondary treatment facility to an advanced treatment facility.
- Provide safe and efficient sewage disposal for residential and business needs, protect public health, and support desired development patterns.
- Payments to General Fund for services provided, such as sewer billing, accounts receivable and program management.

CC2– Renewal & Replacement

- Properly fund the replacement of equipment and collection system based on an Infrastructure Management Plan.

CC3– Waste Water Treatment

- Treat raw sewage and septic tank waste.
- Collect and test discharge samples daily.
- Process and respond to citizen complaints.
- Continue to dispose of sludge through contracted services.
- Control hydrogen sulfide levels in work place to below 5 parts per million (Federal Standard).
- Continue to respond quickly to citizen complaints regarding odors.
- Conduct thorough investigation of all commercial, industrial and Naval Facility operations requests to discharge pre-treated industrial wastes, grease, oil trap discharges and treated medical facility wastes into Town treatment system.

CC4 – Waste Water Collection

- Main sewers including outfall sewer.
- Hydraulically clean sewer lines.
- Maintain, repair, and rebuilding manholes.
- Respond to sewer blockage complaints within 2 hours.
- Maintain 22 pumping stations.
- Maintain 178 grinder pumps (individual residential sewage pump units).

CC5 – Debt Service

- Provide for repayment of principal and interest associated with the cost of the Fort Hill Homes Sewer Rehabilitation project.

TOWN OF GROTON
FYE 2012
Sewer Operating Long Term Debt Payment Schedule

FYE	Original Issue	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/10	FYE 2011 Principal Payment	FYE 2011 Interest Payment	FYE 2012 Principal Payment	FYE 2012 Interest Payment
2028	3,000,000.00	10/15/2007	20	Fort Hill Homes sewer rehab	2,700,000.00	150,000.00	105,375.00	150,000.00	98,625.00
2029	3,250,000.00	10/15/2008	20	Fort Hill Homes sewer rehab	3,085,000.00	165,000.00	152,431.24	165,000.00	144,181.24
Totals					5,785,000.00	315,000.00	257,806.24	315,000.00	242,806.24

Debt Service Payment FYE 2011 through FYE 2029
Fort Hill Homes Sewer Rehab

Function #20205-Sewer Operating			
FYE	Principal	Interest	FYE Total
2011	315,000.00	257,806.24	572,806.24
2012	315,000.00	242,806.24	557,806.24
2013	315,000.00	228,968.74	543,968.74
2014	315,000.00	215,543.74	530,543.74
2015	315,000.00	202,118.74	517,118.74
2016	315,000.00	188,693.74	503,693.74
2017	315,000.00	175,268.74	490,268.74
2018	315,000.00	162,021.87	477,021.87
2019	315,000.00	148,550.00	463,550.00
2020	315,000.00	134,487.50	449,487.50
2021	315,000.00	120,031.25	435,031.25
2022	315,000.00	105,265.62	420,265.62
2023	315,000.00	90,396.86	405,396.86
2024	315,000.00	75,424.98	390,424.98
2025	315,000.00	60,349.98	375,349.98
2026	315,000.00	45,181.23	360,181.23
2027	315,000.00	29,815.61	344,815.61
2028	315,000.00	14,346.87	329,346.87
2029	115,000.00	3,306.25	118,306.25

TOWN OF GROTON

FUNCTION SUMMARY

Function: Solid Waste Collections 2030

Department: Public Works

FUNCTION DESCRIPTION:

The Department of Public Works is responsible for the management of approximately 29,000 tons of Municipal Solid Waste (MSW) generated within the Town of Groton. MSW is categorized as either residential or commercial. Residential MSW is either collected by political subdivisions or by private haulers contracting directly with individual residents. The Town contracts for the collection of commercial and industrial customers, excluding the City of Groton, Groton Long Point, Federal and State properties. The Town Council, acting as the Groton Resource Recovery Authority (GRRRA), sets the rates charged for the disposal of the various waste streams at the Transfer Station and contracts for the collection of commercial MSW and certain mandatory recyclables. The Town has a long-term commitment with the Southeastern Connecticut Regional Resource Recovery Authority (SCRRA) to dispose of all its MSW, with the exception of mandatory recyclables, at the waste-to-energy plant in Preston.

This function contains the portion of solid waste management that is supported by user fees paid to the Solid Waste Fund. It includes the disposal costs for MSW at Preston and the hauler fees for commercial MSW. The remaining costs are payments to the General Fund for services provided.

FUNCTION ACTIVITIES:

	Actual <u>FYE 2010</u>	Estimate <u>FYE 2011</u>	Anticipated <u>FYE 2012</u>
Municipal Solid Waste (tons)	28,493	28,690	29,481
Tipping Fee @ SCRRA (per ton)	\$60	\$60	\$60
Commercial waste accounts	420	401	400

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works

FUNCTION: Solid Waste Collections 2030

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 2,556,368	\$ 2,829,084	\$ 2,819,494	\$ 2,625,684	(7.2%)

HIGHLIGHTS:

- SCRRRA was able to keep the same tipping fee structure for another year (\$60/ton).
- Projecting MSW to Preston at 29,481 tons, the same level as projected for FYE 2011.
- In FYE 2011 the Town Council and RTM authorized to pay, under protest, the 6% sales tax on commercial solid waste accounts in the amount of \$240,866 that was assessed by the State Department of Revenue Services.
- \$204,283 of the available fund balance is being used to fund the expenses associated with this fund.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$1,578,609	\$1,402,790	\$2,421,401	\$2,625,684	\$1,198,507	45.7%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	2,556,368	2,829,084	2,819,494	2,625,684	2,625,684	2,625,684	2,625,684
Total Appropriation	\$2,556,368	\$2,829,084	\$2,819,494	\$2,625,684	\$2,625,684	\$2,625,684	\$2,625,684

COST CENTERS							

20300 LEADERSHIP/GEN. SUPP	122,342	126,066	126,012	160,726	160,726	160,726	160,726
20302 RESIDENTIAL/GOV. MSW	1,299,248	1,314,912	1,369,343	1,294,936	1,294,936	1,294,936	1,294,936
20309 COMMER. MSW COL. & D	1,134,778	1,388,106	1,324,139	1,170,022	1,170,022	1,170,022	1,170,022
Total Cost Centers	\$2,556,368	\$2,829,084	\$2,819,494	\$2,625,684	\$2,625,684	\$2,625,684	\$2,625,684

FINANCING PLAN							

INTEREST INCOME	4,567	2,925	4,363	3,250	3,250	3,250	3,250
MISC-UNCLASSIFIED	59,324	0	0	0	0	0	0
DISPOSAL FEES	1,215,887	1,272,680	1,210,747	1,254,620	1,254,620	1,254,620	1,254,620
COMMERCIAL COLLECTIONS	1,437,857	1,124,297	1,412,134	1,146,821	1,146,821	1,146,821	1,146,821
SCRRRA TRANSPORT SUBSIDY	15,987	16,431	16,431	16,710	16,710	16,710	16,710
FUND BALANCE APPLIED	0	412,751	175,819	204,283	204,283	204,283	204,283
Total Financing Plan	\$2,733,622	\$2,829,084	\$2,819,494	\$2,625,684	\$2,625,684	\$2,625,684	\$2,625,684

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	1,940	2,100	2,392	2,100	2,100	2,100	2,100
5220 UTILITIES/FUEL/MILEA	1,773,444	1,768,860	1,768,903	1,768,860	1,768,860	1,768,860	1,768,860
5230 PYMNTS/CONTRIBUTIONS	186,877	433,349	433,349	225,335	225,335	225,335	225,335
5290 PROFESS/TECHNICAL SE	594,107	624,775	614,850	629,389	629,389	629,389	629,389

Total Operating Expenses	\$2,556,368	\$2,829,084	\$2,819,494	\$2,625,684	\$2,625,684	\$2,625,684	\$2,625,684

GRAND TOTAL	\$2,556,368	\$2,829,084	\$2,819,494	\$2,625,684	\$2,625,684	\$2,625,684	\$2,625,684

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

SOLID WASTE FUND REVENUES: #2030

	<u>FYE 2010</u>	<u>FYE 2011</u>
SCRRRA Waste to Energy		
MSW	\$ 60.00/ton	\$ 60.00/ton
Commercial Collections	GRRA approves	GRRA approves

Interest on Investments – represents income earned on the short-term investment of funds not required for immediate expenses.

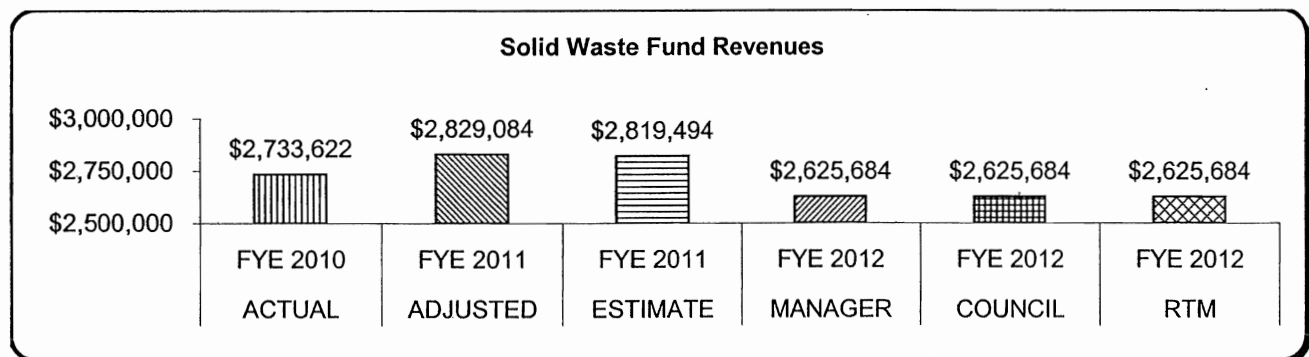
Disposal Fees - includes payments from private haulers for MSW delivered to Preston (includes City of Groton, Navy) and for waste from the Transfer Station diverted to the Waste-to-Energy facility for more cost effective disposal.

Commercial Collections—represents the amount received from users of the commercial trash collection pickup.

SCRRRA Transport Subsidy - represents subsidy received due to the distance Groton is from the Waste Energy Plant in Preston.

Fund Balance Applied - represents that amount of unreserved, undesignated Fund Balance in the Solid Waste Fund to be used to fund the budget for the fiscal year.

	<u>ACTUAL FYE 2010</u>	<u>ADJUSTED FYE 2011</u>	<u>ESTIMATE FYE 2011</u>	<u>MANAGER FYE 2012</u>	<u>COUNCIL FYE 2012</u>	<u>RTM FYE 2012</u>
4412 Interest on Investments	\$ 4,567	\$ 2,925	\$ 4,363	\$ 3,250	\$ 3,250	\$ 3,250
4733 Misc-Unclassified	\$ 59,324	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4740 Disposal Fees	\$ 1,215,887	\$ 1,272,680	\$ 1,210,747	\$ 1,254,620	\$ 1,254,620	\$ 1,254,620
4753 Commercial Collections	\$ 1,437,857	\$ 1,124,297	\$ 1,412,134	\$ 1,146,821	\$ 1,146,821	\$ 1,146,821
4769 SCRRRA Transport Subsidy	\$ 15,987	\$ 16,431	\$ 16,431	\$ 16,710	\$ 16,710	\$ 16,710
4999 Fund Balance Applied	\$ 0	\$ 412,751	\$ 175,819	\$ 204,283	\$ 204,283	\$ 204,283
Total	\$ 2,733,622	\$ 2,829,084	\$ 2,819,494	\$ 2,625,684	\$ 2,625,684	\$ 2,625,684



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Public Works
FUNCTION: Solid Waste Collections 2030

CC0 – Leadership/Gen. Support

- Payments to General Fund for services provided, such as billing, accounts receivable and program management.

CC2– Residential/Gov. MSW

- Disposal costs for residential municipal solid waste (MSW) to the Waste-to-Energy Facility.
- Disposal costs for Residential Transfer Station bulky waste that can be more cost-effectively diverted to the Waste-to-Energy Facility.

CC9 – Commer. MSW Col. & Disp.

- Provides for collection and disposal of MSW and recyclables from commercial and industrial facilities in the Town (excludes City of Groton, Groton Long Point, and federal and state properties).
- Includes MSW and recyclables from town buildings, schools, parks and street cans.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Other Funds

FUNCTION: Mumford Cove Spec Dist 2060

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 20,745	\$ 20,787	\$ 20,787	\$ 21,027	1.2%

HIGHLIGHTS:

- Mumford Cove taxes residents in order to cover the cost of fire protection by contract with the Noank Fire District. Current year (FYE 2011) tax rate is 0.279 mills.
- Tax Rate Calculation:
\$20,877 to be raised by taxes divided by a Grand List of \$74,946,084 divided by 100.0% collection rate multiplied by 1,000 = 0.279 mills.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$797	\$953	\$20,927	\$21,027	\$853	4.1%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: OTHER FUNDS
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	20,745	20,787	20,787	21,027	21,027	21,027	21,027
Total Appropriation	\$20,745	\$20,787	\$20,787	\$21,027	\$21,027	\$21,027	\$21,027

COST CENTERS							

20600 FIRE PROTECTION	20,745	20,787	20,787	21,027	21,027	21,027	21,027
Total Cost Centers	\$20,745	\$20,787	\$20,787	\$21,027	\$21,027	\$21,027	\$21,027

FINANCING PLAN							

CURRENT TAXES	20,833	20,757	20,880	20,877	20,877	20,877	20,877
PRIOR YEAR TAXES	35	30	63	50	50	50	50
FUND BALANCE APPLIED	0	0	0	100	100	100	100
Total Financing Plan	\$20,868	\$20,787	\$20,943	\$21,027	\$21,027	\$21,027	\$21,027

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: OTHER FUNDS
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	745	767	767	1,007	1,007	1,007	1,007
5290 PROFESS/TECHNICAL SE	20,000	20,020	20,020	20,020	20,020	20,020	20,020
Total Operating Expenses	\$20,745	\$20,787	\$20,787	\$21,027	\$21,027	\$21,027	\$21,027
GRAND TOTAL	\$20,745	\$20,787	\$20,787	\$21,027	\$21,027	\$21,027	\$21,027



TOWN OF GROTON

FUNCTION SUMMARY

Function: Revaluation Fund 2120

Department: Finance

FUNCTION DESCRIPTION:

The function accounts for the expenditures for a five-year revaluation cycle, updating the base GIS information on a ten-year cycle and other associated costs. This fund will be utilized to accumulate funds for anticipated expenditures, which will occur over several fiscal years.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Finance			FUNCTION: Revaluation Fund 2120		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 127,681	\$ 350,000	\$ 351,352	\$ 140,310	(59.9%)

HIGHLIGHTS:

In the FYE 1999 Budget, the Town appropriated funds for the creation of this Special Revenue Fund. Initially this fund was set up to accumulate funds on an annual basis in order to pay for the expenses incurred for the State required revaluations. In FYE 2005, the Town began setting aside funds annually for the purpose of accumulating funds for aerial mapping using the same methodology they did when they created this fund for future revaluation expenses. Funds are contributed annually so that major fluctuations in appropriations from the General Fund do not materialize in the one or two years prior to the actual date of the revaluation, aerial mapping and other related costs.

- The state mandated revaluation that is effective October 1, 2011 impacts the FYE 2013 budget. The bulk of that revaluation process is taking place in FYE 2011 and FYE 2012
- The aerial mapping and the updating of GIS planimetric data that began in FYE 2009 was completed by June 30, 2010. Regular updates were anticipated when the revaluation fund was

Final Budget Result:

- During budget deliberations, no changes were made.

Revaluation Fund		Appropriation		Balance
Fiscal Year	Contribution to Fund	Revaluation	Mapping	Cumulative \$\$ at end of fiscal year
2010 Balance				\$ 463,671
FYE 2011 Estimate	\$ 55,000	\$ 351,352	\$ -	\$ 167,319
FYE 2012 Adopted	\$ 30,000	\$ 140,310	\$ -	\$ 57,009
FYE 2013	\$ 40,000	\$ -	\$ -	\$ 97,009
FYE 2014	\$ 50,000	\$ -	\$ 5,000	\$ 142,009
FYE 2015	\$ 75,000	\$ -	\$ 15,000	\$ 202,009
FYE 2016	\$ 90,000	\$ 250,000	\$ -	\$ 42,009
FYE 2017	\$ 150,000	\$ 150,000	\$ -	\$ 42,009
FYE 2018	\$ 150,000	\$ -	\$ -	\$ 192,009
FYE 2019	\$ 170,000	\$ -	\$ 50,000	\$ 312,009
FYE 2020	\$ 170,000	\$ 50,000	\$ 80,000	\$ 352,009
FYE 2021	\$ 175,000	\$ 450,000	\$ -	\$ 77,009
FYE 2022	\$ 175,000	\$ 250,000	\$ -	\$ 2,009
FYE 2023	\$ 180,000	\$ -	\$ -	\$ 182,009
FYE 2024	\$ 180,000	\$ -	\$ 6,000	\$ 356,009
FYE 2025	\$ 190,000	\$ -	\$ 16,000	\$ 530,009

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$463,671	\$168,069	\$30,660	\$140,310	\$58,419	41.6%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: FINANCE
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	127,681	350,000	351,352	140,310	140,310	140,310	140,310
Total Appropriation	\$127,681	\$350,000	\$351,352	\$140,310	\$140,310	\$140,310	\$140,310

COST CENTERS							

21200 PROPERTY REVALUATION	72,852	350,000	351,352	140,310	140,310	140,310	140,310
21201 AERIAL MAPPING	54,829	0	0	0	0	0	0
Total Cost Centers	\$127,681	\$350,000	\$351,352	\$140,310	\$140,310	\$140,310	\$140,310

FINANCING PLAN							

INTEREST INCOME	1,464	1,320	750	660	660	660	660
PAYMENTS FROM OTHER FUNDS	110,000	55,000	55,000	55,000	30,000	30,000	30,000
FUND BALANCE APPLIED	16,217	293,680	295,602	84,650	109,650	109,650	109,650
Total Financing Plan	\$127,681	\$350,000	\$351,352	\$140,310	\$140,310	\$140,310	\$140,310

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: FINANCE
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	3,625	0	0	300	300	300	300
5220 UTILITIES/FUEL/MILEA	248	0	1,200	900	900	900	900
5240 BOARDS & COMMISSIONS	0	0	0	150	150	150	150
5290 PROFESS/TECHNICAL SE	123,808	350,000	350,000	138,800	138,800	138,800	138,800
5300 MATERIALS & SUPPLIES	0	0	152	160	160	160	160

Total Operating Expenses	\$127,681	\$350,000	\$351,352	\$140,310	\$140,310	\$140,310	\$140,310

GRAND TOTAL	\$127,681	\$350,000	\$351,352	\$140,310	\$140,310	\$140,310	\$140,310

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

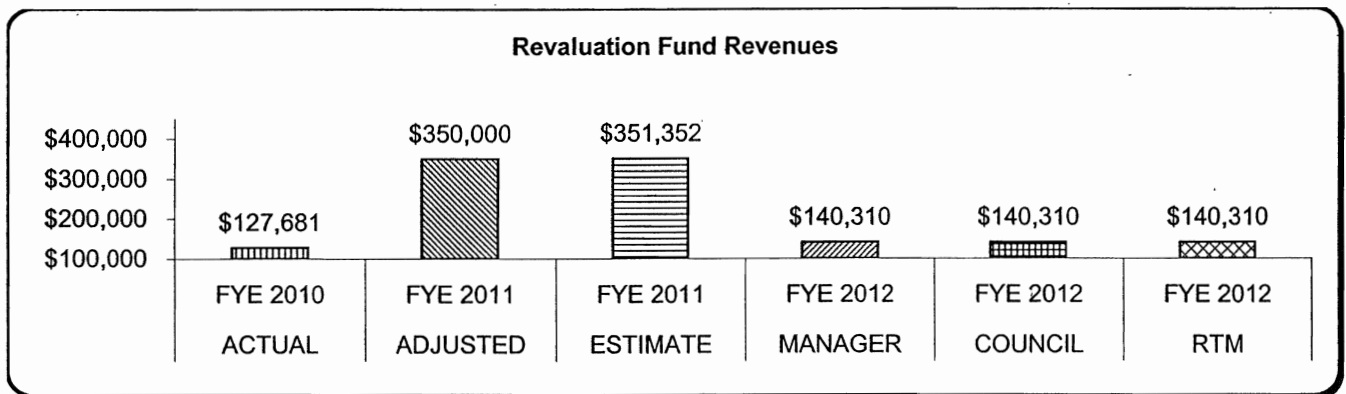
REVALUATION FUND REVENUES: #2120

Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

Payments From Other Funds - represents the amount that the General Fund will contribute to the operation of this fund for State mandated revaluations of real estate property and costs associated with updating the aerial maps.

Fund Balance Applied - represents that amount of unreserved, undesignated Fund Balance in the Revaluation Fund to be used to fund the budget for the next fiscal year.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4412 Interest on Investments	\$ 1,464	\$ 1,320	\$ 750	\$ 660	\$ 660	\$ 660
4766 Payments from Other Funds	\$ 110,000	\$ 55,000	\$ 55,000	\$ 30,000	\$ 30,000	\$ 30,000
4999 Fund Balance Applied	\$ 16,217	\$ 293,680	\$ 295,602	\$ 109,650	\$ 109,650	\$ 109,650
Total	\$ 127,681	\$ 350,000	\$ 351,352	\$ 140,310	\$ 140,310	\$ 140,310



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Finance
FUNCTION: Revaluation Fund 2120

CC0 – Property Revaluation

- Revaluations are conducted to ensure an equal distribution of the local property tax burden, to bring assessments up-to-date, to update municipal assessment procedures and to comply with state law. Connecticut law (Sec. 12-62) formerly required municipalities to reassess all real estate every four years, but in 2004, the General Assembly changed the law to require revaluations every five years. Public Act 04-02 gave Groton and other municipalities that revalued in 2001 the option to postpone the formerly required 2005 revaluation to 2006. In August 2004, the Town Council chose to continue with the original schedule and conduct a revaluation effective October 1, 2005. However in January 2006, the Town Council reconsidered its earlier directive and decided to abort the 2005 revaluation and the Town-wide revaluation occurred as of October 1, 2006 and phased-in over a three-year period. Under current law, the next revaluation will be required for the October 1, 2011 Grand List.

CC1 - Aerial Mapping

- The purpose of this cost center is to provide funds to update aerial mapping and GIS planimetric information on a regular basis. The information to be updated includes all planimetric features (i.e. pavement, buildings, sidewalks, etc.), two foot contours, and a town-wide color digital orthophotograph.

TOWN OF GROTON

FUNCTION SUMMARY

Function: Recreation & Senior Activities Fund 3240

Department: Parks & Recreation

FUNCTION DESCRIPTION:

The Recreation and Services Activities Fund provides recreational programs funded through revenues generated through this fund. All Recreational Services programs and a portion of Senior Services programs and trips are included in the fund. Fund 3240 receives no direct support from the General Fund Budget of the Town.

FUNCTION ACTIVITIES

	Anticipated <u>FYE 2012</u>
Programs Offered:	
Recreation	781
Summer Camp	30
Special Needs	63
Senior Trips	37
Senior Programs	54
Enrollments:	
Recreation	9,184
Summer Camp	2,163
Special Needs	661
Senior Trips	1,041
Senior Programs	1,360

Prior to FYE 2012, these activities were in either the General Fund Function #1064 (Parks & Recreation) or the non-budgeted special revenue fund #3230.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Parks & Recreation

FUNCTION: Rec. & Senior Activities 3240

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2010	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ -	\$ -	\$ -	\$ 917,959	

HIGHLIGHTS:

- As explained in the Highlights for Parks & Recreation (1064), a separate "budgeted" special revenue account has been included in the budget for the first time. A non-budgeted fund (#323) was first established in 2004. Included in the fund were recreation programs that paid for themselves, i.e., recovered the direct costs of programs through fees. This enabled the department to increase the number of programs offered without the additional costs being added to the general fund budget, provided these additional costs were covered by fees.
- Since 2004, an increasing number of recreational programs have been shifted to this account along with some associated costs directly related to the programs. For FYE 2012, it is proposed to shift \$284,294 in program costs from account 1064 and the non-budgeted fund to this Special Revenue Fund (#324). The programs being moved are Summer Camp, Special Needs and some Senior Center Programs and Trips. These costs include part-time, seasonal and contractual employees, as well as materials and supplies. No full-time employees are being charged to this new Special Revenue Fund. As noted in the Function Highlights for function #1064, future consideration will be given to shifting additional personnel and overhead (indirect costs) to this new Special Revenue Fund (#324) as they can be absorbed.
- Along with shifting of the program costs, revenues from these programs were also moved from #1064 and fund #323. However, the revenues are \$70,000 short of the costs. The difference will be made up by a combination of increasing fees, participants or reducing costs from within the new budgeted special revenue fund.
- As you can see from the following chart, the non-budgeted Special Revenue Fund has over the years accumulated a fund balance of \$121,838. No use of fund balance is budgeted for FYE 2012.

Non-Budgeted Special Revenue Fund Balance (#323)

FYE-->	2007	2008	2009	2010	2011 EST
Recreation Programs	\$118,679	\$118,937	\$70,028	\$127,222	\$92,222
Senior Center Programs	\$20,839	\$9,366	\$18,146	\$29,616	\$29,616
Totals	\$139,518	\$128,303	\$88,174	\$156,838	\$121,838

- The cost centers in the new budgeted special revenue fund represent the various types of programs included in the new fund, Recreation and Senior Activities. It is anticipated that in each of these areas, revenues will cover budgeted expenses. In other words, while individual programs may subsidize other programs within a cost center, it is not intended that recreation programs will subsidize Senior Trips or Senior Programs.
- The magnitude of this fund and extent of funds proposed to be transferred from 1064 and 323 in FYE 2012, led to its inclusion, for the first time, as a budgeted fund numbered 324 and titled Recreation and Senior Activities. Estimated revenues for FYE 2011 represent revenues that will be collected in FYE 2011 and will be used to pay for programs in FYE 2012.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
N/A	\$121,838	\$917,959	\$917,959	\$121,838	13.3%

PERSONNEL CHANGES/HISTORY:

- No full time personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: REC. & SENIOR ACTIVITIES 3240

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
<hr/>							
APPROPRIATION							
<hr/>							
Personnel Services	0	0	0	0	295,116	295,116	295,116
Operating Expenses	0	0	0	0	622,843	622,843	622,843
<hr/>							
Total Appropriation	\$0	\$0	\$0	\$0	\$917,959	\$917,959	\$917,959
<hr/>							
COST CENTERS							
<hr/>							
32401 RECREATION PROGRAMS	0	0	0	0	509,501	509,501	509,501
32402 SUMMER CAMP	0	0	0	0	214,922	214,922	214,922
32403 SPECIAL NEEDS PROG	0	0	0	0	46,033	46,033	46,033
32404 SENIOR TRIPS	0	0	0	0	113,178	113,178	113,178
32405 SENIOR PROGRAMS	0	0	0	0	34,325	34,325	34,325
<hr/>							
Total Cost Centers	\$0	\$0	\$0	\$0	\$917,959	\$917,959	\$917,959
<hr/>							
FINANCING PLAN							
<hr/>							
SUMMER CAMP AIDES-BOE	0	0	0	0	31,512	31,512	31,512
SENIOR PROGRAMS	0	0	5,840	0	28,894	28,894	28,894
SENIOR TRIPS	0	0	11,706	0	118,610	118,610	118,610
RECREATION PROGRAMS	0	0	106,000	0	585,083	585,083	585,083
SPECIAL NEEDS PROGRAMS	0	0	2,000	0	14,260	14,260	14,260
SUMMER CAMP	0	0	80,000	0	139,600	139,600	139,600
<hr/>							
Total Financing Plan	\$0	\$0	\$205,546	\$0	\$917,959	\$917,959	\$917,959

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: REC. & SENIOR ACTIVITIES 3240

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5102 PART TIME PERSONNEL	0	0	0	0	105,808	105,808	105,808
5103 SEASONAL PERSONNEL	0	0	0	0	168,336	168,336	168,336
5151 SOCIAL SECURITY	0	0	0	0	20,972	20,972	20,972

Total Personnel Services	\$0	\$0	\$0	\$0	\$295,116	\$295,116	\$295,116
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	0	0	0	0	26,000	26,000	26,000
5210 PROFESS DEVELOP/TRAI	0	0	0	0	2,019	2,019	2,019
5220 UTILITIES/FUEL/MILEA	0	0	0	0	43,850	43,850	43,850
5230 PYMNTS/CONTRIBUTIONS	0	0	0	0	2,000	2,000	2,000
5260 REPAIRS & MAINT-FAC/	0	0	0	0	7,500	7,500	7,500
5281 OCCUPATIONAL HEALTH	0	0	0	0	2,500	2,500	2,500
5290 PROFESS/TECHNICAL SE	0	0	0	0	472,355	472,355	472,355
5300 MATERIALS & SUPPLIES	0	0	0	0	54,619	54,619	54,619
5310 VEHICLE OPER/MAINT	0	0	0	0	500	500	500
5400 EQUIP/MACHINRY& FURN	0	0	0	0	11,500	11,500	11,500

Total Operating Expenses	\$0	\$0	\$0	\$0	\$622,843	\$622,843	\$622,843
GRAND TOTAL	\$0	\$0	\$0	\$0	\$917,959	\$917,959	\$917,959

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

REC. & SENIOR ACTIVITIES REVENUES: #3240

Summer Camp Aides - BOE: represents revenue from Groton Public Schools to pay for the one on one aides in summer camp programs for students with IEPs (Individuallized Educational Programs) calling for assistance.

Senior Programs: represents revenue from programs at the Senior Center.

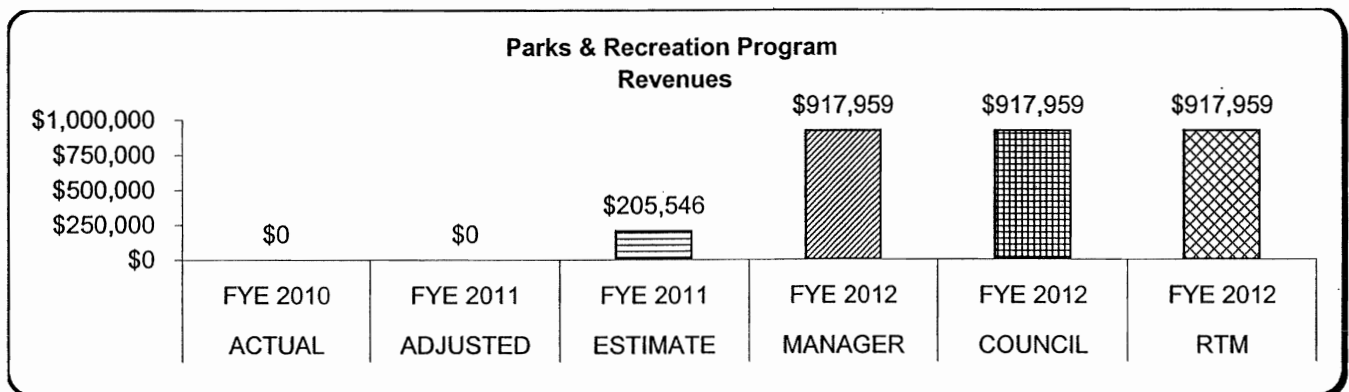
Senior Trips: represents revenue from trips at the Senior Center.

Recreation Programs: represents revenue from recreation programs for the general public.

Special Needs Programs: represents revenue from recreation programs designed for people with special needs.

Summer Camp: represents revenue from summer camp programs.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4626A Summer Camp Aides - BOE	\$ 0	\$ 0	\$ 0	\$ 31,512	\$ 31,512	\$ 31,512
4672A Senior Programs	\$ 0	\$ 0	\$ 11,706	\$ 118,610	\$ 118,610	\$ 118,610
4672B Senior Trips	\$ 0	\$ 0	\$ 5,840	\$ 28,894	\$ 28,894	\$ 28,894
4684A Recreation Programs	\$ 0	\$ 0	\$ 2,000	\$ 14,260	\$ 14,260	\$ 14,260
4684B Special Needs Programs	\$ 0	\$ 0	\$ 106,000	\$ 585,083	\$ 585,083	\$ 585,083
4685A Summer Camp	\$ 0	\$ 0	\$ 80,000	\$ 139,600	\$ 139,600	\$ 139,600
Total	\$ 0	\$ 0	\$ 205,546	\$ 917,959	\$ 917,959	\$ 917,959



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Parks & Recreation
FUNCTION: Recreation & Senior Activities Fund 3240

CC1– Recreation Programs

- Offer an array of programs to meet the recreational, fitness, social, expressive and cultural needs of the community.
- Implement youth sports programs in a manner consistent with a recreational/instructional philosophy.
- Ensure program quality and safety through effective training and supervision of staff and volunteers and completion of comprehensive program evaluations.

CC2– Summer Camp

- Staff three summer playground sites at various elementary schools throughout Groton to provide a high-quality, safe and healthy play environment for children ages 5-12.
- Maintain a camper to staff ratio of 15:1.
- Provide a therapeutic camping experience for children ages 6-12.
- Provide a pre-school camp experience for children ages 3-5.
- Provide a camp experience for teens.

CC3– Special Needs Programs

- Offer an array of programs to meet the unique recreational, fitness, social, expressive and cultural needs of citizens with special needs.
- Coordinate leisure services for citizens with special needs.

CC4– Senior Trips

- Provide a variety of day and overnight trips to meet the interests of participants.
- Offer trips in conjunction with other senior centers to increase trip opportunities.

CC5– Senior Programs

- Provide a variety of fitness programs to meet the varied level of physical needs of seniors.

TOWN OF GROTON

FUNCTION SUMMARY

Function: Connecticard 3310

Department: Library

FUNCTION DESCRIPTION:

This fund provides for the disbursement of state aid received by the Town through its participation in the Connecticard program. Connecticard allows residents of any town in the state to use their library cards to borrow materials from any participating library. Funds received can be used for general library purposes only.

Connecticard funds are used to pay for maintenance fees for the integrated library system which is shared by Waterford, Mystic & Noank and Groton libraries.

These funds also support the Public Computer Learning Center, which provides hands-on training for the public and for library staff. Funding for replacement furniture is also included.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Library

FUNCTION: Connecticard 3310

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 43,475	\$ 47,646	\$ 38,816	\$ 49,866	4.7%

HIGHLIGHTS:

- This account continues to include all of the expenses related to the integrated library system. Maintenance charges for self check-out have increased because the new staffing model for the Library increases the number of self check units from one to three.
- Funds are included to staff the Public Computer Learning Center. The computer center provides classes teaching basis computer skills and hand-on computer practice time.
- Increase in 5261 - Moved antivirus and operating system updates (\$2,500) and print management annual maintenance (\$2,400) to Connecticard from 1063.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$128,277	\$137,087	\$36,592	\$49,866	\$123,813	248.3%

PERSONNEL CHANGES/HISTORY:

FYE 2011 - reduction in hours for part time personnel (5102).

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: LIBRARY
FUNCTION: CONNECTICARD 3310

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Personnel Services	12,840	10,846	10,846	10,846	10,846	10,846	10,846
Operating Expenses	30,634	36,800	27,970	34,120	39,020	39,020	39,020

Total Appropriation	\$43,474	\$47,646	\$38,816	\$44,966	\$49,866	\$49,866	\$49,866

COST CENTERS							

33100 CONNECTICARD	43,474	47,646	38,816	44,966	49,866	49,866	49,866

Total Cost Centers	\$43,474	\$47,646	\$38,816	\$44,966	\$49,866	\$49,866	\$49,866

FINANCING PLAN							

INTEREST INCOME	265	216	200	192	192	192	192
STATE GRANTS	1,104	1,200	1,200	1,200	1,200	1,200	1,200
CONNECTICARD GRANT	47,653	44,000	46,226	44,000	44,000	44,000	35,200
FUND BALANCE APPLIED	0	2,230	0	0	4,474	4,474	13,274

Total Financing Plan	\$49,022	\$47,646	\$47,626	\$45,392	\$49,866	\$49,866	\$49,866

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: LIBRARY
FUNCTION: CONNECTICARD 3310

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

PERSONNEL SERVICES							

5102 PART TIME PERSONNEL	11,928	10,075	10,075	10,075	10,075	10,075	10,075
5151 SOCIAL SECURITY	912	771	771	771	771	771	771

Total Personnel Services	\$12,840	\$10,846	\$10,846	\$10,846	\$10,846	\$10,846	\$10,846

OPERATING EXPENSES							

5220 UTILITIES/FUEL/MILEA	0	3,250	1,620	3,250	3,250	3,250	3,250
5260 REPAIRS & MAINT-FAC/	0	4,000	1,600	2,500	2,500	2,500	2,500
5261 SOFTWARE MAINT FEES	13,928	20,800	16,000	23,720	28,620	28,620	28,620
5290 PROFESS/TECHNICAL SE	0	4,000	4,000	0	0	0	0
5318 COMPUTER REPLMNT FEE	2,000	2,000	2,000	1,350	1,350	1,350	1,350
5400 EQUIP/MACHINRY& FURN	10,000	2,000	2,000	2,000	2,000	2,000	2,000
5410 COMPUTER EQUIPMENT	4,706	750	750	1,300	1,300	1,300	1,300

Total Operating Expenses	\$30,634	\$36,800	\$27,970	\$34,120	\$39,020	\$39,020	\$39,020

GRAND TOTAL	\$43,474	\$47,646	\$38,816	\$44,966	\$49,866	\$49,866	\$49,866

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

CONNECTICARD FUND REVENUES: #3310

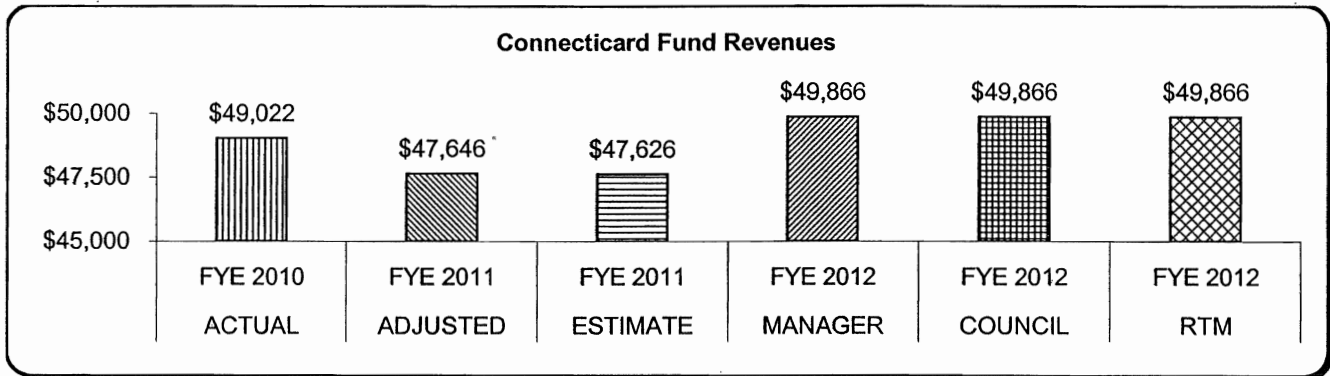
Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

State Grants - Each public library shall be eligible to receive a state grant of \$1200 providing the requirements of CGS 11-24b are met.

Connecticard - a Grant which reimburses the Library for services rendered to nonresidents. This grant may be used for general library purposes and no portion of the money shall revert to the General Fund.

Fund Balance Applied - represents that amount of unreserved, undesignated Fund Balance in the Connecticard Fund to be used to fund the budget for the fiscal year

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4412 Interest on Investments	\$ 265	\$ 216	\$ 200	\$ 192	\$ 192	\$ 192
4507 State Grants	\$ 1,104	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
4745 Connecticard Grant	\$ 47,653	\$ 44,000	\$ 46,226	\$ 44,000	\$ 44,000	\$ 35,200
4999 Fund Balance Applied	\$ 0	\$ 2,230	\$ 0	\$ 4,474	\$ 4,474	\$ 13,274
Total	\$ 49,022	\$ 47,646	\$ 47,626	\$ 49,866	\$ 49,866	\$ 49,866





TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Other Funds

FUNCTION: Groton Sewer District 4010

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 594,074	\$ 1,502,786	\$ 1,436,026	\$ 1,168,570	(22.2%)

HIGHLIGHTS:

- The purpose of this Fund is to finance the Town of Groton Sewer District, which pays the principal and interest on sewer bonds and notes. The principal sources of revenues are the Sewer District tax and sewer benefit assessments. The requested allocation is based on a Grand List (excluding motor vehicles) of \$2,648,636,095 and a 98.5% collection rate.
- The proposed mill rate is 0.25 mills, a decrease from 0.29 mills in FYE 2011. This decrease is due to an decrease in debt service payments associated with the second debt service payments on the Clean Water Fund Loan and the use of \$500,000 from fund balance.
- A fund balance for this fund has been maintained in an effort to minimize the impact on the mill rate for when the State's Clean Water Loan of \$12.9 million started to be repaid in FYE 2011 over a twenty year period and to cover any temporary financing costs on the \$22.944 million project.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$3,261,289	\$2,615,047	\$668,570	\$1,168,570	\$2,115,047	181.0%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: FINANCE
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	594,075	1,502,786	1,436,026	1,168,570	1,168,570	1,168,570	1,168,570
Total Appropriation	\$594,075	\$1,502,786	\$1,436,026	\$1,168,570	\$1,168,570	\$1,168,570	\$1,168,570

COST CENTERS							

40100 OPERATING EXPENSE	105,075	108,446	108,671	118,045	118,045	118,045	118,045
40101 DEBT SERVICE	489,000	1,394,340	1,327,355	1,050,525	1,050,525	1,050,525	1,050,525
Total Cost Centers	\$594,075	\$1,502,786	\$1,436,026	\$1,168,570	\$1,168,570	\$1,168,570	\$1,168,570

FINANCING PLAN							

CURRENT TAXES	720,314	758,897	755,000	647,056	647,056	647,056	647,355
INTEREST & LIEN FEES	10,386	10,000	9,000	9,000	9,000	9,000	9,000
PRIOR YEAR TAXES	10,202	9,000	5,200	5,200	5,200	5,200	5,200
INTEREST INCOME	7,441	8,100	4,925	4,620	4,620	4,620	4,620
PILOT:ENTERPRISE ZONE	35	0	75	84	84	84	84
PILOT:MFG MACHINE/EQUIP	992	1,944	1,388	2,090	2,090	2,090	1,791
PILOT:STATE/TAX EXEMPTS	78	80	73	70	70	70	70
SEWER ASSESSMENTS	12,627	9,000	14,123	450	450	450	450
FUND BALANCE APPLIED	0	705,765	646,242	500,000	500,000	500,000	500,000
Total Financing Plan	\$762,075	\$1,502,786	\$1,436,026	\$1,168,570	\$1,168,570	\$1,168,570	\$1,168,570

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: FINANCE
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	5,081	5,100	5,575	5,650	5,650	5,650	5,650
5230 PYMNTS/CONTRIBUTIONS	99,854	102,846	102,846	112,175	112,175	112,175	112,175
5290 PROFESS/TECHNICAL SE	140	400	150	120	120	120	120
5300 MATERIALS & SUPPLIES	0	100	100	100	100	100	100
5450 DEBT SERVICE	489,000	1,394,340	1,327,355	1,050,525	1,050,525	1,050,525	1,050,525

Total Operating Expenses	\$594,075	\$1,502,786	\$1,436,026	\$1,168,570	\$1,168,570	\$1,168,570	\$1,168,570

GRAND TOTAL	\$594,075	\$1,502,786	\$1,436,026	\$1,168,570	\$1,168,570	\$1,168,570	\$1,168,570

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

SEWER DISTRICT FUND REVENUES: #4010

Current Taxes - The current levy for FYE 2012 is based on all taxable property in the Town (excluding the political subdivision of the City) as of October 1, 2010, after adjustments by the Board of Assessment Appeals. The amount to be raised by taxes is calculated by taking the proposed budget appropriations for FYE 2012 less estimated receipts from non-tax resources. The Grand List pertaining to the Sewer District increased 1.0%. The proposed mill rate for FYE 2012 will decrease from 0.29 mills to 0.25 mills, a decrease of 0.04 mills or 13.8%.

Interest & Liens - represents the interest rate of 1.5% per month that is applied on delinquent taxes as well as a \$24.00 lien fee on any property that has a lien placed on it.

Prior Year Taxes - represents the anticipated collection of delinquent taxes.

Interest on Investments - reflects the income earned from temporary investments made when funds in a given period exceed the immediate disbursement needs of the Fund.

PILOT: Enterprise Zone - represents the reimbursement amount that the State provides due to the Town's participation in the Connecticut Enterprise Zone Program as a defense dependent community. The Program is a state/local partnership that targets firms that move to or expand in the designated zone. This state revenue represents 40% of the taxes due on the property with another 20% paid by the taxpayers and the remaining 40% abated by the Town for a five year period. An amount is appropriated state-wide and then allocated to those municipalities participating in this exemption program.

PILOT: Manufacturing Machinery & Equipment (MME): represents the reimbursement amount that the state provides for tax revenue loss sustained as a result of two separate exemption programs for manufacturers.

The first is a 100% exemption for "new" eligible manufacturing machinery and equipment. Although state statutes call for 80% reimbursement for local taxes lost, the governor has rescission power and an amount is appropriated state-wide and then allocated to municipalities participating in this program. This year, the assessments associated with this program increased due to filings at Wyman Gordan and Doncasters, neither of which claimed the exemption last year.

Pursuant to CGS 12-94f, a new exemption program for "old" MME (6 years or older) is now part of the existing State reimbursement program. This is the last year of a five-year phase-in of a full exemption for manufacturing machinery and equipment no longer eligible for exemption in the program discussed above. Towns will be fully reimbursed for all taxes lost under this exemption program until the phase-in is complete with the 2010 Grand List. The reimbursement will then be frozen at the 2010 level of reimbursement.

The reimbursement anticipated for these two programs combined increased due to the fact that both the exemption level and corresponding reimbursement level for the old MM&E rose by 25% in the final year of the five year phase-in of this program.

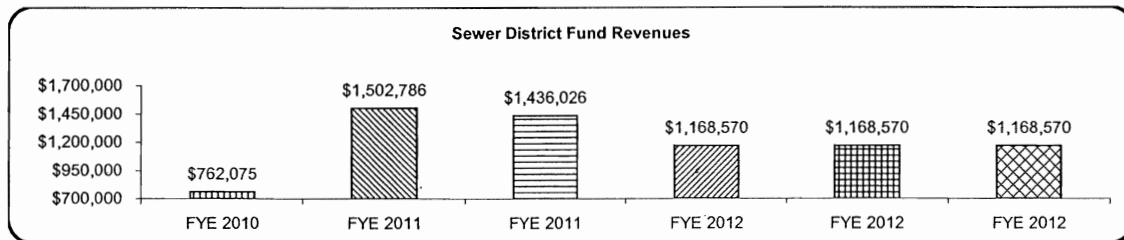
The Governor proposed the elimination of the MM&E PILOT for FYE 2012 but that decision is under review so that municipalities will be made whole through a combination of new state taxes and some continuation of this program.

PILOT: State & Tax Exempts - represents the reimbursement from the state for exemptions due to veteran's exemptions, circuit breaker program, totally disabled and elderly freeze programs.

Sewer Assessments - represents a formula developed by the Water Pollution Control Authority to recover costs incurred for the various sewer projects. A calculation that includes a connection charge, land value, front footage and area determine a sewer benefit assessment. Only one account is left for billing in FYE 2012.

Fund Balance Applied - represents that amount of unreserved, undesignated Fund Balance in the Sewer District Fund to be used to fund the budget for the next fiscal year.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4110 Current Taxes	\$ 720,314	\$ 758,897	\$ 755,000	\$ 647,056	\$ 647,056	\$ 647,355
4113 Interest & Lien Fees	\$ 10,386	\$ 10,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
4114 Prior Year Taxes	\$ 10,202	\$ 9,000	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
4412 Interest on Investments	\$ 7,441	\$ 8,100	\$ 4,925	\$ 4,620	\$ 4,620	\$ 4,620
4551 PILOT: Enterprise Zone	\$ 35	\$ 0	\$ 75	\$ 84	\$ 84	\$ 84
4552 PILOT: MFG Machine & Equipment	\$ 992	\$ 1,944	\$ 1,388	\$ 2,090	\$ 2,090	\$ 1,791
4553 PILOT: State & Tax Exempts	\$ 78	\$ 80	\$ 73	\$ 70	\$ 70	\$ 70
4747 Sewer Assessments	\$ 12,627	\$ 9,000	\$ 14,123	\$ 450	\$ 450	\$ 450
4999 Fund Balance Applied	\$ 0	\$ 705,765	\$ 646,242	\$ 500,000	\$ 500,000	\$ 500,000
Total	\$ 762,075	\$ 1,502,786	\$ 1,436,026	\$ 1,168,570	\$ 1,168,570	\$ 1,168,570



TOWN OF GROTON
FYE 2012
Sewer Long Term Debt Payment Schedule

FYE	Original Issue	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/10	FYE 2011 Principal Payment	FYE 2011 Interest Payment	FYE 2012 Principal Payment	FYE 2012 Interest Payment
2010	2,200,000.00	01/01/2001	9	Ph V,VIA,B,C-Refunded	0.00	0.00	0.00	0.00	0.00
2013	2,110,000.00	06/01/2002	10	WPCF Improvements	630,000.00	210,000.00	25,200.00	210,000.00	16,800.00
2030	12,864,411.44	11/01/2009	20	Clean Water Funds	0.00	959,580.91	132,573.68	606,051.12	217,673.35
Totals					670,360.00	1,169,580.91	157,773.68	816,051.12	234,473.35

Debt Service Payment FYE 2011 through FYE 2030

Function #40101-Sewer District			
FYE	Principal	Interest	FYE Total
2011	1,169,580.91	157,773.68	1,327,354.59
2012	816,051.10	234,473.35	1,050,524.45
2013	816,051.10	213,952.33	1,030,003.43
2014	606,051.10	193,431.31	799,482.41
2015	606,051.10	181,310.29	787,361.39
2016	606,051.10	169,189.27	775,240.37
2017	606,051.10	157,068.24	763,119.34
2018	606,051.10	144,947.22	750,998.32
2019	606,051.10	132,826.20	738,877.30
2020	606,051.10	120,705.18	726,756.28
2021	606,051.10	108,587.18	714,638.28
2022	606,051.10	96,463.13	702,514.23
2023	606,051.10	84,342.11	690,393.21
2024	606,051.10	72,221.09	678,272.19
2025	606,051.10	60,100.07	666,151.17
2026	606,051.10	47,979.05	654,030.15
2027	606,051.10	35,858.02	641,909.12
2028	606,051.10	23,737.00	629,788.10
2029	606,051.10	11,615.98	617,667.08
2030	252,521.29	1,262.61	253,783.90



TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Manager			FUNCTION: Capital Reserve 5010		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 2,621,888	\$ 4,597,000	\$ 6,265,785	\$ 1,968,540	(57.2%)

HIGHLIGHTS:

- This function includes funds to be appropriated for capital improvements.

- Payments From Other Funds - represents the contribution from:

General Fund (#10750)	\$1,500,000
Sewer Operating (#2020)	685,000
Total Contribution	<u>\$2,185,000</u>

- As noted below, the Estimated Fund Balance for FYE 2012 is \$416,960 and represents unexpended appropriations from the Sewer Operating Fund (\$167,114) and the General Fund (\$249,846).

Final Budget Result:

- During budget deliberations, the Town Council reduced this fund by \$34,460. The RTM increased this fund \$129,000 over the Town Council's number.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$3,233,461	\$59,610	\$2,231,350	\$1,968,540	\$322,420	16.4%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: TOWN MANAGER
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	2,621,888	4,597,000	6,265,785	1,874,000	1,874,000	1,839,540	1,968,540
Total Appropriation	\$2,621,888	\$4,597,000	\$6,265,785	\$1,874,000	\$1,874,000	\$1,839,540	\$1,968,540

COST CENTERS							

50101 FYE 2012 CIP	2,621,888	4,597,000	6,265,785	1,874,000	1,874,000	1,839,540	1,968,540
Total Cost Centers	\$2,621,888	\$4,597,000	\$6,265,785	\$1,874,000	\$1,874,000	\$1,839,540	\$1,968,540

FINANCING PLAN							

INTEREST INCOME	28,870	24,500	16,150	15,850	15,850	15,850	15,850
INTEREST INCOME-WPCF	16,761	15,000	15,100	14,500	14,500	14,500	14,500
STATE GRANTS	325,941	0	1,086,077	0	0	0	0
CWF LOAN	992,059	0	528,556	0	0	0	0
SCHOOL BLDG GRANTS	113,755	0	0	0	0	0	0
RECORDING INSTRUMENTS	15,702	15,500	17,605	16,000	16,000	16,000	16,000
WATER ASSESSMENTS	0	0	446	0	0	0	0
PAYMENTS FROM OTHER FUNDS	1,808,000	1,428,000	1,428,000	2,185,000	2,185,000	2,185,000	2,185,000
FUND BALANCE APPLIED	0	3,114,000	3,173,851	0	0	0	0
Total Financing Plan	\$3,301,088	\$4,597,000	\$6,265,785	\$2,231,350	\$2,231,350	\$2,231,350	\$2,231,350

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: TOWN MANAGER
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5460 RESERVE FUND/EQUIPME	2,621,888	4,597,000	6,265,785	1,874,000	1,874,000	1,839,540	1,968,540
Total Operating Expenses	\$2,621,888	\$4,597,000	\$6,265,785	\$1,874,000	\$1,874,000	\$1,839,540	\$1,968,540
GRAND TOTAL	\$2,621,888	\$4,597,000	\$6,265,785	\$1,874,000	\$1,874,000	\$1,839,540	\$1,968,540

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

CAPITAL RESERVE FUND REVENUES: #5010

Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

State Grants - reimbursement from the Clean Water Fund for expenditures related to the WPCF upgrade project.

CWF Loan: represents funds received that will need to be repaid at a 2% interest rate related to the upgrade project.

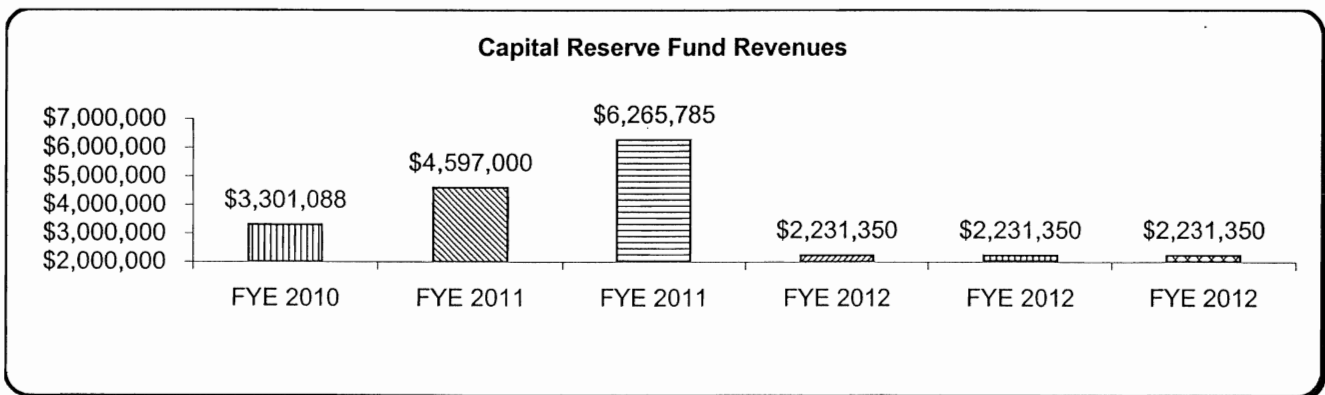
School Building Grants - represents the amount of reimbursement from the State on the principal of non-bonded school projects.

Recording Instruments - PA 05-228 instituted a new \$30.00 fee for document recording effective 7/1/05. The Clerk

Water Assessments - represents revenues received from Center Groton Water assessments.

Fund Balance Applied - represents the amount of unreserved, undesignated fund balance in the Capital Reserve Fund to be used to fund the budget for the fiscal year.

	<u>FYE 2010</u>	<u>FYE 2011</u>	<u>FYE 2011</u>	<u>FYE 2012</u>	<u>FYE 2012</u>	<u>FYE 2012</u>
4412 Interest on Investments	\$ 28,870	\$ 24,500	\$ 16,150	\$ 15,850	\$ 15,850	\$ 15,850
4412A Interest on Investments-WPCF	\$ 16,761	\$ 15,000	\$ 15,100	\$ 14,500	\$ 14,500	\$ 14,500
4507 State Grants	\$ 325,941	\$ 0	\$ 1,086,077	\$ 0	\$ 0	\$ 0
4507B CWF Loan	\$ 992,059	\$ 0	\$ 528,556	\$ 0	\$ 0	\$ 0
4540 School Construction	\$ 113,755	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4610 Recording Instruments	\$ 15,702	\$ 15,500	\$ 17,605	\$ 16,000	\$ 16,000	\$ 16,000
4746 Water Assessments	\$ 0	\$ 0	\$ 446	\$ 0	\$ 0	\$ 0
4766 Payments from Other Funds	\$ 1,808,000	\$ 1,428,000	\$ 1,428,000	\$ 2,185,000	\$ 2,185,000	\$ 2,185,000
4999 Fund Balance Applied	\$ 0	\$ 3,114,000	\$ 3,173,851	\$ 0	\$ 0	\$ 0
Total	\$3,301,088	\$4,597,000	\$6,265,785	\$2,231,350	\$2,231,350	\$2,231,350



TOWN OF GROTON

FUNCTION SUMMARY

Function: Fleet Reserve 6040

Department: Public Works

FUNCTION DESCRIPTION:

The Fleet Reserve Fund is supported by user fees which cover the costs of vehicle purchases, maintenance and fuel. This fund is responsible for the management of the Town's fleet (rightsizing, replacing, rent/lease/purchase, remarketing), and the repair of its construction, operations and staff vehicles.

Town departments have object codes placed in their budgets (#5315 – lease fee; #5316 – parts; #5317 – fuel). The amounts budgeted in these line items are then transferred to the Fleet Reserve Fund. The costs and revenues associated with vehicle maintenance and fuel of Outside Agencies are captured in a special revenue fund.

The Fleet Reserve Fund “owns” each town vehicle or piece of equipment. Annual budget variances are minimized through management of the fund, bringing more stability, predictability and control to each department's operating budget.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
Vehicle Works Orders Processed	1,250	1,196	1,275
Preventative Maintenance Work Orders	323	354	370
Unscheduled Maintenance / Road Service Work Orders	927	842	900
Outside Agencies' Work Orders (included in above numbers)	300	262	275

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works			FUNCTION: Fleet Reserve 6040		
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	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 1,014,005	\$ 1,025,022	\$ 1,015,015	\$ 1,097,079	7.0%

HIGHLIGHTS:

- This function contains funds for fuel, maintenance, and vehicle replacement. Personnel and all other associated costs are contained in cost center 1035A under function 1035, Public Works.
- For FYE 2012, the replacement schedule program called for the replacement of 36 vehicles (\$1,634,500) of which 26 are past their replacement date. The proposed budget calls for the replacement of 11 vehicles including 4 refurbishments (\$409,500).
- The departmental contributions to the fund were reduced to 75% of the recommended amount in FYE 2009 and FYE 2010. The percentage was further reduced in FYE 2011 to 25% which will be continued for FYE 2012.
- The maintenance fees assigned to each vehicle are based on actual maintenance costs which were incurred during the previous 3 years and then averaged for a 1 year period. Budgeted vehicle maintenance costs for FYE 2012 are projected to increase \$20,900 or 7.2%.
- Due to rising fuel costs (\$2.48/gallon FYE 2011 vs. \$2.85/gallon FYE 2012) vehicle fuel costs are proposed to increase \$31,330.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$1,269,843	\$1,205,979	\$988,169	\$1,097,079	\$1,097,069	100.0%

PERSONNEL CHANGES/HISTORY:

No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: INTERNAL SERVICE FUND
DEPARTMENT: PUBLIC WORKS
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	1,014,005	1,025,022	1,015,015	1,618,079	1,097,079	1,097,079	1,097,079
Total Appropriation	\$1,014,005	\$1,025,022	\$1,015,015	\$1,618,079	\$1,097,079	\$1,097,079	\$1,097,079

COST CENTERS							

60400 VEHICLE REPLACEMENT	379,385	393,488	362,959	934,315	413,315	413,315	413,315
60401 VEHICLE MAINTENANCE	302,884	287,450	321,770	308,350	308,350	308,350	308,350
60402 VEHICLE FUEL	331,736	344,084	330,286	375,414	375,414	375,414	375,414
Total Cost Centers	\$1,014,005	\$1,025,022	\$1,015,015	\$1,618,079	\$1,097,079	\$1,097,079	\$1,097,079

FINANCING PLAN							

INTEREST INCOME	3,797	3,600	2,985	2,760	2,760	2,760	2,760
STATE GRANTS	59,800	13,700	13,700	16,400	16,400	16,400	16,400
SALE OF FIXED ASSETS	73,889	15,000	8,481	15,000	15,000	15,000	15,000
PAYMENTS FROM OTHER FUNDS	1,290,171	964,596	925,985	1,525,702	954,009	954,009	954,009
FUND BALANCE APPLIED	0	28,126	63,864	58,217	108,910	108,910	108,910
Total Financing Plan	\$1,427,657	\$1,025,022	\$1,015,015	\$1,618,079	\$1,097,079	\$1,097,079	\$1,097,079

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: INTERNAL SERVICE FUND
DEPARTMENT: PUBLIC WORKS
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	181	250	183	250	250	250	250
5220 UTILITIES/FUEL/MILEA	331,736	344,084	330,286	375,414	375,414	375,414	375,414
5260 REPAIRS & MAINT-FAC/	35,915	23,090	35,432	36,570	36,570	36,570	36,570
5290 PROFESS/TECHNICAL SE	871	3,565	1,272	3,565	3,565	3,565	3,565
5310 VEHICLE OPER/MAINT	266,969	264,360	286,338	271,780	271,780	271,780	271,780
5420 VEHICLES	378,333	389,673	361,504	930,500	409,500	409,500	409,500

Total Operating Expenses	\$1,014,005	\$1,025,022	\$1,015,015	\$1,618,079	\$1,097,079	\$1,097,079	\$1,097,079

GRAND TOTAL	\$1,014,005	\$1,025,022	\$1,015,015	\$1,618,079	\$1,097,079	\$1,097,079	\$1,097,079

FYE 2012 Fleet Fund - Programmed Vehicle Replacement Schedule

		Adjusted Replacement Price	Department	Year	Make	Model	Program Life	Years in Service	Years <u>Past Due</u>	
\$1,634,500		\$35,000	Parks & Recreation	1991	John Deere	2155	20	20	0	Total vehicles & equipment due / overdue for replacement
		\$62,000	Golf Course	2000	Toro	5500	10	12	2	
		\$18,000	Golf Course	2006	Toro	5040	4	5	1	
		\$21,000	Parks & Recreation	1999	Ford	Windstar	10	12	2	
		\$25,000	Parks & Recreation	1995	Ford	1620	15	16	1	
		\$25,000	Police	2000	Ford	Crown Vic	10	12	2	
		\$25,000	Police	2000	Ford	Crown Vic	10	11	1	
		\$25,000	Police	2001	Ford	Crown Vic	10	11	1	
		\$28,000	Police	2005	Ford	Crown Vic	4	7	3	
		\$28,000	Police	2005	Ford	Crown Vic	3	6	3	
		\$25,000	Police	2001	Ford	Crown Vic	5	11	6	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$18,000	Public Works	2000	FORD	E150	10	12	2	
		\$18,000	Public Works	2001	Ford	E150	10	12	2	
		\$18,000	Public Works	2001	Ford	E150	10	12	2	
		\$25,000	Public Works	2001	Ford	F-150	10	10	0	
		\$25,000	Public Works	2001	Ford	F-150	10	10	0	
		\$162,000	Public Works	1991	Chevrolet	C7HO42	15	19	4	
		\$162,000	Public Works	1997	International	4900	15	15	0	
		\$162,000	Public Works	1997	International	4900	15	15	0	
		\$200,000	Public Works	2002	Freightliner	Broombear	10	10	0	
		\$18,000	Public Works	1999	Chevrolet	S10	10	12	2	
		\$18,000	Public Works	2000	Chevrolet	S-10	10	11	1	
		\$26,000	Public Works	1995	Mitsubishi	FG-20	15	15	0	
\$409,500		\$7,000	Parks & Recreation *	1997	GMC	Sierra	12	14	2	Vehicles to be replaced
		\$7,000	Parks & Recreation *	1997	GMC	TC31003	12	14	2	
		\$35,000	Golf Course	2002	Toro	3250D	8	9	1	
		\$47,500	Golf Course	2002	Toro	5400	8	9	1	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$28,000	Police	2008	Ford	Crown Vic	3	4	1	
		\$83,000	Public Works *	1998	International	4900	15	13	-2	
		\$83,000	Public Works *	1997	International	4900	15	15	0	
		\$35,000	Public Works	2001	Ford	F-350	10	10	0	

* To be refurbished including all-season body replacement

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

FLEET RESERVE FUND REVENUES: #6040

Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

State Grants - represents a state grant towards the purchase of hybrid vehicles.

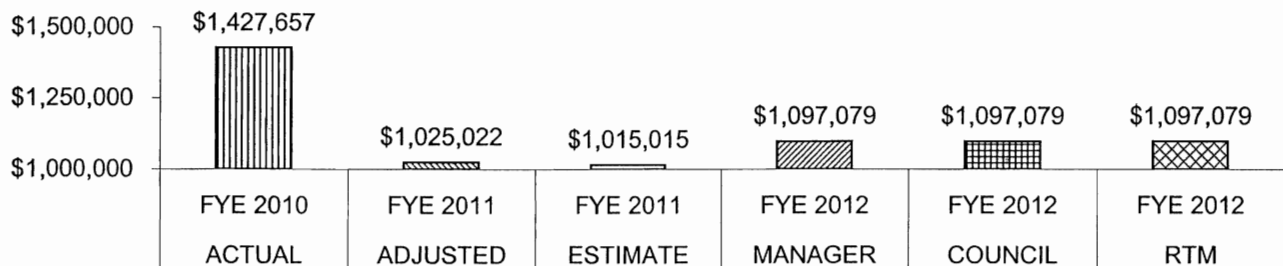
Sale of Fixed Assets - represents revenues generated from the sale of obsolete equipment.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

Fund Balance Applied - represents the amount of unreserved, undesignated fund balance in the Fleet Reserve Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4412 Interest on Investments	\$ 3,797	\$ 3,600	\$ 2,985	\$ 2,760	\$ 2,760	\$ 2,760
4507 State Grants	\$ 59,800	\$ 13,700	\$ 13,700	\$ 16,400	\$ 16,400	\$ 16,400
4731 Sale of Fixed Assets	\$ 73,889	\$ 15,000	\$ 8,481	\$ 15,000	\$ 15,000	\$ 15,000
4766 Payments from Other Funds	\$ 1,290,171	\$ 964,596	\$ 925,985	\$ 954,009	\$ 954,009	\$ 954,009
4999 Fund Balance Applied	\$ 0	\$ 28,126	\$ 63,864	\$ 108,910	\$ 108,910	\$ 108,910
Total	\$ 1,427,657	\$ 1,025,022	\$ 1,015,015	\$ 1,097,079	\$ 1,097,079	\$ 1,097,079

Fleet Reserve Fund Revenues



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Public Works
FUNCTION: Fleet Reserve Fund 6040

CC0 – Vehicle Replacement

- Ensures adequate funding for future vehicle purchases. All vehicles and equipment purchases over \$5,000 are funded from this cost center.

CC1– Vehicle Maintenance

- This cost center is used to record the annual maintenance cost (parts and outside services) assigned to the user departments of the fleet assets.

CC2 – Vehicle Fuel

- Manages and records the annual fuel cost of vehicles assigned to the user department of the fleet assets.



TOWN OF GROTON

FUNCTION SUMMARY

Function: Computer Replacement Fund 6050

Department: Administrative Services

FUNCTION DESCRIPTION:

The Computer Replacement Fund was established to fund the repair and replacement of all personal computers and printers used in the Town of Groton. By anticipating the future repair and replacement cost of the computers and printers, and ensuring funds are on hand to replace them at the end of their life cycle, large budget variances will be eliminated bringing more stability, predictability and control to each department's function operating budget.

Currently, PC's have been replaced with the minimum processor at 2.8 GHz. Analysis is done of CPU-intensive activities and user activities. Some PC's may only need additional memory or upgraded graphics cards, while others may need to be replaced with a faster processing PC. It is expected to replace the balance of the 2.0 GHz PC's and 2.8 GHz PC's this year (FYE 2012). The price to purchase a new PC has greatly decreased while the quality of the PC has increased.

FUNCTION ACTIVITIES:

	<u>Actual FYE 2010</u>	<u>Estimate FYE 2011</u>	<u>Anticipated FYE 2012</u>
PCs Replaced	48	46	60
PC's Replaced (Pbfd)	0	0	1
PCs Funded	355	368	370
PC's Not Funded by CRF	235	284	250
Printers Replaced	8	14	8
Printers Funded	107	101	100
Servers Funded	28	26	22
Licenses Purchased:			
Microsoft Office Suite	43	0	0

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Administrative Services

FUNCTION: Computer Replacement 6050

	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 51,201	\$ 59,140	\$ 55,820	\$ 60,980	3.1%

HIGHLIGHTS:

- This account contains proposed expenditures from the computer replacement fund which are listed below under Equipment Purchases.
- Department accounts include a prorated annual charge to cover the projected replacement cost for computers, printers and associated network equipment utilized by that department.
- 5290 is annual maintenance for Poquonnock Bridge Fire Department server.
- It should be noted that fire departments, EMS, and ambulance contribute to the fund to cover replacement costs of MDT's.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$267,633	\$338,281	\$124,837	\$60,980	\$402,138	659.5%

Final Budget Result:

- During budget deliberations, the Town Council asked that \$63,857 in this fund balance be transferred to the General Fund. This action was sustained by the RTM.

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

EQUIPMENT PURCHASES:

- | | |
|---|---|
| <ul style="list-style-type: none"> - Computers: <ul style="list-style-type: none"> PC's - 59 Laptops - 1 Monitors (Dispatch) - 20 - Printers: <ul style="list-style-type: none"> Laser/ET printers - 6 Ink Jet - 2 | <ul style="list-style-type: none"> - PBFD Server Annual Maint: \$420 - Software Licenses: <ul style="list-style-type: none"> First Look Pro Annual Maint: \$5,870 Norton Antivirus (MDTs) Maint: \$1,550 MDT Communication (Modem): \$600 |
|---|---|

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: ADMINISTRATIVE SERVICES
FUNCTION: COMPUTER REPLACEMENT 6050

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	51,204	59,140	55,820	60,980	60,980	60,980	60,980
Total Appropriation	\$51,204	\$59,140	\$55,820	\$60,980	\$60,980	\$60,980	\$60,980

COST CENTERS							

60500 COMPUTER REPLACEMENT	24,000	33,000	33,000	36,000	36,000	36,000	36,000
60501 PRINTER REPLACEMENT	7,521	14,820	13,000	12,540	12,540	12,540	12,540
60502 SOFTWARE LICENSES	19,683	7,320	7,320	8,440	8,440	8,440	8,440
60504 MAINTENANCE	0	4,000	2,500	4,000	4,000	4,000	4,000
Total Cost Centers	\$51,204	\$59,140	\$55,820	\$60,980	\$60,980	\$60,980	\$60,980

FINANCING PLAN							

INTEREST INCOME	857	640	751	775	775	775	775
OTHER AGENCIES	5,280	1,545	1,545	1,635	1,635	1,635	1,635
OUTSIDE AGENCIES - MDT	21,095	25,570	25,570	26,920	26,920	26,920	26,920
PAYMENTS FROM OTHER FUNDS	93,602	98,602	98,602	96,007	95,507	95,507	95,507
Total Financing Plan	\$120,834	\$126,357	\$126,468	\$125,337	\$124,837	\$124,837	\$124,837

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: ADMINISTRATIVE SERVICES
FUNCTION: COMPUTER REPLACEMENT 6050

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5220 UTILITIES/FUEL/MILEA	0	0	0	600	600	600	600
5260 REPAIRS & MAINT-FAC/	0	4,000	2,500	4,000	4,000	4,000	4,000
5261 SOFTWARE MAINT FEES	19,683	7,320	7,320	7,420	7,420	7,420	7,420
5290 PROFESS/TECHNICAL SE	0	0	0	420	420	420	420
5410 COMPUTER EQUIPMENT	31,521	47,820	46,000	48,540	48,540	48,540	48,540

Total Operating Expenses	\$51,204	\$59,140	\$55,820	\$60,980	\$60,980	\$60,980	\$60,980

GRAND TOTAL	\$51,204	\$59,140	\$55,820	\$60,980	\$60,980	\$60,980	\$60,980

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

COMPUTER REPLACEMENT FUND REVENUES: #6050

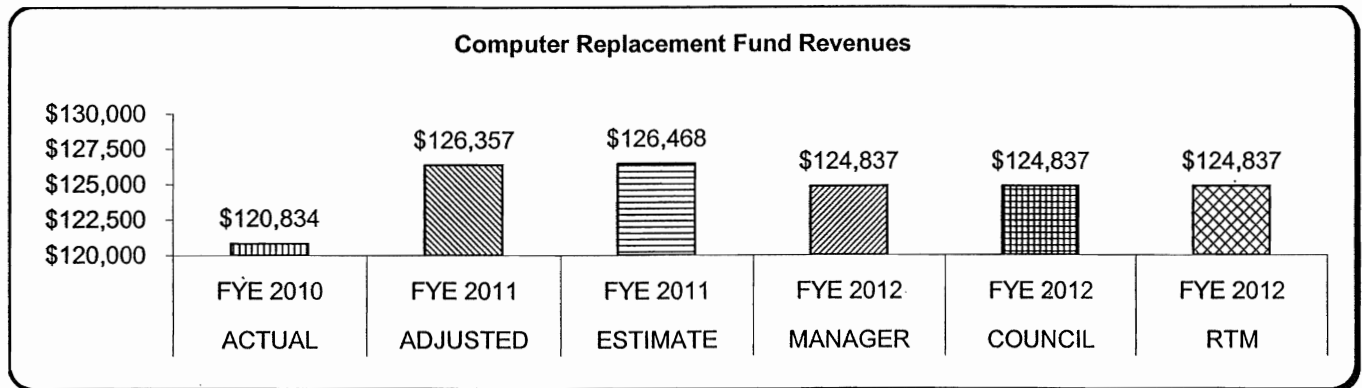
Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

Other Agencies - represents the amount received from the Poquonnock Bridge Fire District which participates in this fund.

Other Agencies - MDT: represents the amount received from outside agencies for purchases of mobile data terminals.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4412 Interest on Investments	\$ 857	\$ 640	\$ 751	\$ 775	\$ 775	\$ 775
4625 Other Agencies	\$ 5,280	\$ 1,545	\$ 1,545	\$ 1,635	\$ 1,635	\$ 1,635
4625A Outside Agencies - MDT	\$ 21,095	\$ 25,570	\$ 25,570	\$ 26,920	\$ 26,920	\$ 26,920
4766 Payments from Other Funds	\$ 93,602	\$ 98,602	\$ 98,602	\$ 95,507	\$ 95,507	\$ 95,507
Total	\$ 120,834	\$ 126,357	\$ 126,468	\$ 124,837	\$ 124,837	\$ 124,837



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Administrative Services
FUNCTION: Computer Replacement Fund 6050

CC0 – Computer Replacement

- All new computer systems and upgrades are funded from this cost center. The Manager of Information Technology prepares a list of replacement equipment from the analysis of maintenance records, and requests for new systems from Department Heads.

CC1– Printer Replacement

- All new printers are funded from this cost center.

CC2 – Software Licenses

- Purchase software licenses for operating systems on individual PC's.

CC4 –Maintenance

- The cost of repair parts for PC's and printers have been moved to this cost center.

TOWN OF GROTON

FUNCTION SUMMARY

Function: Human Services Assistance Fund 7320

Department: Human Services

FUNCTION DESCRIPTION:

The Human Services Assistance Fund is comprised of two entities:

1) The Elihu Spicer Trust Fund was established under a Stipulated Judgment of the Superior Court dated 7/19/79. The stipulation directed that the principal and income of such funds "shall be used for the benefit, maintenance and support of the poor residents of the Town of Groton and such other residents of the Town of Groton as said Town is or may be legally liable to support." Assistance with emergency needs is based upon established Human Service Department guidelines.

2) The Flora Perkins Trust resulted from a bequest in The Last Will and Testament of Flora F. Perkins, who directed that the bequeathed money be used to enhance the overall well-being of Groton's children. The monies annually appropriated from the trust to the Human Services Dept. are used to support the Town's Child Abuse Prevention Initiative, supplement the Elihu Spicer Trust Fund and other discretionary funds for families (with children) in need and provide programs and services that specifically benefit at-risk Groton children.

TOWN OF GROTON
FYE 2012 BUDGET
FUNCTION HIGHLIGHTS

DEPARTMENT: Social Services			FUNCTION: Human Serv Assist Fund 7320		
	ACTUAL FYE 2010	APPROVED ADJUSTED FYE 2011	ESTIMATED FYE 2011	RTM APPROVED FYE 2012	% Change FYE 2011 to FYE 2012
TOTAL	\$ 30,349	\$ 40,000	\$ 40,000	\$ 40,000	0.0%

HIGHLIGHTS:

This function contains 2 separate funds associated with Human Services assistance:

- **The Spicer Trust Fund** was established in 1979 as a result of a stipulated judgment from Superior Court which required the Town to establish a trust fund in the amount of \$196,995 for the "benefit, maintenance and support of the poor residents of the Town of Groton and such other residents as said Town is or may be legally liable to support." The interest and/or principal of the fund are to be tapped for the purposes of assisting residents in need, whose income falls within 175% of the Federal Poverty Level. The balance of this fund is approximately \$119,587 as of 6/30/10. The fund is utilized when other sources of grant/special funds are unavailable and/or clients do not meet income guidelines for other sources of assistance.
- **The Flora Perkins Trust** was established in 2000 when the Town received a check from the Estate of Flora F. Perkins for \$144,079.36 resulting from Mrs. Perkins' "love for young children and (her) concern that they be properly fed and cared for." Mrs. Perkins made her bequest to Groton Youth and Family Services" for use in the furtherance of its charitable objectives." By action of the Town Council, the Town immediately re-gifted \$44,000 to the fledgling Boys and Girls Club of Southeastern Connecticut. In 2001 the Town received a check in the amount of \$8,017.25, "representing the final distribution of the residue and remainder of the (Perkins) Estate." Historically, the Perkins Trust has been used solely for supplies, programs and activities associated with the Town's ongoing Child Abuse Prevention Initiative. Three thousand dollars (\$3,000) has been annually appropriated, with the exception of the first year, when \$17,500 was expended for Child Abuse Prevention, the Town's Diversity Project, and One Book, One Region. The balance of this fund is approximately \$87,716 as of 6/30/10. The Perkins Trust appropriation supplants program funding that is no longer available to Human Services via the General Fund. Further, the Perkins Fund acts as a back-up to the Spicer Fund, adhering to the same eligibility criteria as Spicer and offering financial assistance as needed to families with children.

Final Budget Result:

- During budget deliberations, no changes were made.

Audit Fund Balance FYE 2010	Estimated Fund Balance FYE 2011	FYE 2012 Proposed Revenues	FYE 2012 Proposed Expenditures	Estimated Fund Balance FYE 2012	Fund Balance as a % of Expenditures
\$207,303	\$167,620	\$288	\$40,000	\$127,908	319.8%

PERSONNEL CHANGES/HISTORY:

- No personnel charged to this function.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: EXPENDABLE TRUST FUNDS
DEPARTMENT: TRUST FUNDS
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

APPROPRIATION							

Operating Expenses	30,348	40,000	40,000	40,000	40,000	40,000	40,000
Total Appropriation	\$30,348	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

COST CENTERS							

73200 ELIHU SPICER TRUST	25,620	30,000	30,000	30,000	30,000	30,000	30,000
73202 FLORA PERKINS TRUST	4,728	10,000	10,000	10,000	10,000	10,000	10,000
Total Cost Centers	\$30,348	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

FINANCING PLAN							

INTEREST INCOME	543	420	317	288	288	288	288
MISC-UNCLASSIFIED	85	0	0	0	0	0	0
DONATIONS	100	0	0	0	0	0	0
FUND BALANCE APPLIED	29,620	39,580	39,683	39,712	39,712	39,712	39,712
Total Financing Plan	\$30,348	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2012 ADOPTED BUDGET

7-Jun-2011

AREA OF SERVICE: EXPENDABLE TRUST FUNDS
DEPARTMENT: TRUST FUNDS
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	REQUEST FYE 2012	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	4,728	5,000	5,000	5,000	5,000	5,000	5,000
5290 PROFESS/TECHNICAL SE	0	1,500	1,500	1,500	1,500	1,500	1,500
5300 MATERIALS & SUPPLIES	0	1,500	1,500	1,500	1,500	1,500	1,500
5601 TRANSPORTATION	0	200	200	200	200	200	200
5611 BURIALS	0	150	150	150	150	150	150
5616 UTILITIES	7,257	9,000	9,000	9,000	9,000	9,000	9,000
5617 RENTALS	18,163	17,000	17,000	17,000	17,000	17,000	17,000
5619 FOOD/CLOTHING	0	4,000	4,000	4,000	4,000	4,000	4,000
5620 DOCTOR FEES	0	150	150	150	150	150	150
5621 PRESCRIPTIONS	0	1,500	1,500	1,500	1,500	1,500	1,500
5622 MISC/SOCIAL SERVICES	200	0	0	0	0	0	0

Total Operating Expenses	\$30,348	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
GRAND TOTAL	\$30,348	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

**TOWN OF GROTON, CT
FYE 2012 BUDGET**

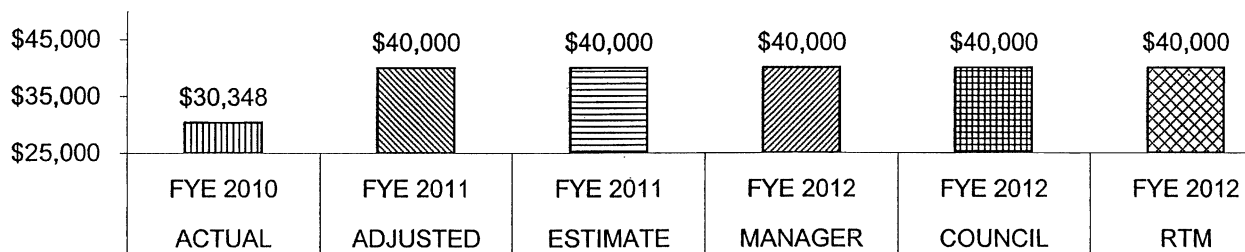
HUMAN SERVICE ASSISTANCE FUND: #7320

Interest on Investments - represents income earned on the short-term investment of funds not required for immediate expenses.

Fund Balance Applied - represents the amount of unreserved, undesignated fund balance in the Spicer Trust/Local Assistance Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2010	ADJUSTED FYE 2011	ESTIMATE FYE 2011	MANAGER FYE 2012	COUNCIL FYE 2012	RTM FYE 2012
4412 Interest on Investments	\$ 543	\$ 420	\$ 317	\$ 288	\$ 288	\$ 288
4733 Misc. Unclassified	\$ 85	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4750 Donations	\$ 100	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 29,620	\$ 39,580	\$ 39,683	\$ 39,712	\$ 39,712	\$ 39,712
Total	\$ 30,348	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

Spicer Trust/Local Assistance Revenues



TOWN OF GROTON
FYE 2012 BUDGET
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

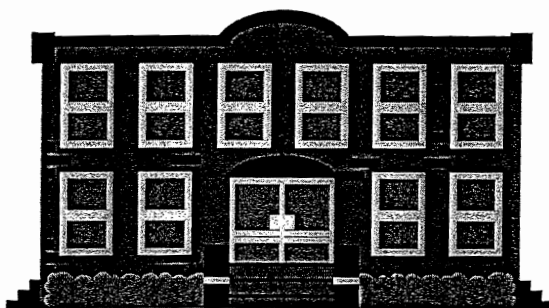
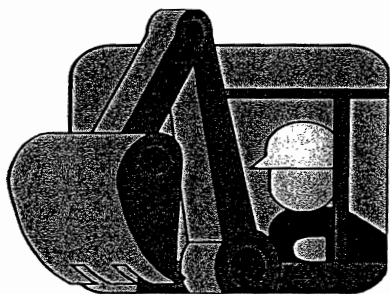
DEPARTMENT: Human Services
FUNCTION: Human Services
Assistance Fund 7320

CC0 – Spicer Trust Fund

- The Department of Human Services will ensure that the principal and interest will be available and disbursed to all residents in need following proper application and determination of said need. (Groton Town Council Ordinance #153: 10/20/80.)
- The Director of Human Services will review and approve all Spicer Trust Fund expenditures prior to the release of any funds.
- All required reporting and accounting procedures as stipulated by the State and Town will be adhered to.
- The Department will administer the Spicer Trust Fund along established guidelines, subject to review and revision by the Fund's trustees, the Groton Town Council.
- The Department will annually submit to the Attorney General's Office of the State of Connecticut a report showing the income and expenditures from the Trust Fund as well as the proposed budget for the following fiscal year.

CC2 – Flora Perkins Trust

- Provision of funding for programs/activities that enhance the overall well-being of Groton's children in accordance with the Last Will and Testament of Flora F. Perkins.



TOWN OF GROTON

Capital Improvement Budget/Program

The Capital Improvement Plan (CIP) is a long-term planning and policy document that includes capital projects for the upcoming fiscal year plus the ensuing five (5) fiscal years. Projects are evaluated and prioritized in terms of their need by the Town, their cost effectiveness, their ability to generate economic benefit, and their courses of funding. In this way, projects included in the CIP are only those that reflect both the capital needs of the Town and its ability to fund these projects.

The Town prepares its CIP document in accordance with two definitions of what constitutes a capital improvement:

“...Capital improvement means a major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature,...” (Connecticut State Statutes, Sec. 8-160)

“Appropriations from the fund (Capital Reserve Fund for capital and non-recurring expenditures) shall be made only for capital assets, projects, or acquisitions of a non-recurring nature, with a cost of over \$25,000, and with a useful life expectancy of over five years.” (Code of Ordinances, Chapter 2, Section 2-1©; Ord. No. 179, 9-17-85)

This section of the Budget (XV. Capital Budget/CIP) contains the Capital Improvement Budget (CIB) which is the annual appropriation for capital spending for the various projects that pertain to the upcoming fiscal year. This CIB summary page provides a one-line description of the projects and denotes each project's source of funding. In addition to the summary page, each proposed project is described on an individual Project Detail sheet which contains a brief description of the project, the estimated cost, proposed method of financing, and a schedule for implementation.

CAPITAL PROJECTS - FYE 2012 (000)						
PROJECT	Page #	Source of Funds			Other Funding Source	Total Costs
		Capital Reserve Fund	General Obligation Bonds	Other		
1) ROADS						
A) Pavement Management Program Implementation - Town	282	\$ -				\$ -
B) Pavement Management Program Implementation - City **	283	\$ -				\$ -
C) Pavement Management Program Implementation - GLP **	284	\$ -				\$ -
E) Traffic Signal Replacement and Upgrade	285			\$ 300	STP Urban Program	\$ 300
G) Bridge Reconstruction	286	\$ 140				\$ 140
K) Thames Street Retaining Wall Project - City **	287	\$ 242		\$ 966	State Grant	\$ 1,208
L) Reconstruction of Crystal Lake Road/Military Highway Intersection	288	\$ 34		\$ 306	STP Urban Program	\$ 340
M) Bridge Reconstruction - GLP **	289	\$ 148				\$ 148
N) Replacement of Defective Roadside Barriers - GLP **	290	\$ -				\$ -
		\$ 564		\$ 1,572		\$ 2,136
2) DRAINAGE AND WATERSHED PROTECTION						
D) Judson Avenue Drainage	291	\$ 165				\$ 165
		\$ 165				\$ 165
3) SIDEWALKS						
A) Replacement Sidewalk Construction	292	\$ -				\$ -
C) New Sidewalk Construction - Route 1 Mystic	293	\$ -				\$ -
		\$ -				\$ -
4) PARKS AND RECREATION						
A) Copp Property Improvement Project	294			\$ 192	State DEP	\$ 192
D) Open Space Acquisition and Development	295	\$ -				\$ -
H) Golf Course FCC Compliance	296	\$ 25				\$ 25
		\$ 25		\$ 192		\$ 217
5) EDUCATION						
A) All Schools - School Security	297	\$ 200				\$ 200
B) Fitch High School	298	\$ 25				\$ 25
C) Basketball Courts	299	\$ 40				\$ 40
F) Asbestos Floor Tile Removal	300	\$ 15		\$ 15	State Grant	\$ 30
		\$ 280		\$ 15		\$ 295
6) PUBLIC BUILDINGS						
C) Human Services Building	301	\$ 30				\$ 30
J) Jabez Smith House	302	\$ 30				\$ 30
N) Construction of Permanent Vehicle Wash Facility	303	\$ -				\$ -
		\$ 60				\$ 60
7) TECHNOLOGY						
A) Network Infrastructure Upgrade	304	\$ 25				\$ 25
C) Town Fire/EMS Radio System	305	\$ 165				\$ 165
		\$ 190				\$ 190
8) ECONOMIC DEVELOPMENT						
9) WATER POLLUTION CONTROL FACILITY						
A) Sewer Line Infrastructure Repairs	306			\$ 685	WPCF User Fees	\$ 685
D) Pump Station Rehabilitation	307			\$ 2,700	Clean Water Fund Grants and Loans	\$ 2,700
				\$ 3,385		\$ 3,385
10) MISCELLANEOUS						
TOTAL		\$ 1,284	\$ -	\$ 5,164		\$ 6,448

** Initially included in the Political subdivisions' Operating budget Requests and moved to CIP by Town Council action.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT A) PAVEMENT MANAGEMENT PROGRAM IMPLEMENTATION - TOWN				ACTIVITY/DEPARTMENT 1) ROADS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>The Town is responsible for funding the entire road network of 128 center line miles (Town, City and Groton Long Point) of accepted roads. A pavement management study has been completed for the entire network. This is a formal evaluation that provides a systematic, consistent approach to the evaluation of the present condition of the road surface. It is used to prioritize the repairs. It is not intended to replace sound engineering judgment, which should dictate specific needs for an individual project. All roads identified in this project fall under the definition of needing rehabilitation. This is defined as milling the top two inches of old asphalt from the surface and replacing with new asphalt or full depth reclamation where the asphalt is ground up and mixed with the base to establish a new base and then resurfaced with three to five inches of new asphalt. Pavement maintenance and repair activities are not to be funded under this project. These are found in the operating budgets of the respective subdivisions.</p> <p>Previously identified for FYE 12 were funds to address the following roads: Sandy Hollow Road, Brook Street from Haley Brook east to Route 215 and Bridge Street. These roads are collector streets with very low Pavement Condition. Also included were funds for roads within the Tanglewood Subdivision. However, due to budget constraints only funds for Kings Highway (\$125,000) from Bridge Street to Route 1, are being requested for FYE 12. Programmed for FYE 13 are funds (\$1,030,000) for the remaining roads outlined above. Programmed for FYE 14 are funds (\$1,060,000) for roads in the vicinity of the former Noank School (Prospect Hill, Williams, Ridge, Hillside, Smith, Westview, Harbor and MacDonald). Other roads in this year are being evaluated for a 2 -4 inch milling and overlay and will be included in the funding request.</p> <p>Other outlying years are funds for pavement management based on the analysis of the Town's portion of the network, which recommends a funding level between \$1 million and \$1.3 million. For these outlying years the funds programmed increase annually by 3% per year through FYE 17.</p> <p>Engineering: (Town of Groton) In-House Construction: (Town of Groton) Combination contractor for pavement recycling and In-House personnel for paving and restoration Impact on Operating Budget: Funds for repairs can be reallocated to other roads resulting in an increase in pavement ratings. Historical data for the Town shows a reduction of pavement area by 1% resulting in future savings in maintenance repair costs and increases in costs for asphalt materials of at least 3% per year. Sustainability Goals: Sustainability Goal #3 (Help reduce GHG) would apply. State of Nevada had shown that driving on smoother surfaces can reduce fuel consumption in the neighborhood of 4.5 to 5%.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	1030	1060	1093	1126	1159	5468
D. Equipment								0
E. Other Costs								0
Total	C	0	1030	1060	1093	1126	1159	5468
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

This project was proposed at \$125,000 and reduced to \$0 by the Town Council. This action was sustained by the RTM.

During Budget Deliberations:
This project was initially included in the Political Subdivision's Operating Budget request and moved to CIP by Town Council action. The project was originally \$420,000 then reduced to \$0 by the Town Council. This action was sustained by the RTM.

**CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL**

PROJECT	ACTIVITY/DEPARTMENT
C) PAVEMENT MANAGEMENT PROGRAM IMPLEMENTATION- GLP	1) ROADS
DESCRIPTION/PURPOSE/JUSTIFICATION	
<p>Programmed for FYE 12 are funds (\$10,000), for engineering, and funds (\$100,000), for repaving/restoration and the extension of the existing storm water system with catch basins, manholes, curbing, for Ridge Street from Beach Road to Oak Street. This work had been scheduled as a result of excessive flooding on road run off during storms.</p> <p>Programmed for FYE 13 are funds (\$17,000) for engineering, and funds (\$170,000), for and repaving/restoration of Mumford Cove Road and Groton Long Point Road, and engineering for Atlantic Avenue, per the Pavement Management Report, (PMR), July 2008.</p> <p>Programmed for FYE 14 are funds (\$31,000) for, engineering, and funds (\$ 312,000), for repaving/restoration of Atlantic Avenue from Beach Road to the Boat Ramp. Also programmed for FYE 13 are funds (\$32,000) for engineering, for Cross Street, Bridge Street, and Pacific Street and Noble Road, per the PMR.</p> <p>Programmed for FYE 15 are funds (\$317,000) for repaving/restoration of Cross Street, Bridge Street, Pacific Street and Noble Road. Also programmed for FYE 15 are funds (\$26,000) for engineering, for East Shore Avenue and South Shore Avenue to West Shore Avenue, per the PMR.</p> <p>Programmed for FYE 16 are funds (\$259,000) for repaving/restoration of East Shore Avenue and South Shore to West Shore Ave. Also programmed for FYE 16 are funds (\$33,000) for engineering, for Club House Point Road, Tautog Street, and Weston per the PMR.</p> <p>Programmed for FYE 17 are funds (\$231,000) for repaving/restoration of Club House Point Road, Tautog Street, Weston. Also programmed for FYE 17 are funds (\$32,000) for engineering, for West Shore Ave. including upper Beach Road and Venetian Street, per PMR.</p> <p>Engineering: Consultant Construction: Contractor</p>	

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	0	17	63	26	33	32	171
B. Land and Right of Way								0
C. Construction	C	0	170	312	317	259	231	1289
D. Equipment								0
E. Other Costs								0
Total	C	0	187	375	343	292	263	1460

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other

During Budget Deliberations:

This project was initially included in the Political Subdivisions' Operating Budget request and moved to CIP by Town Council Action. The project was originally \$110,000 then reduced to \$0 by the Town Council. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT E) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE			ACTIVITY/DEPARTMENT 1) ROADS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>The Town is responsible for traffic signals that are installed at the intersections of Town roads or that control traffic from a driveway onto a Town road. All other locations are the responsibility of the State DOT. Currently, the Town has five intersections where traffic signals have been installed. Those are Military Highway/Crystal Lake Road, Gungywamp Road/Briar Hill Road, Poquonnock Road/Village Lane, Route 1/Harry Day Drive, and Bridge Street/Kings Highway. The traffic heads and controllers are becoming outdated and replacement circuit boards for the controllers are becoming rare. It is important, as vehicle trips increase in the Town, that our signals function properly and are timed to allow for maximum traffic flow. Funds were approved in FYE 09 (\$35,000) for a consultant traffic engineer to review each of the intersections and prepare a report as to the condition of the existing equipment, if there is a continuing need for the traffic signal, recommended replacement schedule and cost estimate. This report has identified upgrades to Military Highway at Crystal Lake Road, Gungywamp at Briar Hill Road, Poquonnock Road at Village Lane, and Route 1 at Harry Day Drive, and the elimination of the signal at Bridge Street and Kings Highway. Funding was also approved in for FYE 11 (\$25,000) for planning/engineering to carry out the recommendation for Military Highway at Crystal Lake Road and the elimination of the signal at Bridge Street at Kings Highway.</p> <p>Requested for FYE 12 are funds (\$275,000) to cover the construction phase of the signal at Military Highway at Crystal Lake Road and \$25,000 for the realignment of the intersection to accommodate the signal installation. (Please note that a companion project 1L will be constructed in conjunction with this upgrade.) Programmed for FYE 13 and 14 are funds (\$275,000) for Gungywamp at Briar Hill and for FYE 14 and 15 are funds (\$275,000) for Poquonnock Road at Village Lane.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Would decrease maintenance and utility budgets if the signals are replaced. New signals are LED resulting in an electric savings of 80% per intersection. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C		25	25				50
B. Land and Right of Way								0
C. Construction	O C	300		250	250			300 500
D. Equipment								0
E. Other Costs								0
Total	C,O	300	25	275	250	0	0	850
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (STP Urban Program)								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
G) BRIDGE RECONSTRUCTION				1) ROADS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Groton Long Point Road Bridge over Palmer's Cove – Requested for FYE 12 is \$90,000 to hire a bridge consultant to work with the Town and Groton Long Point on this project as the bridge spans the municipal boundary between the Town and Groton Long Point. The project will include investigating the need to include a multi-use path and additional wave protection on the causeway. The State DOT is responsible for the inspection of all bridges in the state that have a span of over 20 feet. Of the five bridges in the Town, this is the only one that is rated poor as of September 2010. (Poor is defined as having advanced section loss, deterioration, spalling or scour. There are two levels lower than poor before the bridge is placed out of service.) All others bridges are rated good (some minor problems). Programmed for FYE 13 are funds (\$150,000) for the final design and permitting with construction programmed in FYE 15 (\$750,000).</p> <p>North Stonington Road Bridge over Whitford Brook – Also requested for FYE 12 are funds (\$50,000) to complete repairs to the North Stonington Road Bridge over Whitford Brook. This bridge was damaged by the March 2010 storms. The bridge is co-located in the Town of Stonington; Stonington is also planning to request the same funding. Completion of these repairs would allow the removal of weight restrictions now imposed on the bridge.</p> <p>All bridge projects will bring the bridges to current standards by replacing components of the bridges before they fail. All other Town-maintained bridges have been recently renovated and/or do not need attention at this time.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: No impact on operating budget. If postponed, project will increase in price by 2-4% each year. Sustainability Goals: Sustainability Goal #4 (adapt to climate change) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	90	150					240
B. Land and Right of Way								0
C. Construction	C	50			750			800
D. Equipment								0
E. Other Costs								0
Total	C	140	150	0	750	0	0	1040
<div style="display: flex; justify-content: space-between;"> *Funding (C) Capital Reserve Fund (G) General Obligation Bonds </div> <div style="display: flex; justify-content: space-between;"> (O) Other </div>								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
K) Thames Street Retaining Wall Project			1) ROADS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Since Thames Street is an Urban Corridor road in the federal highway system, it was not eligible for FEMA funding under the emergency guidelines of the FEMA Disaster Declaration. The City made application to the Connecticut Department of Transportation for Federal Highway Administration (FHWA) Emergency Relief (ER) for damages incurred during the March 29, 2010 storm event.</p> <p>The project was approved with a 20% local match, the estimated cost of the retaining wall repairs is \$1,207,700. The local match is \$241,540. The difference to be paid by FHWA grant.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C O	242 966						1208
D. Equipment								0
E. Other Costs								0
Total	N/A	1208	0	0	0	0	0	1208
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other State Grant</div>								

During Budget Deliberations:

This project was initially included in the Political Subdivisions' Operating Budget request and moved to CIP by Town Council Action. The project total is \$1,207,700 which the Town Council and RTM approved.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
L) RECONSTRUCTION OF CRYSTAL LAKE ROAD/MILITARY HIGHWAY INTERSECTION				1) ROADS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Crystal Lake Road is the main route of access (vehicular and truck) to the Naval Submarine Base (SUBASE) and the historic USS Nautilus/Submarine Force Library and Museum, a national historic site that welcomes hundreds of thousands of visitors each year. This project would enhance the military value of the base and assure the long term viability as an economic generator in the region. Working in close collaboration with the officials at the SUBASE, this project coordinates with the recent improvements made to the two main gates on Crystal Lake Road and their future infrastructure plans.</p> <p>This project is for the design and reconstruction of existing infrastructure that continues improving the traffic and pedestrian movement to and from the main gates of the SUBASE. Starting at the intersection of Military Highway and Crystal Lake Road, the intersection will be realigned with the newly constructed main gate and to the existing entrance to the Historic Nautilus and Submarine Force Museum. A new traffic signal to replace an outdated signal is also part of the work at this intersection. Continuing eastward from this intersection is the widening of Crystal Lake Road that will provide compliant travel lanes. The project terminates at the intersection with Route 12 with a properly designed intersection radius at the southwest corner</p> <p>Along the entire length of Crystal Lake Road the goal is also to construct a ten foot wide multi-purpose path that will continue with the effort to create a multi-modal connection from Navy housing units located south of main base and the main gate. During the design phase, several options will be investigated to minimize the taking of land and/or easements and adjusted accordingly to the constraints. These include reducing four lanes to three lanes, providing for the multi-purpose path at a future date (through the development review process) and/or incorporating it with the existing sidewalk on the north side of Crystal Lake Road, if conditions permit, for example.</p> <p>Approved in FYE 07 were funds (\$50,000) to refine this project and prepare the schematics for submission to the State for future funding. This has been completed with the submission to the SCCOG. An additional appropriation of \$25,000 was approved for the preliminary design of the traffic replacement in FYE 11.</p> <p>Requested for FYE 12 are funds (\$34,000) for the local match and (\$306,000) in grant funds from the STP Urban Program towards the above outlined project. This project is in keeping with the policies identified in the Plan of Conservation and Development (page 118) to create an overall pedestrian network.</p> <p>Engineering: In-House Construction: In-House/Contractor Impact on Operating Budget: No impact on budget. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #3 (reduce GHG) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	34						34
	O	306						306
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
Total	C,O	340	0	0	0	0	0	340
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (STP Urban Program)								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
M) BRIDGE RECONSTRUCTION - GLP			1) ROADS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Beach Road Bridge – Requested for FYE 11 are funds (\$468,000) for the replacement of the Beach Road Box Culvert Bridge in Groton Long Point. The construction phase of this project includes the demolition of the existing box culvert structure, installation of scour sheeting, crushed stone, geo-grid, concrete footings, parapet walls, concrete deck, sidewalks and paved roadway. The previous inspections showed that the existing box culvert has deteriorated inside in a number of areas where the steel reinforcement has started to corrode and spall the concrete. Sections of the box culvert have separated from each other, and the concrete along the base has started to scour, which has undermined the wing walls. In FYE 09 funds (\$25,000) were approved for engineering and permitting of the bridge replacement. In FYE 10 additional funds (\$20,000) were approved to conduct a bi-annual bridge inspection and continue the engineering work for the bridge replacement. An inspection conducted in November 2009 showed that the box culvert and associated structures are continuing to deteriorate and surface water seeping through the structure could increase the rate of deterioration base on the seasonal freeze thaw cycles. The structural engineer recommended that 1) one inch steel plates be placed on the bridge to span weak areas and warning signs be installed, 2) commercial vehicles be rerouted around the bridge, and 3) the frequency of bridge inspections be increased. Failure of this structure would allow many residents only one means of egress from the area. GLP Association has implemented these recommendations.</p> <p>Requested for FYE 12 are funds (\$148,000) for additional cost due to the local construction market conditions. The additional funds cover, the actual construction cost for the Bridge based upon the recommended low bidder, the relocation of the overhead power line above the bridge, and construction management.</p> <p>Engineering: Consultant Construction: Contractor</p> <p>Impact on Operating Budget: No impact on operating budget If postponed, project will increase in price by 8% each year.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	148						620
D. Equipment								0
E. Other Costs								0
Total	C	148	0	0	0	0		620
<div>*Funding</div> <div>(C) Capital Reserve Fund (to be partially funded with remaining funds from a previous GLP CIP project)</div> <div>(G) General Obligation Bonds (O) Other</div>								

During Budget Deliberations:

This project was initially included in the Political Subdivisions' Operating Budget request and moved to the CIP by Town Council Action. The project was then approved by the Town Council for \$148,000. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
N) REPLACEMENT OF DEFECTIVE ROADSIDE BARRIER SYSTEM				1) ROADS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Roadside barriers are longitudinal barriers used to prevent a vehicle from leaving the roadway and striking a fixed object or terrain feature that may be considered more hazardous than the barrier itself. Many of the existing systems along Duryea Drive, Island Avenue, North Street, and along the Groton Long Point Road (GLP portion of the Road from East Shore Ave. to the Palmer Bridge), approximately 1850 linear feet of barrier do not meet current standards and may even cause more damage than what they were intended to prevent.</p> <p>Programmed for FYE 12 are funds (\$45,000) for engineering and construction to replace 500 linear feet of defective barriers with a barrier system per Connecticut Department of Transportation and the Federal Highway Administration.</p> <p>Programmed for FYE 13 are funds (\$56,000) for 700 linear feet</p> <p>Programmed for FYE 14 are funds (\$56,000) for 650 linear feet</p> <p>Engineering: Consultant Construction: Contractor</p> <p>Impact on Operating Budget: No impact on operating budget.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	0	6	6				12
B. Land and Right of Way								0
C. Construction	C	0	50	50				100
D. Equipment								0
E. Other Costs								0
Total	C	0	56	56	0	0	0	112
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

This project was initially included in the Political Subdivisions' Operating Budget request and moved to the CIP by Town Council Action. The project was originally \$45,000 then reduced to \$0 by the Town Council. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
D) JUDSON AVENUE DRAINAGE			2) DRAINAGE AND WATERSHED PROTECTION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Approved in FYE 11 were funds (\$50,000) for preliminary engineering to improve the existing drainage system on Judson Avenue, in the area of Sommersett Drive. Several residents have experienced flooding in their basements. Studies have found the existing drainage system was not constructed to handle the current design standard of a 25 year storm.</p> <p>Requested for FYE 12 are funds (\$165,000) for permitting and preliminary design. The engineering study has identified six areas to address at an estimated cost of \$1,059,000 million dollars. This would design a storm drainage system to a 25 year storm. The project would consist of replacing the existing concrete pipes with larger diameter pipes, new catch basins, replacement of curbing and roadway and additional discharge points.</p> <p>Programmed for FYE 13 are engineering funds (\$165,000) to complete the design and bid package and (\$1,059,000) for construction.</p> <p>Engineering: In-House Construction: Contractor Impact on Operating Budget: No impact Sustainability Goals: Not applicable</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	165	165					330
B. Land and Right of Way								0
C. Construction	C		1059					1059
D. Equipment								0
E. Other Costs								0
Total	C	165	1224	0	0	0	0	1389
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

This project was proposed at \$165,000 and reduced to \$0 by the Town Council. The RTM reinstated the \$165,000.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
A) REPLACEMENT SIDEWALK CONSTRUCTION			3) SIDEWALKS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>This project addresses the need to replace existing, deteriorating concrete and asphalt sidewalks. All sidewalks will provide curb ramps to make them accessible to all users. This project funds large projects such as the replacement of an entire sidewalk network and small projects such as the replacement of an individual panel of deteriorated concrete or asphalt sidewalk. This project is in keeping with the policies identified in the Plan of Conservation and Development (page 118) to create an overall pedestrian network between and within activity nodes.</p> <p>Requested for FYE 12 is \$30,000 for several small projects (including repairs on High Meadow Lane, Judson Avenue, Heather Glen Lane, Deerfield Ridge Road, Capstan Avenue, Oslo Street, Route 184/Tollgate Road). Each outlying year will have programmed \$30,000 for repairs to deteriorating concrete walkways.</p> <p>Large projects: Programmed for FYE 14 are funds (\$250,000) to replace all of the existing asphalt and the deteriorated portions of the concrete sidewalks on High Street, Mystic from the intersection with Godfrey Street to the intersection with New London Road. Existing granite curbing will be reset and new asphalt and concrete curbing will replace what is there.</p> <p>Programmed for FYE 15 and FYE 16 are funds (\$155,000) to replace the existing asphalt sidewalks on Midway Oval and Central Avenue. There already exists a concrete curb and the sidewalks are showing distress.</p> <p>Engineering: In-House Construction: Contractor Impact on Operating Budget: If postponed, project will increase in cost 2-4% per year Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #3 (reduce GHG) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	30	280	185	185	30	710
D. Equipment								0
E. Other Costs								0
Total	C	0	30	280	185	185	30	710
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other</div>								

During Budget Deliberations:

This project was proposed at \$30,000 and reduced to \$0 by the Town Council.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL																																																																													
PROJECT C) NEW SIDEWALK CONSTRUCTION - ROUTE 1 MYSTIC				ACTIVITY/DEPARTMENT 3) SIDEWALKS																																																																									
<p style="text-align: center;">DESCRIPTION/PURPOSE/JUSTIFICATION</p> <p>This project is in keeping with the policies identified in the Plan of Conservation and Development (page 118) and the Town's Master Trails Plan to create an overall pedestrian network.</p> <p>Requested for FYE 12 are funds (\$60,000) to construct an infill sidewalk from High Meadow Lane to Ice House Lane. Programmed for FYE 13 are funds (\$100,000) to construct a sidewalk from West Mystic Avenue to the intersection of New London Road with Route 1.</p> <p>Engineering: In-House Construction: Contractor Impact on Operating Budget: No impact on operating budget. If postponed, project increases in cost by 2-4% per year. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #3 (reduce GHG) would apply.</p>																																																																													
RECOMMENDED FINANCING (000)																																																																													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th rowspan="2"></th><th rowspan="2">Source of Funds*</th><th colspan="6">Estimated Funding by Year</th><th rowspan="2">Total Estimated Cost</th></tr> <tr> <th>FYE2012</th><th>FYE2013</th><th>FYE2014</th><th>FYE2015</th><th>FYE2016</th><th>FYE2017</th></tr> <tr> <td>A. Planning and Engineering</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">0</td></tr> <tr> <td>B. Land and Right of Way</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">0</td></tr> <tr> <td>C. Construction</td><td style="text-align: center;">C</td><td style="text-align: right;">0</td><td style="text-align: right;">100</td><td></td><td></td><td></td><td></td><td style="text-align: right;">100</td></tr> <tr> <td>D. Equipment</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">0</td></tr> <tr> <td>E. Other Costs</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="text-align: right;">0</td></tr> <tr> <td>Total</td><td style="text-align: center;">C</td><td style="text-align: right;">0</td><td style="text-align: right;">100</td><td style="text-align: right;">0</td><td style="text-align: right;">0</td><td style="text-align: right;">0</td><td style="text-align: right;">0</td><td style="text-align: right;">100</td></tr> </table>										Source of Funds*	Estimated Funding by Year						Total Estimated Cost	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	A. Planning and Engineering								0	B. Land and Right of Way								0	C. Construction	C	0	100					100	D. Equipment								0	E. Other Costs								0	Total	C	0	100	0	0	0	0	100
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost																																																																					
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E. Other Costs								0																																																																					
Total	C	0	100	0	0	0	0	100																																																																					
<div style="display: flex; justify-content: space-between;"> *Funding <div style="display: flex; gap: 20px;"> (C) Capital Reserve Fund (G) General Obligation Bonds </div> </div> <div style="display: flex; justify-content: center; margin-top: 5px;"> (O) Other </div>																																																																													

During Budget Deliberations the RTM reduced this project from \$60,000 to zero.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
A) COPP PROPERTY IMPROVEMENT PROJECT				4) PARKS AND RECREATION				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>In 1988, Town of Groton citizens approved at referendum an \$8,000,000 bond issue to purchase open space. With a portion of these funds the Town purchased the Copp Property for \$3 million to provide open space for active and passive recreational uses. The acquisition and utilization of the Copp Property was consistent with the Town's 1988 Master Plan for Parks and is consistent with the 2002 Plan of Conservation and Development.</p> <p>Requested for FYE 12 is \$150,000 from a State Bond Commission grant to install up to 2.5 miles of trails within the Copp Property. These trails have been identified as part of the proposed Tri-Town Trail running from Bluff Point to Preston and in the 2005 Bike, Pedestrian and Trails Master Plan. The State Grant has already been obtained by the Groton Parks Foundation in response to the planned FYE 07 CIP project, however, the funds need to be re-appropriated in FYE 12 since no funds were spent for three years. The estimated cost of permitting and engineering is \$25,000 and construction is \$125,000. The Town is also managing for the Groton Parks Foundation a \$42,000 grant from State DEP which will be utilized towards the development of an events field. This is included in the FYE 12 request.</p> <p>The recently completed Parks and Recreation Master Plan contains a recommendation to update the Master Plan for Copp Park so as to incorporate protection of natural resources, development of new facilities (both indoor and outdoor) and the amenity needs identified in the level of service analysis and to explore the feasibility of developing the property for a regional recreation complex. Programmed for FYE 13 are funds (\$150,000) to complete the plan.</p> <p>Engineering: Contractor/In-House Construction: Contractor/ In-House Impact on Operating Budget: None</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	O	25	150					175
B. Land and Right of Way								0
C. Construction	O	167						167
D. Equipment								0
E. Other Costs								0
Total	O	192	150	0	0	0	0	342
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (State DEP)								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT D) OPEN SPACE ACQUISITION AND DEVELOPMENT	ACTIVITY/DEPARTMENT 4) PARKS AND RECREATION							
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested for FYE 12 through FYE 17 are funds (\$25,000/year) to investigate (surveys, appraisals, archeological assessments, environmental assessments, etc.) potential open space acquisitions, fund negotiations for property acquisition, and provide matching funds for open space acquisition. The balance as of June 30, 2010 is \$111,124.89. This funding is in addition to \$113,977.37 (as of June 30, 2010) that is available for this purpose through the Planning Commission's subdivision regulation that allows it to collect fees in lieu of open space dedication.</p> <p>Engineering: N/A Construction: N/A Impact on Operating Budget: N/A</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	0	25	25	25	25	25	125
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
Total	C	0	25	25	25	25	25	125
<div style="display: flex; justify-content: space-between;"> *Funding <div> (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other </div> </div>								

During Budget Deliberations:

This project was proposed at \$25,000 and reduced to \$0 by the Town Council. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
H) GOLF COURSE - FCC COMPLIANCE			4) PARKS AND RECREATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Shennecossett's irrigation system is comprised of 500 sprinkler heads, twelve remote satellites in the field, and a central computer control system. The system is fully automatic, utilizing wide band radio frequency to communicate between the central computer and the satellites. Furthermore, the system has handheld radio controllers that allow an operator to control any sprinkler head remotely. One third of the system was installed in 1997 during the redesign of the course, and the other two-thirds of the system was installed in 2002.</p> <p>The Federal Communications Commission (FCC) has issued the order that no equipment can be manufactured after December 31, 2010 that operates on a 25 KHz wide channel. This is similar to the order to stop analog television broadcasts. This means it will be difficult to acquire replacement parts for the system in 2011. Furthermore, if there is a need to replace radios, they will not be compatible with the system, as they will be narrow band (12.5 KHz). Additionally, the FCC will not permit ANY use of any equipment operating in the wide channel spacing after December 31, 2012. This means all communication components of the system must be upgraded by January 1, 2013.</p> <p>Requested for FYE 12 is funding (\$25,000) to replace all communication components of the irrigation system, which include a new central control base station, new narrow band frequency receiver/decoder boards for the satellites, new handheld radios, and a new FCC license renewal.</p> <p>Engineering: None Construction: None Impact on Operating Budget: Negligible</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	25						25
E. Other Costs								0
Total	C	25	0	0	0	0	0	25
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
A) ALL SCHOOLS - SCHOOL SECURITY			5) EDUCATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested in FYE 12 is \$200,000 to address security issues at all schools identified by a school-by-school security review conducted in 2009 in cooperation with the Town Police Department. Security issues identified require modifications to secure main entrances, and installing surveillance cameras, and electronic door locks. Currently front entrances cannot be monitored from main offices of our older schools. People entering our schools need to enter the main office first to be processed prior to being permitted into student occupied areas. Surveillance cameras are needed to monitor activities inside and outside the school. Electronic door locks are needed to permit only authorized people to access the school through doors other than the main entrance. Last year funding in the amount of \$216,000 was approved for the 1st phase of this project. In October of 2010 a firm that specializes in security was hired to develop plans and specifications for this project. These funds will complete the construction.</p> <p>Engineering: Consultant Construction: Contractor</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	200						200
D. Equipment								0
E. Other Costs								0
Total	C	200	0	0	0	0	0	200
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
B) FITCH HIGH SCHOOL			5) EDUCATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested for FYE 12 are funds (\$30,000) to develop plans, specifications, and a cost estimate to install artificial turf on the football field. Currently there are only two athletic fields on the grounds of Fitch High School. The school also has access to a grassed field on the former Merritt property that is used for soccer and lacrosse. A school the size of Fitch requires eight fields for athletic programs. Due to the lack of a sufficient number of fields, students are transported to other fields in Groton. Use of other Groton fields then limits the public access to those fields. Use of the football field in the fall season must be limited to maintain the natural turf in good condition for football games. Therefore, the field cannot be utilized for other sports on a regular basis. This field is currently lit and with artificial turf it would be available at all times for both the schools and the Town use. Programmed for FYE 13 are funds (\$950,000) for construction.</p> <p>Programmed for FYE 13 are funds (\$8,000) to develop plans and specifications to replace the surface of the southern three tennis courts. Constructed in the 1970's and refurbished in 1994, the courts have developed cracks and the surface is worn. The current estimate to replace the surface of the courts programmed for FYE 14 is \$50,000. Requested for FYE 12 are funds (\$25,000) to develop plans and estimates to replace roofs on the big gym, lobby, locker rooms, boiler room and classroom area 2304. These roofs are all older than 28 years and are no longer able to be repaired. Programmed for FYE 13 are funds (\$120,000) for construction. State grant money is available for 50%. Programmed for FYE 13 are funds (\$30,000) to develop plans and specifications to expand the fieldhouse boiler room (original building circa 1970) to accommodate electric panels, plumbing equipment, and new water service. Any remaining funds will be used toward the construction phase. Programmed for FYE 14 are funds (\$180,000) for construction. These figures are estimates based upon previous projects.</p> <p>Previously approved in FYE 09 were funds (\$10,000) for planning and engineering for locker replacement. Programmed for FYE 15 are funds (\$90,000) to replace the lockers in the 1958 boys locker room. The lockers have been painted and repaired many times since they were installed. It is no longer cost effective to repair them.</p> <p>Engineering: Consultant Construction: Contractor</p> <p>Impact on Operating Budget: The three projects above will not impact the operating budget. The cost to maintain an artificial turf field is reported to be roughly the same as maintaining a turf field. If these projects are deferred, construction costs will increase in line with inflation.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	25	38					63
B. Land and Right of Way								0
C. Construction	O C		60 1010	230	90			60 1330
D. Equipment								0
E. Other Costs								0
Total	C,O	25	1108	230	90	0	0	1453
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other (State Grant)</div>								

During Budget Deliberations:

This project was proposed at \$55,000 and reduced to \$25,000 by the Town Council. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
C) BASKETBALL COURTS			5) EDUCATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested for FYE 12 are funds (\$40,000) for materials to resurface the asphalt basketball courts at Cutler Middle School, Fitch Middle School, West Side Middle School and SB Butler Elementary School play ground area. Public Works will provide construction hours to accomplish the project.</p> <p>All of these schools may be impacted by Phase II. After the vote in May, these plans may be changed.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: If postponed, projects increase in price by 2-4% each year.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	40						40
D. Equipment								0
E. Other Costs								0
Total	C	40	0	0	0	0	0	40
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL																																																																																															
PROJECT				ACTIVITY/DEPARTMENT																																																																																											
F) ASBESTOS FLOOR TILE REMOVAL				5) EDUCATION																																																																																											
DESCRIPTION/PURPOSE/JUSTIFICATION																																																																																															
<p>This is a project to remove and replace all remaining asbestos containing floor tile from Fitch High School, Mary Morrisson School and Charles Barnum School. When the floor tile becomes delaminated or damaged it must be removed under controlled conditions by a licensed company while no students are in school. Over the years we have addressed damaged tiles on a small project basis which is more expensive per square foot than doing a larger project. It is no longer cost effective to do this work as needed in small projects. A State Grant for 50% of the total project cost is available.</p> <p>Requested in FYE 12 are funds (\$30,000) to develop plans and specifications for the removal and replacement of all remaining asbestos containing floor tile at all three schools.</p> <p>Programmed for FYE 13 are funds (\$340,000) for the construction phase of this project. These figures are estimates based upon similar work at other schools in the past.</p> <p>Engineering: Consultant Construction: Not applicable Impact on Operating Budget:</p>																																																																																															
RECOMMENDED FINANCING (000)																																																																																															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 25%;"></th> <th rowspan="2" style="width: 8%;">Source of Funds*</th> <th colspan="6" style="text-align: center;">Estimated Funding by Year</th> <th rowspan="2" style="width: 8%;">Total Estimated Cost</th> </tr> <tr> <th style="width: 8%;">FYE2012</th> <th style="width: 8%;">FYE2013</th> <th style="width: 8%;">FYE2014</th> <th style="width: 8%;">FYE2015</th> <th style="width: 8%;">FYE2016</th> <th style="width: 8%;">FYE2017</th> </tr> </thead> <tbody> <tr> <td>A. Planning and Engineering</td> <td>O</td> <td style="text-align: center;">15</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">15</td> </tr> <tr> <td></td> <td>C</td> <td style="text-align: center;">15</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">15</td> </tr> <tr> <td>B. Land and Right of Way</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">0</td> </tr> <tr> <td></td> <td>O</td> <td></td> <td style="text-align: center;">170</td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">170</td> </tr> <tr> <td>C. Construction</td> <td>C</td> <td></td> <td style="text-align: center;">170</td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">170</td> </tr> <tr> <td>D. Equipment</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">0</td> </tr> <tr> <td>E. Other Costs</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">0</td> </tr> <tr> <td>Total</td> <td>C,O</td> <td style="text-align: center;">30</td> <td style="text-align: center;">340</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">370</td> </tr> </tbody> </table>										Source of Funds*	Estimated Funding by Year						Total Estimated Cost	FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	A. Planning and Engineering	O	15						15		C	15						15	B. Land and Right of Way								0		O		170					170	C. Construction	C		170					170	D. Equipment								0	E. Other Costs								0	Total	C,O	30	340	0	0	0	0	370
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost																																																																																							
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017																																																																																								
A. Planning and Engineering	O	15						15																																																																																							
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C. Construction	C		170					170																																																																																							
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E. Other Costs								0																																																																																							
Total	C,O	30	340	0	0	0	0	370																																																																																							
<div style="display: flex; justify-content: space-between;"> *Funding <div> (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (State Grant) </div> </div>																																																																																															

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL	
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PROJECT	ACTIVITY/DEPARTMENT
C) HUMAN SERVICES BUILDING	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION	
1	1
2	2
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This project is in keeping with the policies identified in the Plan of Conservation and Development (page 134) to address community facility needs and the Historic Preservation Plan (1996). This building was constructed in 1913 as an elementary school (Poquonnock School). Decommissioned in 1956, it was converted in 1960 to become the first Town Library. This building served as the Town Library until the new library was completed in 1977 on Route 117. At that time, the building was converted into office space to house Human Services which moved from the basement of Town Hall.

Requested for FYE 12 is funding (\$30,000) for design and installation of a radon ventilation system for the building. High levels of radon were found in the lower level. Project will include sealing the interior basement wall to prevent water infiltration and installation of sheetrock ceiling to separate the basement from the first floor.

Programmed for FYE 14 is \$10,000 for the development phase to address the interior needs of the building. Design efforts will include energy efficient lighting, replacement of single pane windows and re-piping of the baseboard heaters; in the basement, which is now used as a bulk food storage area, removal of old storage cages, installation of dehumidification, repair of the staircase; installation of energy efficient lighting; evaluation of the existing HVAC system (installed over 15 years ago with no return air or economizer) with planned replacement; and installation of a fire suppression system (sprinklers) throughout the building. The building is approximately 9,334 square feet with 4,237 square feet of usable basement space. Replacement cost of a facility of this type would approach \$1.8 million dollars.

Engineering: Consultant

Construction: Contractor

Impact on Operating Budget: No impact on budget. If postponed, a cost increase of 2-4% each year would be expected.

Sustainability Goals: Not applicable for FYE 12. For FYE 13, Sustainability Goal #1 (reduce overall energy use) would apply.

RECOMMENDED FINANCING (000)	
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99	100

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	5		10				15
B. Land and Right of Way								0
C. Construction	C	25						25
D. Equipment								0
E. Other Costs								0
Total	C	30	0	10	0	0	0	40

*Funding	(C) Capital Reserve Fund	(G) General Obligation Bonds
		(O) Other

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT	ACTIVITY/DEPARTMENT							
J) JABEZ SMITH HOUSE	6) PUBLIC BUILDINGS							
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>This project is in keeping with the policies identified in the Plan of Conservation and Development (page 54) to address the protection of historic resources.</p> <p>Jabez Smith House has undergone extensive stabilization and restoration work over the years since the Town took over the stewardship of the Smith Homestead.</p> <p>Requested for FYE 12 are funds (\$30,000) to complete projects that the Committee has ranked as priority work. These include bathroom renovation, interior painting, floor refinishing and chimney lining.</p> <p>Programmed for FYE 13 are funds (\$30,000) to continue the work identified in the 2006 Manual of Maintenance and Repair that identifies prioritized repairs and replacements.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: If postponed, a cost increase of 2-4% per year would be expected. Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	30	30					60
D. Equipment								0
E. Other Costs								0
Total	C	30	30	0	0	0	0	60
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

This project was proposed at \$30,000 and reduced to \$6,000 by the Town Council. The RTM reinstated the \$24,000 for a project total of \$30,000.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT N) CONSTRUCTION OF PERMANENT VEHICLE WASH FACILITY				ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS				
<p>After the referendum failed in 2002 that would have constructed a new vehicle maintenance and wash facility, a short term solution was found to allow the washing of vehicles and bring the department into compliance with the discharge of vehicle wash water. A wash area was made by taking four of the bays from the vehicle storage garage and installing a concrete block wall and a floor drain. This short term solution was not ideal, as the building was not constructed as a wash facility and the constant exposure of the interior surfaces to water is leading to failures. The concrete block, even though painted with several coats of paint, is experiencing moisture related failure. The steel roofing components are rusting.</p> <p>The Town is required to have a General Permit for the Discharge of Vehicle Maintenance Wastewater. For any violations or acts of noncompliance, the commissioner of the State of Connecticut Department of Environmental Protection may take any enforcement action provided by law. Available for construction are modular, touch-less, automatic washing systems for trucks and large Public Works special vehicles. A touch-less, automatic system will reduce the risk of injury. The time to wash an individual truck is reduced from 1 hour to 5 minutes. The new facility would wash smaller pickup trucks and sedans and other vehicles used in the Town. It would be available for use by the City and Groton Long Point, as well as surrounding towns. Green technology would be investigated such as providing electricity to the building through photovoltaic solar panels, heated hot water through solar panels, and heated floors through geothermal technology. A 5 yard dump truck would use roughly 62 gallons of water. Currently a 5 yard uses 900 gallons of water that is not recycled. So each truck washed in an automated facility would save 838 gallons of water before considering recycling.</p> <p>Requested for FYE 12 are funds (\$25,000) to design the vehicle wash bay that would, in the future, be part of the vehicle maintenance facility. Programmed for FYE 13 are funds (\$415,000) to construct the facility.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: None. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #2 (renewable energy) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	C		250					250
D. Equipment	C		165					165
E. Other Costs								0
Total	C	0	415	0	0	0	0	415
<p>*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other</p>								

During Budget Deliberations:

This project was proposed at \$25,000 and reduced to \$0 by the Town Council. This action was sustained by the RTM.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
A) NETWORK INFRASTRUCTURE UPGRADE				7) TECHNOLOGY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>This is an on-going project to improve the Town's network infrastructure and add efficiency to the computer applications. Software applications are becoming more powerful and are driving the need for faster, more efficient network infrastructure. Interfaces and shared data also place additional demands on the network infrastructure.</p> <p>Requested for FYE 12 are funds (\$25,000) for Network Monitoring and Management software. This request was included in the FYE 11 CIP but deferred to FYE 12 during budget review. This software monitors and analyzes real-time, in-depth, network performance statistics for routers, switches, wireless access points and servers. The software also extends management capabilities to NetFlow traffic analysis, IP SLA monitoring, IP address management, network configuration management, and application and server performance. This will allow for real-time alerts when network configuration changes occur allowing IT to protect against and quickly respond to unauthorized, unscheduled, or erroneous changes.</p> <p>Programmed for FYE 14 are funds for adding to the Town's current blade server system.</p> <p>\$50,000 is programmed annually for FYE 15, FYE 16 and FYE 17 for upgrades to the Town's network infrastructure.</p> <p>Engineering: Consultant Construction: Consultant Impact on Operating Budget: None</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	C	9		10				19
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	16		95	50	50	50	261
E. Other Costs								0
Total	C	25	0	105	50	50	50	280
<p>*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other</p>								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
C) TOWN FIRE/EMS RADIO SYSTEM				7) TECHNOLOGY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Approved in FYE 11 were \$165,000 of the \$330,000 needed for the total cost of this project. Requested for FYE 12 is the remaining \$165,000 for the project.</p> <p>Over the past five years, the Town's Fire/EMS VHF radio system has been upgraded using over \$150,000 in funding from several of our Fire Districts through Federal Firefighter Assistance Grants. In spite of these recent upgrades, radio communications between fire and ambulance units remain severely limited in range and unless emergency units are within two miles of each other, they cannot communicate directly with one another. This requires all messages sent by field units to be re-broadcasted by the Communications Center to ensure that all responding units have the same information. At the same time, units working on different incidents will many times transmit simultaneously with each other as they cannot hear already on-going radio communications. This leads to important radio messages becoming lost or garbled creating confusion and putting our responders at unnecessary risk. The lack of cross-community communications is due to the topography of the area, the radio transmission distance limits imposed on the VHF spectrum as well as the power limits of mobile and portable radios imposed by the FCC. The easiest solution to this problem while improving the radio system overall, is a new 700 or 800 megahertz radio system. Many municipalities are moving their radio communications to these new systems that allow cross-community communications using a series of radio repeater sites throughout the service area like the Town Police Department did several years ago.</p> <p>Unfortunately the price tag on these types of systems continues to increase over time and we anticipate that a new system to serve the Fire and Ambulance services in town would likely cost well over \$5 million. Rather than invest in a new system, we propose adding repeater sites to our existing system to give field units the ability to communicate directly with each other across the community. All of the improvements and new equipment will interface with new communications applications that are expected to be installed by the State of Connecticut in the coming two years.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Unknown at this time new technology.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	165						165
E. Other Costs								0
Total	C	165	0	0	0	0	0	165
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
A) SEWER LINE INFRASTRUCTURE REPAIRS				9) WATER POLLUTION CONTROL FACILITY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>These projects have been approved by the Water Pollution Control Authority as part of their annual budget and are paid from the user fees collected. The collection system, although relatively new compared to other systems in the area, is experiencing deterioration in some of the larger diameter collection piping. This CIP project will address the need to repair or replace portions of the existing collection and discharge system as they become identified. This project is in keeping with the policies identified in the Plan of Conservation and Development (page 141) to enhance the infrastructure.</p> <p>Requested for FYE 12 are funds (\$685,000) which will continue the relining of the Northwest interceptor, starting with the most critical sections of pipe in the Sutton Park area continuing along Route 1 to the Poquonnock River Pump Station. Also included in this request is funding to continue with the areas of the collection system in and along the Amtrak rail line.</p> <p>Programmed for FYE 13 are funds (\$207,000) which will continue the relining of the Northeast interceptor focusing on the areas within the Amtrak right of way and investigation of the sewer lines in the Brookside (\$37,000) area of the system.</p> <p>Outlying years will continue work on both interceptors.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: No impact on operating budget. ICLEI/Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	O		37					37
B. Land and Right of Way								0
C. Construction	O	685	207	820	750	575	500	3537
D. Equipment								0
E. Other Costs								0
Total	O	685	244	820	750	575	500	3574
<div style="display: flex; justify-content: space-between;"> *Funding (C) Capital Reserve Fund (G) General Obligation Bonds </div> <div style="display: flex; justify-content: space-between;"> (O) Other (WPCF User Fees) </div>								

During Budget Deliberations there were no changes made to this project.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
D) PUMP STATION REHABILITATION				9) WATER POLLUTION CONTROL FACILITY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>These projects have been approved by the Water Pollution Control Authority. Since this is a bond referendum, no formal budget action is requested by the Town Council or RTM. This page is for informational purposes only.</p> <p><u>Upgrade to the WPCF Effluent Pump Station</u> - The Effluent Pump Station transfers treated WPCF effluent to the Thames River for discharge. Compared to other facilities with effluent pumping, Groton's effluent pump station is significantly more robust due to the discharge point being located more than 4 miles from the WPCF. Should this facility or the force main experience a failure, then effluent would discharge into the environmentally sensitive Mumford Cove. Reliable operation of this facility is therefore of critical importance. In addition, the relatively high head and the great distance consume significant power to operate the electric motors. The Effluent Pump Station was constructed in the 1980's, and has never experienced a significant upgrade. The proposed upgrade project consists of the replacement of pumps, piping, valves and the installation of variable frequency drives for electrical efficiency and system reliability. The project also includes electrical equipment replacements, new instrumentation and controls and the station's incorporation into the facility SCADA system.</p> <p><u>Secondary Clarifier No. 2 Rehabilitation</u> - The existing secondary circular clarifiers are original to the facility, and were constructed in the early 1970's. Other than sand-blasting and repainting of the mechanical equipment, these clarifiers have experienced no major upgrades. The age of the mechanical equipment is such that replacement parts are not available and must be fabricated. The scum sweep mechanism is obsolete compared to modern equipment and is extremely inefficient, resulting in a lower quality effluent than could otherwise be attained. A recent inspection of the tanks indicated that the grout layer is delaminating in various locations of the floor. Should a portion of the grout break free it will bind the rake mechanism, thus shutting the clarifier down until it can be drained, cleaned and a repair implemented; all on an emergency basis. While the facility has two new rectangular secondary clarifiers, they are not rated for the entire permitted flow, thus compliance with the discharge permit is at risk with the current situation. The project includes removing and replacing the existing clarifier equipment, upgrading the existing electrical interconnections with the facility's SCADA control system, and related structural and site work for the upgrade and completion of the installation. (Note: This is the last secondary clarifier to be reconditioned)</p> <p><u>Upgrades to the Gravity Thickeners</u> - Similar to the secondary clarifiers, the gravity thickeners are original to the facility, and were constructed in the early 1970's. Other than sand-blasting and repainting of the mechanical equipment, the thickeners have experienced no major upgrades. The expected life is 15-25 years depending on service duty. These units have been in continuous service for over 35 years and are subjected to an extremely corrosive environment. This project includes removing and replacing existing steel thickening mechanism and superstructure, replacement of the major gear drive unit, repair of deteriorating concrete, upgrading existing electrical equipment and connections, modifications to the facility SCADA system, and related structural and site work.</p> <p>Engineering: Consultant/Construction: Contractor/Impact on Operating Budget: None. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use)</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2012	FYE2013	FYE2014	FYE2015	FYE2016	FYE2017	
A. Planning and Engineering	O	270						270
B. Land and Right of Way								0
C. Construction	O	2430						2430
D. Equipment								0
E. Other Costs								0
Total	O	2700	0	0	0	0	0	2700
<div style="display: flex; justify-content: space-between;"> *Funding (C) Capital Reserve Fund (G) General Obligation Bonds </div> <div style="display: flex; justify-content: flex-end;"> (O) Other (Clean Water Fund Grants & Loans) </div>								

During Budget Deliberations there were no changes made to this project.



TOWN OF GROTON
FYE 2012 ADOPTED BUDGET

APPENDICES

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TOWN OF GROTON, CONNECTICUT

GLOSSARY OF TERMS
FYE 2012

ACCRUAL BASIS - a basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

ADJUSTED BUDGET - The original adopted budget plus any transfers or supplemental appropriations passed as of a certain date.

APPROPRIATION - An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. Usually authorization is limited in the amount and the time in which it may be expended.

AREAS OF SERVICE - A group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of Areas of Service are: General Government, Public Safety, Planning and Development, and Human Services.

ASSESSED VALUATION - A valuation set upon real estate or other property by a government as a basis for levying taxes. In Connecticut, the assessed value is currently set at seventy percent of appraised value.

BALANCED BUDGET - For all of its appropriated funds, the Town Manager submits budgets in which estimated expenditures equal estimated revenues and surplus (fund balance applied).

BENEFIT - A payment made or entitlement available in accordance with a labor agreement or contract.

BONUS - Something given or paid in addition to what is usual or expected.

BUDGET - A plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means for financing them.

BUDGETARY BASIS - Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

BUDGET DOCUMENT - As defined by the Charter of the Town of Groton, not later than March 15th, the Manager files the proposed

budget including a budget message outlining the financial policy of the Town Government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This budget document includes:

- Actual revenues and expenditures during the past fiscal year, total estimated revenues and expenditures for the past fiscal year, Department's requests for expenditures for the ensuing fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.

CAPITAL BUDGET - A plan of proposed capital projects and the means of financing them for a current fiscal period. Examples include construction of a police station, establishing a new park.

CAPITAL IMPROVEMENT - A major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature (CSS Sec 8-160). Appropriations from this fund shall be made only for capital assets, projects or acquisitions of a non-recurring nature, with a cost of over \$25,000 and with a useful life of over five years (GTO #179, 9-17-85).

CAPITAL RESERVE FUND - An account in which annual governmental fund appropriations are accumulated to fund multi-year capital projects.

CHARACTER OF EXPENDITURE - A grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- A. Personnel Services - Direct payment to employees of wages and salaries and selected benefits through normal payroll procedures.
- B. Operating Expense - Payment of ordinary and recurring operating expenses not otherwise classified.

CONNECTICARD FUND - A special revenue fund established to account for the revenues and expenses of State grants which are to be used for Library purposes only.

CONTINGENCY - A budgetary reserve to provide for emergency and unanticipated expenditures.

COST CENTER - A specific area of work performed in carrying out department responsibilities. The assessment division (10133) is a cost center in the Finance Department Function (1013).

DEBT SERVICE - The amount of money required to pay the interest and principal of outstanding bonded debt.

DEPARTMENT - An organizational unit in which various services are managed.

ENCUMBRANCE - Obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which the part of the appropriation is reserved. The obligation ceases to be an encumbrance when paid or when an actual liability for payment is recorded.

EQUALIZED NET GRAND LIST (ENGL) - is the estimate of the market value of all taxable property in a municipality. Municipalities revalue their Grand Lists based on schedules established by the CT General Assembly. Thus, there can be a marked difference between the market value of all property and the assessed value. The State of CT's Office of Policy and Management calculates the ENGL from sales and assessment ratio information and grand list reports filed by the municipality.

EXPENDITURES - This term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlays.

FISCAL YEAR - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines financial position and results of operations (July 1 through June 30).

FYE (Fiscal Year Ended) - Connecticut municipalities operate on the uniform fiscal year July 1 to June 30. A listing of "FYE 2012", means the fiscal year which began on July 1, 2011 and ends on June 30, 2012.

FLEET RESERVE FUND - A special revenue fund established to accumulate funds necessary to replace equipment and vehicles and to purchase fuel and parts.

FUNCTION - A grouping of expenditures on the basis of specific and distinct cost centers or services performed by a department.

FUND - An independent fiscal and accounting entity with a self balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE APPLIED - The amount of unreserved/undesignated fund balance that is used to balance a particular budget.

FUND BALANCE; UNRESERVED, UNDESIGNATED - The excess of assets of a governmental fund or trust fund over its liabilities and reserved fund balance accounts.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND - All expenditures supported by general property taxes and other revenues designated for general governmental and educational purposes.

GENERAL OBLIGATION (GO) BONDS - Bonds that are secured by the Town's "full faith and credit" pledge to repay debt. GO bonds issued by the Town are repaid from taxes and other general revenue sources.

GOVERNMENTAL FUNDS - All funds and financing supported by general property taxes and other revenues designated for governmental and educational purposes.

GOVERNMENT SUBDIVISION - The Town of Groton has two political subdivisions, the City of Groton and the Groton Long Point Association. Seven additional special districts are organized units of government within the Town which also have separate governing bodies and taxing authority. The districts were established by the State legislature for specific purposes such as fire and police protection.

GRAND LIST - A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the Town, the political subdivisions, the fire/special districts, and the sewer district.

INTERGOVERNMENTAL REVENUE - Revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

LEVY - The total amount of taxes imposed by a governmental unit.

LoCIP (Local Capital Improvement Program) - The amount of State funds provided as financial assistance to municipalities for eligible projects within its five-year capital improvement plan.

MILL RATE - The rate applied to assessed valuation to determine property taxes. The Town mill rate for the FYE 2011 Adopted Budget is 18.42 mills. A mill is the amount of tax paid for each \$1,000 of assessed value and is \$1.00 of tax for each \$1,000 of assessed value. For the FYE 2011 budget, this means that \$18.42 in property taxes must be paid for every \$1,000 of assessed value of property.

MODIFIED ACCRUAL BASIS - The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when measurable and available to finance expenditures of the fiscal period.

OBJECT CODE - As used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, postage, equipment maintenance, overtime, etc.

OBLIGATIONS - Amounts which a governmental unit may be required legally to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

OTHER POST EMPLOYMENT BENEFITS - (OPEB) Refers to post employment benefits other than pension benefits and includes post employment health care benefits, i.e., medical, dental, vision, hearing and other health-related benefits and other types of post employment benefits, i.e., life insurance, disability, long-term care and other benefits provided separately from a pension plan.

OPERATING EXPENSES - Expenditures for day-to-day operations, such as postage, materials and supplies, routine maintenance of equipment, professional development and travel.

ORDINANCE - A formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status.

PERSONNEL SERVICES - Cost related to compensating employees, including salaries and wages and benefits.

PILOT - Payment in lieu of taxes. Various grants received from the State of Connecticut.

REPRESENTATIVE TOWN MEETING (RTM) - An elected body of not more than forty-one (41) members who shall approve or amend budgets passed by the Town Council, accept or reject bonding ordinances and exercise other powers as granted under the State Statutes and the Town Charter.

RESERVE - An account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE - This term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SPECIAL REVENUE FUND - Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SPICER TRUST/LOCAL ASSISTANCE FUND - A special revenue fund established by stipulated judgment to be used for the benefit, maintenance, and support of poor residents.

SUBSIDY - An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TRANSFER FROM OTHER FUNDS - Loans or transfer amounts made from one fund to another.

TRUST FUND - A fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Spicer Trust Fund, Pension Fund.

TOWN OF GROTON, CONNECTICUT

ACRONYMS

FYE 2012

ACO	-Animal Control Officer
BAA	-Board of Assessment Appeals
BOE	-Board of Education
CAD	-Computer Aided Drafting
CCM	-Connecticut Conference of Municipalities
CEDAS	-CT Economic Development Association
COG	-Council of Governments
DARE	-Drug Abuse Resistance Education
DCYS	-Department of Children & Youth Services
DWI	-Driving While Intoxicated
ECHO	-Eastern CT Housing Opportunities
EMS	-Emergency Medical Service
FTE	-Full Time Employee
FSC	-Family Support Center
FYE	-Fiscal Year End
GASB	-Government Accounting Standards Board
GIS	-Geographic Information System
GLPA	-Groton Long Point Association
GMTV	-Groton Municipal Television
GREAT	-Gang Resistance Education and Training
GSS	-Groton Social Services
HRDG	-Human Resources Development Grant
LoCIP	-Local Capital Improvement Program
LLHD	-Ledge Light Health District
MASH	-Mystic Area Shelter & Hospitality
MED	-Medical Emergency Dispatch
MIS	-Management Information Systems
MSW	-Municipal Solid Waste
NLC	-National League of Cities
NAWAS	-National Warning System
NRZ	-Neighborhood Revitalization Zone
OPDS	-Office of Planning & Development Services
OPEB	-Other Post Employment Benefits
PILOT	-Payment in Lieu of Taxes
RSVP	-Retired Senior Volunteer Programs
RTM	-Representative Town Meeting
SCADD	-Southeast Council on Alcohol & Drug Dependence
SCCOG	-Southeastern Connecticut Council of Governments
SCRRRA	-Southeastern Connecticut Regional Resource Recovery Authority
SECTER	-Southeastern CT Enterprise Region
SSBG	-Social Service Block Grant
TEA-21	-Transportation Equity Act for the 21 st Century
TECHCONN	-Technology for CT
TVCCA	-Thames Valley Council for Community Action
VNA	-Visiting Nurses Association
WPCF	-Water Pollution Control Facility
YFS	-Youth & Family Services

**TOWN OF GROTON, CONNECTICUT
OBJECT CODES WITH DESCRIPTIONS
FYE 2012**

PERSONNEL SERVICES

5101 Regular Full Time Personnel

Employees working a minimum of 35 hours per week on a year-round basis.

5102 Part Time Personnel

- a) **Part Time** - employees working less than twenty (20) hours per week year round or for recurring periods exceeding six-months (less than 1,027 hours per year).
- b) **On Call Employees** - employees such as Dispatchers and Supernumeraries (Police Department) who are available on an as-needed basis.
- c) **Temporary** – full-time employees hired in a regular classification for five (5) months or less (and/or as otherwise set forth in any Collective Bargaining Agreement) to replace a regular employee on leave or to accomplish a non-recurring project or assignment.

5103 Seasonal Personnel

Employees working part-time or full-time on a recurring basis for less than six (6) months in a calendar year (e.g. summer employees).

5104 Overtime Pay

Additional pay for hourly paid employees who work more than the normal number of hours in a pay period or day. This could usually be paid at straight, time and one-half or double times the normal hourly rate.

5105 Longevity Pay

Payments received based on one's length of employment with the Town beginning on an employee's anniversary date in accordance with their labor agreement.

5106 College Incentive Pay

Incentive payments made to Police Officers for college credit and/or degrees.

5107 Shift Replacement Overtime

Used by the Police Department to charge an officer's time when he/she is brought in on overtime to cover another officer's absence.

5108 Outside Police Work

Essentially, private duty pay for officers to direct traffic, etc. on construction and similar projects. Charges made to this account are completely reimbursable.

5109 Salary Adjustments

Normally, used to reflect salary adjustments paid out of a function budget for accrued vacation hours and a retiree's sick leave hours. Also used to account for salary adjustments that could bring about the elimination of positions and/or furlough days.

5110 Regular Part Time

Employees that work on a year round basis at least twenty but less than thirty-five hours per week. Generally are included in collective bargaining units.

5111 Premium Pay/Out of Class

Used to charge extra pay for work performed out of one's normal classification or as a premium pay for performing certain activities. In Police accounts, used when an officer cashes in accumulated paid holidays.

5112 Sick Incentive

Incentive for employees not to use sick leave. Police Officers are awarded one day's pay for each quarter no sick leave is taken. Employees affiliated with the GMEA receive a \$50.00 payment for each quarter of perfect attendance. Depending on labor agreements, other employees who have sick leave accrued in excess of 200 days can have it converted to pay in the ratio of 3 sick days equivalent to one day's pay.

5113 Education Assistance

The amount paid to employees to further their education.

5114 Performance Bonus

Awarded for exceptional over all performance which includes particular accomplishment beyond the requirements of the position.

5115 Shift Premium

Premium for working evening or night shift.

5116 Wage Continuation

Wages paid to an injured employee prior to a determination of workers compensation eligibility.

5117 Allowances

Payments made to an employee in lieu of furnishing a Town owned vehicle on a permanent basis for business purposes. Also included are payments made to employees (on a non-reimbursable basis) for meals, clothing, tools, fluids, etc. as per the labor agreements.

5119 Salary Reimbursement

Used to offset the home based salary expenditures when funds are expected to be received from outside sources.

5151 Social Security

Represents the Town's contribution of 6.2% on wages and up to \$106,800 for Old Age Survivors and Disability (OASDI) and 1.45% on all wages for Medicare. The Town's police officers are exempt from OASDI but the Town contributes the Medicare portion on any officer hired after 1986.

5152 Retirement

Represents the amount that the Town contributes to the Pension Trust Fund based on an annual actuarial study. Within the Pension Trust Fund, the assets currently exceed the future expenditures and the excess is being amortized over ten years which reduces the Town's annual contribution. The actuary has recommended that the Town make a contribution for those groups that are underfunded.

5153 Health Insurance

Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the medical costs associated with the health insurance plans. This amount is net of employee co-payments.

5154 Unemployment Compensation

Represents payments made to the State for actual unemployment claims.

5155 Worker's Compensation

Represents the amount that the Town contributes to the Trust Fund based on an actuarial study.

5158 Life Insurance

Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the life insurance costs.

5159 Heart & Hypertension

Represents the contribution to the Trust Fund to pay for heart and hypertension benefits.

5160 Health-Retiree-Current

Represents the amount that the Town contributes to pay for the medical costs associated with retiree health insurance plans. This amount is net of retiree contributions.

5170 Other Post Employment Benefits (OPEB) Liability

Represents the amount that the Town contributes for future post employment benefits other than retirement.

OPERATING EXPENSES

5201 Postage/Printing/Advertising

Charges for postage, printing and advertising.

5210 Professional Development/Training

Expenses such as membership in professional associations, dues, professional subscriptions, costs of seminars and conferences including transportation, lodging and meals; reimbursement for interview expenses, tuition reimbursement.

5220 Utilities and Fuel/Mileage

Charges for fuel, mileage reimbursement, monthly telephone bills, lubricants, electricity, natural gas, water, sewer, waste disposal, and heating fuel.

5230 Payment/Contributions

Contributions and/or payments to hospitals, the State of Connecticut, subdivisions of the Town of Groton, outside agencies and grievance/arbitration settlements other than wage payments.

5240 Boards and Commissions

Appropriations to various boards and commissions such as Groton Arts Committees, Conservation Commission, Cable TV Advisory Committee, Veterans Memorial Committee, Community Events, Board of Assessment Appeals Expenses.

5260 Repairs & Maintenance – Facility/Equipment

Contractual costs of maintenance and repair of miscellaneous equipment and facilities. Also includes maintenance agreements/contracts on computer hardware, typewriters, telephones, etc. Minor office renovation and routine building maintenance.

5261 Software Maintenance Fees

Right to use software, right to updates, and telephone support. Software is never owned outright, a user is only licensed to use the software.

5280 Insurance

Premium costs for property and liability insurance. Bond costs.

5281 Occupational Health and Safety

Safety and health related equipment and services including OSHA-mandated training costs.

5285 Building/Property Damage

Accident expense/claim expense.

5289 Insurance Claim Payments

Payments made for claims not covered by insurance or below the deductible. Unemployment claims.

5290 Professional/Technical Services

Management consulting or professional services, engineering and architectural services, legal services, rentals and/or lease fees for buildings and equipment, commercial solid waste removal, oil/water and sludge disposal, temporary employment agencies, and instructors for classes. Expenses associated with the surplus equipment sale.

5300 Materials and Supplies

Agricultural supplies, sand, chemicals, salt, clothing, medical, recreational, electrical and communication supplies, construction supplies, food, clothing, awards and recognitions, admission fees, tickets, federally donated food, ammunition and electrical and mechanical equipment parts. Also includes meal allowances, books or manuals which are necessary in the operation of the department. Janitorial supplies, office supplies, building materials, tools, heating, ventilation, air conditioning and cooling (HVAC) supplies.

5310 Vehicle Operation and Maintenance

Expenditures for vehicles used to transport personnel or objects. Included here are motor vehicle and boat parts. Equipment that can travel under its own power is considered a vehicle.

5315 Vehicle Replacement Fee

This account is used to record the annual replacement cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle purchases.

5316 Vehicle Maintenance

This account is used to record the annual maintenance cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle maintenance.

5317 Vehicle Fuel

This account is used to record the annual fuel cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle fuel.

5318 Computer Replacement Fee

This account is used to record the annual contribution to the Computer Replacement Fund for the replacement of computers and printers assigned to departments and related network equipment.

5400 Equipment/Machinery & Furniture

Maintenance equipment, janitorial equipment, office equipment and furniture. Recreation, communication, and surveillance equipment. Capitalized machinery and equipment for physical plant operations.

5410 Computer Equipment

This account is used to purchase computer equipment not included in the Computer Replacement Fund such as scanners, digital cameras, palm pilots, etc. as well as canned software such as Adobe, Publisher, Employee Appraiser, Front Page, etc. The initial purchase of computers and printers that will be later included in the Computer Replacement Fund is also charged here.

5420 Vehicles

All purchases of new vehicles.

5450 Debt Service

This account is used by the General Fund, Golf Course Fund and possibly other special funds for debt service payments.

5460 Reserve Fund/Equipment

This account is used by the General Fund, Golf Course Fund and possibly other special funds as a reserve account for major purchases to take place in future years.

5499 Contingency

This account is used by the General Fund, and Other Funds as a reserve for budgeted items which cost more than anticipated.

5600 Human Services Accounts

The 5600 series of accounts are expenses associated with providing General Assistance to qualified applicants.



Town of Groton



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