

# Town of Groton



## **Adopted FYE 2014 Budget**

**Fiscal Year Ending June 30, 2014**

May 28, 2013



## **TOWN OF GROTON, CONNECTICUT**

### **PRINCIPAL OFFICIALS**

#### **Town Council**

Heather Bond Somers, Mayor  
Dean G. Antipas  
Bruce S. Flax  
Bill Johnson  
Karen F. Morton  
Deborah L. Peruzzotti  
Rita M. Schmidt  
James L. Streeter  
Harry A. Watson

#### **Appointed Officials**

Mark R. Oefinger:	Town Manager
Dr. John Ramos:	Interim 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:	Mark Berry
Planning & Development:	Michael Murphy
Police:	Michael J. Crowley, Chief
Public Works:	Gary J. Schneider
Town Clerk:	Betsy Moukawsher

# TOWN OF GROTON

## **How To Use This Budget Document** **Adopted Budget - FYE 2014**

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 2013. The tab labeled **"(I) Budget Message"**, includes the letter of transmittal from the Town Manager to the Town Council, as well as a graphic comparison of the Adopted/Adjusted FYE 2013 Budget to the Adopted FYE 2014 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 2014 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 2012, Estimate FYE 2013, and Anticipated FYE 2014. 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, **"(XIX) Capital Budget/CIP"**, lists the Town's Capital Improvement Budget (CIB) for FYE 2014. The CIB provides a summary of the projects by category, i.e., roads, education, public buildings, etc. and also includes the revenue sources that will be used to fund these projects. Individual Project Detail Sheets for FYE 2014 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.

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FYE 2014 ADOPTED BUDGET**

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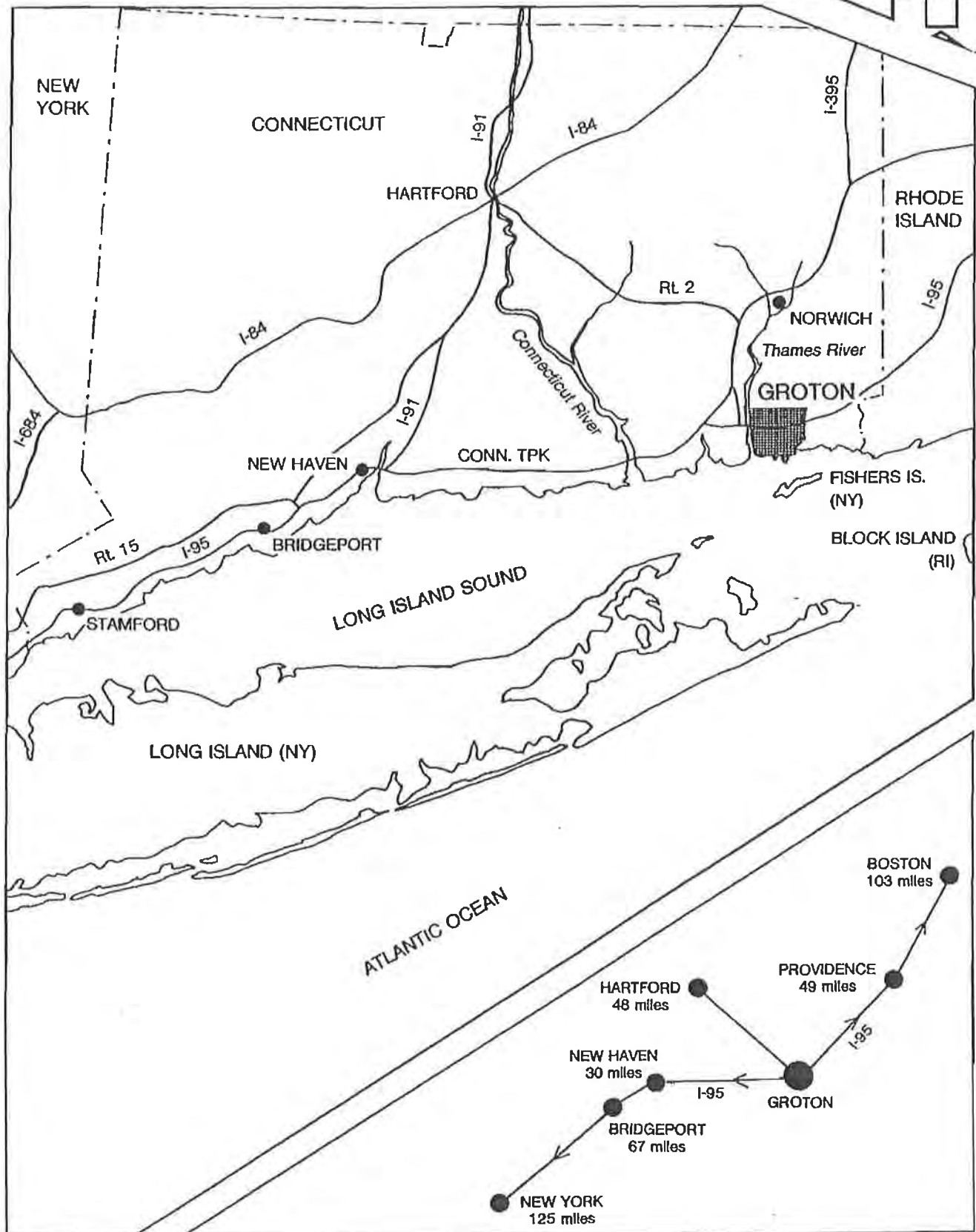
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Town of  
**Groton**

**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.

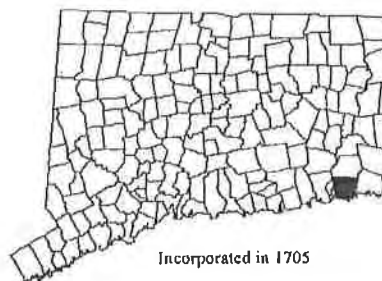
Fittingly, Groton is known as "The Submarine Capital of the World". It is the home of the Electric Boat Division of General Dynamics, a firm responsible for delivering 74 diesel submarines to the Navy during World War II. In 1954, the company launched the world's first nuclear-powered submarine, the 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 3.5 million square feet of research, office and manufacturing space. Pfizer employs over 3,300 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.

## CERC Town Profile 2012

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



<i>Population (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
1990	45,144	254,957	3,287,116
2000	39,907	259,088	3,405,565
2011	40,593	277,700	3,610,073
2016	42,734	292,047	3,754,486
'11-'16 Growth / Yr	1.0%	1.0%	0.8%

Land Area (sq. miles)	31	666	5,009
Pop./ Sq. Mile (2011)	1,297	417	721
Median Age (2011)	41	40	40
Households (2011)	16,119	108,680	1,391,975
Med HH Inc. (2011)	\$61,709	\$68,884	\$70,705

<i>Race/Ethnicity (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
White	31,949	228,237	2,800,328
Black	2,806	16,228	365,949
Asian Pacific	2,569	11,708	138,364
Native American	318	2,537	11,369
Other/Multi-Race	2,951	18,990	294,063
Hispanic (any race)	3,990	25,778	512,039

Poverty Rate (2010)	7.2%	7.2%	9.2%
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<i>Educational Attainment (2011)</i>				
Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>	<i>%</i>
High School Graduate	8,864	31%	702,670	29%
Some College	9,488	33%	594,209	24%
Bachelors or More	8,377	29%	883,658	36%

	0-4		5-17		18-24		25-49		50-64		65+		Total
Male	1,116	3%	2,844	7%	1,890	5%	8,126	20%	4,321	11%	2,140	5%	20,437
Female	1,108	3%	3,121	8%	1,648	4%	7,209	18%	4,079	10%	2,991	7%	20,156
County Total	15,861	6%	44,714	16%	27,651	10%	94,194	34%	55,872	20%	39,408	14%	277,700
State Total	217,641	6%	611,932	17%	343,959	10%	1,213,300	34%	711,463	20%	511,778	14%	3,610,073

<i><u>Sector</u></i>	<i><u>Establishments</u></i>	<i><u>Employment</u></i>
Agriculture	1.5%	0.1%
Const. and Mining	6.2%	0.6%
Manufacturing	3.9%	21.8%
Trans. and Utilities	3.8%	2.4%
Trade	27.1%	11.0%
Finance, Ins. and Real Estate	8.7%	2.0%
Services	44.3%	13.3%
Government	4.5%	48.7%

<i>Top Five Grand List (2009)</i>	<i>Amount</i>	<i>% of</i>
Pfizer Inc.	\$559,124,192	13.6%
Electric Boat Corp	\$196,629,294	4.8%
Exit 88 Hotel LLC	\$27,841,770	0.7%
LCOR Groton Apartments LLC	\$21,666,920	0.5%
Groton Devel Assoc	\$18,670,260	0.5%
Net Grand List (2009)	\$4,123,340,224	

U.S. Naval Submarine Base	Town of Groton
Electric Boat Corp.	AVCRAD
Pfizer, Inc.	

<i>Retail Sales (2007)</i>	\$1,899,166,454	\$136,936,194,241
<i>All Outlets</i>		

<i>2009-2010 School Year</i>	<i>Town</i>	<i>State</i>
Total Town School Enrollment	5,293	552,782

### Connecticut Mastery Test Percent Above Goal

	Grade 4		Grade 6		Grade 8	
	Town	State	Town	State	Town	State
Reading	58	61	60	69	67	69
Math	57	64	63	69	58	65
Writing	58	64	49	62	62	67

*Average SAT Score*

For more education data please see: <a href="http://www.state.ct.us/sde/">http://www.state.ct.us/sde/</a>	Students per Computer	Town	State	Average Class Size				Town	State	
	Elementary:	2.7	4.1	Grade K	17.1	Grade 2	20.3	Reading	502	503
	Middle:	2.2	2.8	Grade 5	22.6	Grade 7	16.1	Writing	497	506
	Secondary:	1.7	2.7	High School	19.3			Math	507	508



# Groton Connecticut



## Government

Government Form: Council-Manager

Total Revenue (2010)	\$120,062,813
Tax Revenue	\$74,812,435
Non-tax Revenue	\$45,250,378
Intergovernmental	\$42,969,276
Per Capita Tax (2010)	\$1,871
As % of State Average	75.5%

Total Expenditures (2010)	\$123,236,612
Education	\$79,363,536
Other	\$43,873,076
Total Indebtness (2010)	\$68,309,468
As % of Expenditures	55.4%
Per Capita	\$1,709
As % of State Average	76.7%

Annual Debt Service (2010)	\$6,155,073
As % of Expenditures	5.0%
Eq. Net Grand List (2008)	\$5,650,001,776
Per Capita	\$139,565
As % of State Average	84%
Date of Last Revaluation (2009)	2006
Moody's Bond Rating (2009)	Aa3
Actual Mill Rate (2010)	17.95
Equalized Mill Rate (2010)	13.04
% of Grand List Com/Ind (2007)	23.0%

## Housing/Real Estate

<i>Housing Stock (2009)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	Owner Occupied Dwellings (2009)	7,460	64,162	812,964
Existing Units (total)	17,794	117,950	1,452,007	As % Total Dwellings	41%	55%	57%
% Single Unit	59.4%	69.2%	64.8%	Subsidize Housing (2008)	3,625	12,075	149,355
New Permits Auth. (2009)	42	427	3,786	<i>Distribution of House Sales (2009)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
As % Existing Units	0.24%	0.36%	0.26%	Number of Sales			
Demolitions (2009)	3	46	1,219	Less than \$100,000	14	55	346
House Sales (2009)	188	1,204	14,696	\$100,000-\$199,999	48	277	3,539
Median Price	\$245,750	\$250,000	\$265,000	\$200,000-\$299,999	66	479	4,847
Built Pre 1950 share (2000)	24.7%	32.7%	31.5%	\$300,000-\$399,999	29	204	2,510
				\$400,000 or More	31	189	3,454

## Labor Force

Place of Residence (2011)				Commuters (2000)			
	Town	County	State	Commuters into Town from:		Town Residents Commuting to:	
Labor Force	19,407	151,676	1,918,145	Groton	11,797	Groton	11,797
Employed	17,599	138,558	1,749,489	Ledyard	2,534	New London	1,791
Unemployed	1,808	13,118	170,828	New London	2,089	Ledyard	1,290
Unemployment Rate	9.3%	8.6%	8.9%	Stonington	2,078	Stonington	1,141
Place of Work (2011)				Norwich	1,696	Waterford	1,031
# of Units	1,033	6,888	103,381	Waterford	1,499	Montville	712
Total Employment	25,581	88,797	1,612,373	East Lyme	1,484	Norwich	691
2000-'11 Growth AAGR	-0.4%	-2.9%	-0.3%	Montville	1,319	East Lyme	265
Mfg Employment	10,838	14,247	166,279	Westerly, RI	1,162	Old Saybrook	128
				Griswold	613	Old Lyme	113

## Other Information

<i>Banks (2007)</i>	<i>Town</i>	<i>State</i>
	6	1,029

<i>Crime Rate (2009)</i>		<i>Distance to Major Cities</i>		<i>Miles</i>
Per 100,000 Residents	143	298	Hartford	45

<i>Library (2010)</i>	<i>Town</i>
Total Volumes	209,583
Circulation Per Capita	11.9

Boston	86
New York City	110
Providence	46

### Residential Utilities

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







# 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

May 28, 2013

## **FYE 2014 ADOPTED BUDGET**

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

As required by the Groton Town Charter, please find herein the Town of Groton's Budget for FYE 2014. The budget has two main components: expenditures and revenues. The mill rate is determined by the amount of revenues needed to be raised by local property taxes to fund the appropriated expenditures minus other anticipated revenues and Fund Balance Applied.

The adopted FYE 2014 budget is \$119,953,958 which is a \$942,410 or 0.8% decrease over the FYE 2013 Adopted/Adjusted Budget. The budget is divided into six "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 (\$133,679 or 0.4%)
- Education Services (\$1,017,215 or 1.4%)
- Capital/Debt Service (-\$2,005,753 or -24.4%)
- Outside Agencies (\$42,372 or 2.1%)
- Subdivisions (-\$204,315 or -3.9%)
- Contingency (\$74,392 or N/A)

In addition to expenditure increases noted above, another factor impacting the budget is the continuing trend of declining revenues from sources other than current year property taxes and the use of Fund Balance Applied. The total of all revenues, not including current year property taxes and the amount of Fund Balance Applied, is anticipated to decrease \$1,367,211 or 1.1% from the FYE 2013 Adopted/Adjusted Budget. In addition, for FYE 2014 \$2,013,860 of available Fund Balance (the amount above the 7.5% designated amount) is anticipated to fund expenditures, which is a increase of \$424,801 from the amount used in the FYE 2013 Adopted/Adjusted Budget. Combined, these two items (reduced revenues and more Fund Balance Applied) result in a \$942,410 decrease in funds that can be used to fund the proposed FYE 2014 budget, prior to calculating the mill rate needed to support the FYE 2014 budget. As a result, the expenditure and revenue budget for FYE 2014 results in a 0.50 mill increase, from 20.22 mills to 20.72 mills, a 2.5% increase. For every \$100,000 of assessed value, \$2,072 in local property taxes would be owed, a \$50 increase over FYE 2013. The mill rate increase is mainly due to reduced revenues.

Finally, it should be noted that a portion of the mill rate increase is a result of the October 1, 2012 Grand List going down 2.1% from the previous year (after adjustment by the Board of

Assessment Appeals, which results in a loss of approximately \$1.6 million in tax revenues based on the FYE 2014 mill rate.

### **GROTON'S BUDGET PROCESS**

Chapter IX of the Groton Town 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. A copy of the section of the Charter dealing with the Town budget process is located on pp. 41-45.

This year the Town Council decided not to issue formal budget guidance to the Town Manager. However, since June 2012 the Town Council has had a standing referral and has held numerous discussions concerning the upcoming FYE 2014 Budget. The Town Council had discussions with representatives of the City of Groton, Groton Long Point, and the Board of Education concerning the FYE 2014 budget and their budget requests. On October 13, 2012 the Town Council held a community listening session concerning the budget and Town services, and on February 5, 2013 the Town Council held a pre-budget public hearing to solicit public comment on the FYE 2014 Proposed Budget. Finally, the RTM has a standing budget agenda item and has discussed the upcoming budget at a number of their meetings leading up to the issuance of the FYE 2014 Proposed Budget.

Town staff began development of the FYE 2014 Proposed Budget in November 2012 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, as in years past, the Town Manager requested all Town department heads to begin their budget preparation by developing a requested FYE 2014 "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 one alternative scenario that would result in a zero dollar increase from their FYE 2013 appropriation. The "level service" budget requests are shown in the "Request FYE 2014" column of the Summary Cost Center page for each function (example on p. 73). The information that department heads submitted as part of their alternative scenario was considered by the Town Manager along with other information in formulating the Town Manager's FYE 2014 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 27% 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, cannot 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 areas of service: Town Operations; Education Services; Capital/Debt Services; Outside Agencies; Subdivisions; and Contingency (see p. 62 for further information on the Areas of Service/Functions). The budget for FYE 2014 is \$119,953,658 and represents a \$942,410 or 0.8% decrease over the FYE 2013 Adopted/ Adjusted Budget. This decrease is a result of reductions in the following areas of service – Capital/Debt Service (\$2,005,753), and Subdivisions (\$204,315). The combined decrease in these areas of service is \$2,210,068. It should be noted that the FYE 2014 Contingency amount of \$350,000 is less than the FYE 2013 budgeted amount of \$450,000; however, during the year, funds (\$174,392) have been transferred out of the Contingency account to other accounts and the “Adopted/Adjusted” number for FYE 2013 of \$275,608 reflects those transfers. This decrease is offset by increases in Town Operations of \$133,679 in Education Services of \$1,017,215 in Outside Agencies of \$42,372 and in Contingency of \$74,392 for a net decrease of \$942,410 for the FYE 2014 Adopted Budget over the FYE 2013 Adopted/Adjusted Budget. The following is an overview of the 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 \$32,603,540 and represents a \$133,679 or 0.4% increase over the FYE 2013 Adopted/Adjusted Budget. The Town Operations portion of the budget represents 27.2% of the FYE 2014 Budget, compared to 26.9% of the FYE 2013 Adopted/Adjusted budget.

*Town Departments* - Over the years due to changing needs, budget constraints, and changes to the Town’s revenue structure, Town departments have modified, decreased, and eliminated a variety of services and programs. In a 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. From FYE 2002 through FYE 2013, 40 full time positions have been eliminated, a reduction of approximately 13.0% of the Town’s full time workforce. No additional positions are approved in the FYE 2014 budget.

As previously noted, the Town Manager asked all department heads to begin preparation of their FYE 2014 budget submittals by developing “level service” budgets that maintained necessary and/or current programming. For some departments, that means continuing to do what they have been doing during the current fiscal year; for others it means 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 2014” 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 negotiated step and wage increases effective in FYE 2014 have been incorporated into the budget.

Town departments’ budget “requests” for FYE 2014 totaled \$24,202,520. Following review by the Town Manager, department requests were reduced \$368,087 resulting in a proposed Town Departments budget of \$23,834,433, an increase of \$210,263 or 0.9% over the FYE 2013 Adopted/Adjusted Budget amount. After budget deliberations with the Town Council and RTM, the FYE 2014 Adopted Budget for Town Departments resulted in a budget of \$23,664,756 a decrease of \$169,677. Town Departments/Function budget changes (p. 63) range from a 29.5%

decrease for Voter Registration (1003) to an increase of 15.7% for Legal Services (1006). As noted in Table 1. Town Operations Expenditure Report on p. 8, the projected wage/salary increase for Regular Full-Time is approximately \$353,110 compared to an overall Town Departments increase of \$40,586, meaning other personnel and operating reductions mitigated the overall increase.

The following is a brief review of the Town Departments/Function program and budget highlights.

- Legislative Policy (1001) – This budget is up \$3,500 or 8.2%. Approximately two-thirds of the budgeted funds are used to pay dues to the Connecticut Conference of Municipalities (CCM) (\$30,368). 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 (p. 71). A new cost center, Community Response, was created and funded at \$2,500 in anticipation of having funds available should the need arrive to support community related activities.
- Voter Registration (1003) – This budget is down \$43,378 or 29.5% which is a direct result of the type (non-Presidential) and decrease in the number of election events (one) anticipated in FYE 2014 compared to FYE 2013 (p. 77).
- Town Clerk (1005) – This budget is up \$3,303 or 0.9%. Personnel costs are up and operating costs are down. Due to economic conditions, conveyance tax revenues along with other revenue producing activities are difficult to predict. The revenue estimates for FYE 2013 and the projected FYE 2014 are hopeful, yet conservative (p. 83).
- Legal Services (1006) – This budget is up \$57,050 or 15.7% from the FYE 2013 budgeted amount, but represents a \$35,000 reduction from the FYE 2013 estimate. The budget request, prepared in consultation with the Town Attorney, is our best estimate as to the allocation among the various costs centers and is reflective of current and anticipated legal activities. The budget reflects a rate of \$150 per hour that went into effect on January 1, 2012 (p. 91).
- Executive Management (1010) – The FYE 2014 budget reflects the reorganization of functions and activities previously associated with Function 1010 Executive Management and Function 1014 Administrative Services and associated personnel changes. This reorganization and associated job descriptions have been approved by the Town Council. Function 1014 Administrative Services has been eliminated, Cost Center 0 Leadership General Support previously in Administrative Services has been combined with Function 1010, and three new functions have been created – Function 1011 Information Technology; Function 1012 Human Resources; and a new Function 1014 entitled Emergency Communications/Management. The reorganization establishes a new Town Department of Human Resources and creates separate functions for Information Technology and Emergency Management under the auspices of the Town Manager's office. This reorganization involves the elimination of the Manager of Labor Relations/Risk Management position and creation of a new Director of Human Resources/Risk Management position. The reorganization will bring about a realignment of the above-noted functions and activities to better serve the Town's needs and will allow for the creation of an Assistant Town Manager position which has been

discussed for a number of years. In FYE 2011, the vacant Assistant to the Town Manager position was eliminated. Due to continuing budget constraints, a replacement position of Assistant Town Manager was not proposed in FYE 2012 or 2013. The revised 1010 function has a 1.47% increase over its corresponding costs centers in the FYE 2013 Adopted/Adjusted Budget (Function 1010 plus previous Function 1014 Administrative Services, Cost Center 0). The below table shows the reallocation of cost centers and functions as a result of the reorganization (p. 97).

Functions 1010 and 1014 FYE 2013 and FYE 2014 Adopted Budget Comparison					
Functions	Function/ Cost Center	FYE 2013	Function/ Cost Center	Adopted FYE 2014	% Change
Executive Management	1010	\$ 297,486	1010	\$ 433,159	
Information Technology	1011			\$1,022,350	
Human Resources	1012			\$ 341,011	
Administrative Services*	1014	\$2,837,086		-	
Emergency Communications	1014			\$1,328,317	
	Totals	\$3,134,572		\$3,124,837	-0.31%
Executive Management	Function/ Cost Center	FYE 2013	Function/ Cost Center	Adopted FYE 2014	% Change
	1010	\$ 297,486	1010	\$ 433,159	
	10140	\$ 129,413		-	
	Totals	\$ 426,899		\$ 433,159	1.47%
Information Technology	Function/ Cost Center	FYE 2013	Function/ Cost Center	Adopted FYE 2014	% Change
	10143	\$ 661,222	10113	\$ 675,135	1.02%
	10144	\$ 276,762	10114	\$ 281,765	1.81%
	10147	\$ 70,650	10117	\$ 65,450	-7.36%
	Totals	\$1,008,634		\$1,022,350	1.36%
Human Resources	Function/ Cost Center	FYE 2013	Function/ Cost Center	Adopted FYE 2014	% Change
	10141	\$ 328,049	1012	\$ 341,011	3.95%
Emergency Communications/Management	Function/ Cost Center	FYE 2013	Function/ Cost Center	Adopted FYE 2014	% Change
	10145	\$1,268,009	10145	\$1,239,950	-2.21%
	10148	\$ 102,981	10147	\$ 88,367	-14.19%
	Totals	\$1,370,990		\$1,328,317	-3.11%
*In FYE 2013, Function 1014 was known as Administrative Services and included Information Technology, Human Resources, and Emergency Communications.					

- Information Technology (1011) – This new function has an increase of \$13,716 or 1.36% over its corresponding cost centers in the FYE 2013 Adopted/Adjusted Budget (previous Function 1014 Administrative Service, Cost Centers 3, 4 and 7). The telecommunications budget request for general use telephones is reduced by \$5,200 from

FYE 2013 in anticipation of moving the Town's phone system to a Voice Over Internet Protocol (VOIP) system (p. 103).

- Human Resources (1012) – This new function has an increase of \$12,962 or 3.95% compared to its corresponding cost center in the FYE 2013 Adopted/Adjusted Budget (previous Function 1014 Administrative Services, Cost Center 1). Budget increases are primarily due to projected tuition reimbursement costs (Professional Development and Training \$6,730) and costs associated with upcoming pension negotiations and the institution of background checks for seasonal and part-time employees as well as certain volunteers (Professional/Technical Services \$5,500) (p. 109).
- Finance Administration (1013) – This budget is up \$10,804 or 0.8%. Personnel costs are up \$19,107 and operating expenses are down \$8,303. Changes to operating costs include the elimination of personal property audits, an increase in the fee paid to the state for DMV files, tax collection classes for a new employee, and reduced printing costs (p. 115).
- Emergency Communications (1014) – This new function has a decrease of \$42,673 or 3.11% compared to its corresponding cost center in the FYE 2013 Adopted/Adjusted Budget (previous Function 1014 Administrative Services, Cost Centers 5 and 8). This reduction is due to a reallocation of a portion of the Emergency Management/Communications Coordinator salary to Employee Safety, which is in the new function entitled Human Resources (1012). In addition, reductions are proposed in Utilities/Fuel (\$34,700) and Overtime (\$15,000) (p. 123).
- Public Safety (1024) – This budget is up \$40,764 or 0.6%. Personnel services is up \$12,730 due to wage/salary increases and contractual step increases, which affect regular full time, overtime pay, and shift replacement accounts. A 1% negative Salary Adjustment (5109) in the amount of \$48,000 has been made to reflect anticipated annual turnover rate as well as an additional \$19,263 in reductions made by the RTM. Operating costs are up \$28,034 primarily due to increasing vehicle replacement, maintenance, and fuel costs and reductions made by the RTM. The administrative fee collected for outside police work has been added as a revenue to the financing plan (p. 129).
- Public Works (1035) – This budget is up \$26,449 or 0.4%. Personnel services are up \$34,765 and operating expenses are down \$8,316. The primary reason for the personnel services increase is wage/salary increases and contractual step increases. Operating expenses are down due to reductions in construction supplies, professional engineer and the elimination of funds for the Police Station/Web-Based Digital Control system. All utilities except Aquarion are expected to keep their rates stable for FYE 2014. Heating fuel oil is budgeted at \$3.25/gallon, compared to \$3.18/gallon in FYE 2013 (p. 137).
- Planning and Development (1046) – This budget is down \$44,247 or 3.7%. Personnel services are down \$34,621 and operating expenses are down \$9,626. Personnel services and operating expenses are down to account for reductions made by the RTM (p. 145).
- Human Services (1051) – This budget is up \$15,091 or 2.7%. Personnel services are up \$15,985. Operating expenses are down \$894. Personnel services are up primarily due to



wage/salary increases and contractual step increases. Operating expenses are down due to a reduction in eviction expenses, subscriptions and reduction in the computer replacement fee (p. 153).

- Library (1063) – This budget is down \$122 or -0.0%. Personnel services are up \$4,565 due to wage/salary increases and contractual step increases. A Librarian position was replaced with a Librarian Associate in FYE 2013. Operating expenses are down due to a reduction in the computer replacement fee (\$4,687). Savings in materials and supplies offset the increase in professional/technical services for customized book ordering (p. 161).
- Parks and Recreation (1064) – This budget is down \$18,893 or 1.0%. Personnel services are down \$36,527 and operating expenses are down \$12,366. Personnel services are down due to one-fourth of two Program Supervisor positions (\$25,735) being funded by Function 3240; Recreation and Senior Activities Fund. The Senior Center has proposed increasing its hours of operation to better serve “50-somethings.” The cost for staffing and additional programming is included in Function 3240. The cost of the Meals on Wheels programs has increased \$6,760 to pay volunteer drivers delivery mileage for using their vehicles. During the last year Parks Maintenance has taken over the responsibility of shoveling sidewalks around Town buildings (p. 167).

**Summary** - The Town Departments portion of the Town Operations budget is a \$40,586 or 0.2% increase over the FYE 2013 Adopted/Adjusted Budget. A significant portion of this increase is attributable to three functions - Legal Services (\$57,050); Public Safety (\$40,764); and Public Works (\$26,449). The total cumulative increase of the Town Operations budget (\$133,679) is less than the total increase in the cost of Regular Full-Time (\$353,110). Reductions in other personnel accounts and in operating costs have enabled the overall Town Departments budget to come in at an amount less than the increase associated with wage/salary increases and contractual step increases.

The FYE 2014 Budget calls for no additional full time positions, and as a result, the number of full-time Town employees' remains at 268. However with the reduction made by the Town Council/RTM in numerous departments, reductions in personnel may be necessary during the fiscal year. Salary and wages represent 53.0% of the FYE 2014 Town Operations budget, up from 52.9% in FYE 2013 (see Table 1. Town Operations Expenditure Report, p. 8). This increase is due primarily to wage/salary increases and contractual step increases.

Over the last couple of years, a number of operating accounts have seen significant reductions in their budgeted amounts. This year, accounts which will see a significant reduction (-5% or more), are Postage, Printing, and Advertising, Payments/Contributions, Materials & Supplies, Computer Replacement Fees and Evictions. A number of accounts are proposed to receive significant increases (5% or more) including Vehicle Maintenance Fee and Equipment/Machinery & Furniture. Table 1 entitled “Town Operations Expenditure Report” on p. 8 shows proposed increases/decreases for all personnel and operating accounts. In order to have a full appreciation of these increases and decreases one has to take into account the significant reductions that have been made in the operating expenses over the last five years.

**Town Other** - The Town Other portion of the Town Operations budget shows a \$93,093 or 1.1% increase from the FYE 2013 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 Insurance and Claims (1070) of \$18,634 or 3.6% and Self-Funded Plans (1071) of \$174,459 or 2.1%.

With respect to Contributions to Other Funds (1077), it was proposed that a direct General Fund contribution of \$165,000 be made to the Fleet Fund in an effort to replenish the fund after several years of underfunding that began in FYE 2009. This amount represented approximately 21% of the recommended General Fund Vehicle Replacement Fees, which together with the 25% contribution in departmental accounts would have brought contributions to 46% of the recommended amount. However the RTM reduced this amount by \$100,000 to \$65,000.

Town Operations Expenditure Report							
Account Code	DESCRIPTION	ACTUAL FYE 2012	ADJUSTED FYE 2013	ADOPTED FYE 2014	\$ VARIANCE '13' to '14'	% VARIANCE '13' to '14'	% OF TOTAL BUDGET
5101	Regular Full Time	\$ 13,961,585	\$ 14,835,808	\$ 15,188,918	\$ 353,110	2.4%	46.6%
5102	Part Time Personnel	\$ 479,317	\$ 476,391	\$ 460,644	\$ (15,747)	-3.3%	1.4%
5103	Seasonal Personnel	\$ 87,011	\$ 92,878	\$ 62,030	\$ (30,848)	-33.2%	0.2%
5104	Overtime Pay	\$ 744,749	\$ 910,263	\$ 850,358	\$ (59,905)	-6.6%	2.6%
5105	Longevity Pay	\$ 91,453	\$ 94,006	\$ 94,084	\$ 78	0.1%	0.3%
5106	College Incentive Pay	\$ 92,288	\$ 91,103	\$ 92,184	\$ 1,081	1.2%	0.3%
5107	Shift Replacement Overtime	\$ 273,726	\$ 309,852	\$ 310,000	\$ 148	0.0%	1.0%
5109	Salary Adjustment	\$ -	\$ (46,640)	\$ (215,349)	\$ (168,709)	361.7%	-0.7%
5110	Regular Part Time	\$ 251,813	\$ 222,452	\$ 190,200	\$ (32,252)	-14.5%	0.6%
5111	Premium Pay	\$ 253,709	\$ 85,547	\$ 81,173	\$ (4,374)	-5.1%	0.2%
5112	Sick Incentive	\$ 112,539	\$ 52,700	\$ 52,373	\$ (327)	-0.6%	0.2%
5115	Shift Premium	\$ -	\$ 73,288	\$ 79,288	\$ 6,000	8.2%	0.2%
5116	Wage Continuation	\$ 66,073	\$ -	\$ -	\$ -	0.0%	0.0%
5117	Allowances	\$ 10,145	\$ 51,465	\$ 51,750	\$ 285	0.6%	0.2%
5119	Salary Reimbursements	\$ 44,417	\$ -	\$ (26,067)	\$ (26,067)	0.0%	-0.1%
	<b>Salaries and Wages</b>	<b>\$ 16,520,026</b>	<b>\$ 17,249,113</b>	<b>\$ 17,271,586</b>	<b>\$ 22,473</b>	<b>0.1%</b>	<b>53.0%</b>
5151	Social Security	\$ 891,417	\$ 968,066	\$ 979,302	\$ 11,236	1.2%	3.0%
5152	Retirement	\$ 2,191,622	\$ 2,320,733	\$ 2,465,138	\$ 144,405	6.2%	7.6%
5153	Health Insurance	\$ 3,967,985	\$ 3,819,088	\$ 3,775,841	\$ (43,247)	-1.1%	11.6%
5154	Unemployment Comp.	\$ 25,368	\$ 32,250	\$ 34,550	\$ 2,300	7.1%	0.1%
5155	Worker's Compensation	\$ -	\$ 3,676	\$ 63,846	\$ 60,170	1636.8%	0.2%
5158	Life Insurance	\$ 28,249	\$ 28,302	\$ 28,290	\$ (12)	0.0%	0.1%
5159	Heart & Hypertension	\$ 219,484	\$ 225,647	\$ 224,548	\$ (1,099)	-0.5%	0.7%
5160	Health-Retiree-Current	\$ 671,773	\$ 660,752	\$ 623,193	\$ (37,559)	-5.7%	1.9%
5170	Other Post Employment Benefits	\$ 1,078,700	\$ 1,067,343	\$ 1,119,144	\$ 51,801	4.9%	3.4%
	<b>Employee Benefits</b>	<b>\$ 9,074,598</b>	<b>\$ 9,125,857</b>	<b>\$ 9,313,852</b>	<b>\$ 187,995</b>	<b>2.1%</b>	<b>28.6%</b>
	<b>TOTAL PERSONNEL SERVICES</b>	<b>\$ 25,594,624</b>	<b>\$ 26,374,970</b>	<b>\$ 26,585,438</b>	<b>\$ 210,468</b>	<b>0.8%</b>	<b>81.5%</b>
5201	Postage/Print/Advertising	\$ 128,634	\$ 161,325	\$ 138,909	\$ (22,416)	-13.9%	0.4%
5210	Profession Develop/Train	\$ 115,420	\$ 137,462	\$ 143,816	\$ 6,354	4.6%	0.4%
5220	Utilities/Fuel/Mileage	\$ 1,232,603	\$ 1,350,428	\$ 1,303,802	\$ (46,626)	-3.5%	4.0%
5230	Pymnts/Contributions	\$ 34,583	\$ 207,603	\$ 109,565	\$ (98,038)	-47.2%	0.3%
5240	Boards & Commissions	\$ -	\$ 150	\$ 150	\$ -	0.0%	0.0%
5260	Repairs & Maint-Fac/Equip	\$ 190,605	\$ 245,026	\$ 240,042	\$ (4,984)	-2.0%	0.7%
5261	Software Maint Fees	\$ 250,285	\$ 286,642	\$ 292,215	\$ 5,573	1.9%	0.9%
5280	Insurance/Risk Mgmt	\$ 414,889	\$ 469,150	\$ 487,784	\$ 18,634	4.0%	1.5%
5281	Occupational Health & Safety	\$ 51,647	\$ 75,362	\$ 73,497	\$ (1,865)	-2.5%	0.2%
5285	Building & Property Damage	\$ -	\$ 10,000	\$ 10,000	\$ -	0.0%	0.0%
5289	Insurance Claim Payments	\$ 2,404	\$ 15,000	\$ 15,000	\$ -	0.0%	0.0%
5290	Profess/Technical Service	\$ 1,306,545	\$ 1,413,965	\$ 1,463,746	\$ 49,781	3.5%	4.5%
5300	Materials & Supplies	\$ 678,134	\$ 742,717	\$ 695,741	\$ (46,976)	-6.3%	2.1%
5310	Vehicle Oper/Maintenance	\$ 12,432	\$ 13,605	\$ 13,105	\$ (500)	-3.7%	0.0%
5315	Vehicle Replacement Fee	\$ 184,586	\$ 188,835	\$ 194,987	\$ 6,152	3.3%	0.6%
5316	Vehicle Maintenance Fee	\$ 294,725	\$ 298,800	\$ 345,900	\$ 47,100	15.8%	1.1%
5317	Vehicle Fuel	\$ 359,100	\$ 393,724	\$ 393,308	\$ (416)	-0.1%	1.2%
5318	Computer Replacement Fee	\$ 91,722	\$ 82,597	\$ 67,152	\$ (15,445)	-18.7%	0.2%
5400	Equip/Machinery & Furniture	\$ 56,320	\$ 1,500	\$ 24,833	\$ 23,333	1555.5%	0.1%
5410	Computer Equipment	\$ 47,775	\$ -	\$ 3,800	\$ 3,800	0.0%	0.0%
5609	Evictions	\$ -	\$ 1,000	\$ 750	\$ (250)	-25.0%	0.0%
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 5,452,409</b>	<b>\$ 6,094,891</b>	<b>\$ 6,018,102</b>	<b>\$ (76,789)</b>	<b>-1.3%</b>	<b>18.5%</b>
	<b>GRAND TOTAL</b>	<b>\$ 31,047,033</b>	<b>\$ 32,469,861</b>	<b>\$ 32,603,540</b>	<b>\$ 133,679</b>	<b>0.4%</b>	

Table 1. Town Operations Expenditure Report

Notable changes in Town Other include:

- Insurance and Claims (1070) – This budget is up by \$18,634, a 3.6% increase. The budget reflects our current estimate of insurance costs; insurance renewals are not finalized until June. The entire increase is in the Insurance/Risk Management cost center (pp. 175-178).
- Self- Funded Plans (1071) (pp. 179-188)

**Retirement** – The General Fund contribution to the Town's Retirement Fund is \$2,465,138, up \$144,405 or 6.2% compared to a 5.9% increase in FYE 2013. Actuarial losses attributable to the market decline of 2008-09 have not been fully recovered due to smoothing of investment gains/losses over a five-year period. There remains \$934,000 in unrecognized actuarial losses, continuing the downward trend from 2010 when they were \$12.2 million. The recognition of these actuarial losses continues to negatively impact annual required contributions.

**Health Insurance** –The FYE 2014 General Fund contribution to the Self-Funded Insurance Fund is \$4,399,034, down \$80,806 or 1.8% from FYE 2013. This reflects an updated renewal received in March 2013 that was in adjustments made by the Town Council and sustained by the RTM. For FYE 2014, \$719,149 or 60% of the excess fund balance is proposed to be used compared to \$322,166 in FYE 2013. The Town portion of the insurance fund balance increased from \$1.89 million in FYE 2013 to \$2.34 million in FYE 2014. The Town has had a long standing practice of using a percentage of excess fund balance, i.e. the excess over the corridor between expected claims and 125% of expected claims where stop loss insurance takes over to reduce the Town's annual contribution to the fund.

**Worker's Compensation** - For FYE 2014 a General Fund contribution of \$63,846 is being proposed to be made to the Town's self-insured Worker's Compensation Fund. A \$3,676 contribution was made in FYE 2013. The Town's recommended contribution for FYE 2014 is \$214,068. As of July 1, 2012, the Worker's Compensation Fund had a fund balance of \$687,797. Beginning in FYE 2009, the recommended contribution has been reduced by amortizing the "excess" fund balance (\$430,962) over a three-year period. Applying this methodology results in the total proposed contribution of \$70,414 of which \$63,846 is attributable to the General Fund.

**Heart and Hypertension** - The FYE 2014 contribution (\$224,548) is a \$1,099 reduction from FYE 2013. This account continues to be relatively stable.

**Other Post-Employment Benefits (OPEB)** - In accordance with a statement from the General Accounting Standards Board (GASB), the Town was required beginning in FYE 2008 to recognize the liability of Other Post-Employment Benefits (OPEB) on its financial statements. GASB requires an actuarial evaluation be performed every two years to update the Town's OPEB liability and annual required contribution (ARC). It also requires an explanation of how the Town intends to fund this

obligation. In essence, OPEB benefits, primarily retiree health insurance, are to be treated like pension benefits.

In anticipation of this liability, the Town began making annual General Fund contributions to an OPEB Fund in 2005. The fund was established as a trust fund in 2008 and the Town developed a ten-year implementation plan to bring its annual contribution up to the net portion of the ARC attributable to the Town. As of June 30, 2012, the Town has contributed \$5,276,000 to the fund and the fund value is \$6,085,862.

Based on the July 2012 actuarial valuation, the Town's OPEB liability is estimated to be \$41.4 million with an ARC of \$3.6 million, and with a net budget impact of \$1.6 million. Based on the plan (p. 186), the Town contributions will reach net budget impact in FYE 2017. As indicated in the plan, the total recommended General Fund contribution to OPEB for FYE 2014 was proposed at \$1,159,963, an increase of \$92,620 (8.7%) over FYE 2013. During budget deliberations, the Town Council reduced the General Fund contribution to \$1,119,144 and that was sustained by the RTM.

- Contributions to Other Funds (1077) - Contributions to Other Funds (\$100,000) provides a General Fund contribution of \$65,000 to the Fleet Reserve Fund and \$35,000 to the Revaluation Fund. Since 2009, departmental contributions to the Fleet Reserve Fund have been significantly below the recommended amount. The proposed contribution of \$165,000 would have continued an effort to bring fleet contributions up to recommended levels. However the RTM reduced the Contribution to the Fleet Reserve Fund to \$65,000. Another \$35,000 is being contributed to the Revaluation Fund to fund future real estate revaluations (pp. 189-192).

**Summary** - The FYE 2014 Town Operations budget is \$32,603,540 and represents a \$133,679 or 0.4% increase from the FYE 2013 Adopted/Adjusted Budget. The functions contributing to this increase are Legal Services (1006) (\$57,050); Public Safety (1024) (\$40,764); Public Works (1035) (\$26,449); and Self-Funded Plans (1071) (\$174,459) while functions decreasing are Voter Registration (1003) (\$43,378); Planning & Development (1046) (\$44,247); Parks & Recreation (1064) (\$18,893) and Contributions to Other Funds (1077) (\$100,000) (see Comparison by Function Table, p. 63). The major cost drivers contributing to the increase are Retirement (\$144,405); Workers Compensation (\$60,170); OPEB (\$51,801); Professional/ Technical Services (\$49,781); and Vehicle Maintenance (\$47,100) (see Table 1. Town Operations Expenditure Report, p. 8).

Over the last four years, significant and unprecedented cuts have been made to the Town Departments portion of the budget. Since 2003, the Town Operations portion of the budget has increased 12.6%, an average of 1.1% per year (see Table 2. Town Operations Adjusted/Adopted Budgets. Eleven Year Comparison on p. 11). This cumulative increase, when coupled with built-in annual increases in operating and personnel costs of approximately 3% per year, effectively results in about a 19% reduction in the resources available for Town Operations for this same period. Truly Town Operations has been doing more with less over this period of time.



Town Operations Adjusted/Adopted Budgets Eleven (11) Year Comparison		
Fiscal Year Ending (FYE)	Budget	% change from Previous Year
Adjusted 2003	\$ 28,963,762	-
Adjusted 2004	\$ 28,089,064	-3.0%
Adjusted 2005	\$ 28,037,383	-0.2%
Adjusted 2006	\$ 28,937,997	3.2%
Adjusted 2007	\$ 30,710,625	6.1%
Adjusted 2008	\$ 31,853,363	3.7%
Adjusted 2009	\$ 32,720,667	2.7%
Adjusted 2010	\$ 32,350,052	-1.1%
Adjusted 2011	\$ 32,377,415	0.1%
Adjusted 2012	\$ 32,068,298	-1.0%
Adjusted 2013	\$ 32,469,861	1.3%
Adopted 2014	\$ 32,603,540	0.4%
Increase over eleven years: 2003 to 2014		12.6%
Average Eleven Year Increase		1.1%

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

### EDUCATION

The Education Services budget as submitted by the Board of Education/Interim Superintendent of Schools is \$73,662,715 and represents a \$1,017,215 or 1.4% increase over the FYE 2013 Adopted/Adjusted Budget. The Education Services budget represents 61.4% of the FYE 2014 Budget compared to 60.1% in FYE 2013. (See Board of Education FYE 2014 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); School Crossing Guards (1024 and 1090); Debt Service for School Related Projects (1076); a portion of the Capital Reserve contribution (5010); and 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 2014 appropriation for Capital/Debt Services is \$6,227,687 which is a \$2,005,753 or 24.4% decrease from the FYE 2013 appropriation. The Capital/Debt Services account represents 5.2% of the FYE 2014 Budget compared to 6.8% in FYE 2013. Funding is needed to cover debt service payments including interest and principle payments due on bonded projects and to make a contribution to the Capital Reserve Fund.

The Town's contribution to the Capital Reserve Fund was proposed at \$2,600,000, which was a \$1,050,000 or 28.8% decrease from the FYE 2013 appropriation. During budget deliberations the Town Council reduced this to \$2,000,000 and then the RTM reduced this to

\$1,800,000. While the Town continues to have a growing backlog of capital improvement needs and a minimal Capital Reserve Fund Balance, the recommended contribution had taken into account that for the next five years road paving throughout the Town will be funded by the issuance of bonds.

The Town's budgeted debt service payment is decreasing \$155,753 or 3.4% from \$4,583,440 in FYE 2013 to \$4,427,687 in FYE 2014. It is projected that debt service will increase in future years as permanent financing will be issued for the two bond ordinances that were approved by the voters in May 2011 for the Thames Street Rehabilitation Program (\$6.4 million) and in November 2012 for the Road Maintenance Initiative (\$11.2 million). The February 2013 refunding of previously issued bonds reduced debt service payments and is reflected in the FYE 2013 Estimate and FYE 2014 Budget. (pp. 197-207).

### 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 2014, the budget for Outside Agencies is \$2,085,937 which represents a \$42,372 or 2.1% increase over the FYE 2013 Adopted/Adjusted Budget. The Outside Agencies budget represents 1.7% of the FYE 2014 Budget which is the same as in FYE 2013.

Regional Agencies (1007) is down \$5,600 or 4.1% due to the fact that in FYE 2013 a transfer was made out of Contingency for the Southeastern Connecticut Probate Court to pay for the cost of needed office furniture. Requests for the Southeastern Connecticut Council of Governments (SCCOG) and Southeastern Connecticut Enterprise Region (seCTer) are the same as last year. The Southeast Area Transit (SEAT) appropriation is the same as their FYE 2013 amount as the State Department of Transportation which is taking over the SEAT operation has advised member towns to budget the same SEAT amount as was provided in FYE 2013.

Ambulance Services (1026), which provides funding for Groton Ambulance and Mystic River Ambulance, is up \$26,504 or 22.5% from the FYE 2013 appropriation. Groton Ambulance's request is \$106,955 which is a \$25,004 or 31% increase over their FYE 2013 appropriation; Mystic River Ambulance's request is \$37,500 which is a \$1,500 or 4.2% increase over their FYE 2013 appropriation.

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 Nurse 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 overall budget for this function is \$1,620,327, a \$21,468 or 1.3% increase over FYE 2013.

Other Libraries (1065) provides funding for the Bill Memorial Library and the Mystic and Noank Library. Both Libraries received the same amount as their FYE 2013 appropriations.

The contribution to the Ledge Light Health District (\$275,462) increased \$605 or 0.2%. The contribution is based on the population estimates provided by the State Department of

Health. The per capita rate of \$6.88 is \$.03 higher than FYE 2013. The requested contribution of \$275,462 includes a \$71,383 contribution on behalf of the City of Groton.

With respect to the VNA - School Health (10541), the contribution for FYE 2014 is \$1,142,571, which is a \$22,293 or 2.0% increase over FYE 2013. The other VNA account, Health Promotion (10542), is funded at the same amount as the FYE 2013 appropriation (\$68,820).

Other accounts that appear in 1054 include Housing Authority sewer use payments of \$57,954, which is the same as FYE 2013. 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 \$102,115, and the committee recommended funding in the amount of \$55,750. As a result, these two cost centers when combined show a \$1,250 or 2.2% decrease from the FYE 2013 appropriation. Finally, Marine Sewage Disposal (10547) is being funded at the \$19,980 FYE 2013 amount. This program provides pump out 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 2014 total \$5,379,849, a \$151,455 or 2.9% increase from the FYE 2013 appropriation. Requested funds in this service area represented 4.4% of the proposed FYE 2014 budget compared to 4.3% in FYE 2013.

The City of Groton's request for police and highway funds is \$4,399,286 which is a \$109,074 or 2.4% decrease over the FYE 2013 appropriation. The requested payment would cover approximately 48.5% of the City of Groton's police budget and 96.7% of their highway maintenance budget, less certain costs in each. The City's request for police services had increased \$47,536 or 2.1% over FYE 2013; their highway budget request had decreased \$156,610 or 6.9% over FYE 2013. The percentage increase in the City police budget is mainly due to the request for operating funds for capital items, document scanning, MDT replacement and bulletproof vests (\$22,417). The City highway budget included a request for operating funds for two pick-ups and one 550 plow truck (\$129,000). During budget deliberations, the Town Council reduced the city Highway by \$243,170 and the City Police by \$233,379. The RTM added back the \$233,379 to the Police account. For FYE 2014, the street lighting expenses for the City, which the Town pays, will be \$116,162, compared to \$114,197 in FYE 2013.

Groton Long Point's request for police and highway funds was \$604,600 and represented a \$258,100 or 74.5% increase over their FYE 2013 appropriation. The requested payment would cover 50.0% of the Groton Long Point Association's police budget and 100.0% of their highway maintenance budget. The police budget request of \$334,100 was a \$133,600 or 66.6% increase over the FYE 2013 appropriation. The highway budget request of \$270,500 was a \$124,500 or 85.3% increase over the FYE 2013 appropriation. Groton Long Point Association had requested funding for a new four-wheel drive vehicle (\$28,500) and funding for cleanup and repair for super storm Sandy (\$87,000) in their operating budget request. During budget deliberations, the Town Council reduced the GLP Highway by \$28,500 and GLP Police by \$334,100. The RTM

added back \$250,000 for Police. For FYE 2014, the street lighting expenses for Groton Long Point, which the Town pays, will be \$13,789 compared to \$13,325 in FYE 2013.

The Fire District PILOT Program (1092) is funded at \$246,012, which is the same amount it has been funded at since FYE 2002. There are two components to the Fire District PILOT program - a State reimbursement PILOT portion and a Town-owned property PILOT program. For FYE 2014, the Governor proposed the repeal of the State PILOT program that allocated an "in lieu of the real estate taxes" payment which was intended to partially reimburse the Town for services to State-owned properties. Once again it is recommended that consideration be given to making FYE 2014 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 2014, \$350,000 is budgeted for this purpose which equates to approximately 0.2% of the General Fund Operating Budget and represents a \$100,000 or 22.0% decrease from the FYE 2013 appropriation of \$450,000.

### **GENERAL FUND REVENUES – WHERE THE MONEY COMES FROM**

The following is a summary of the FYE 2014 revenues (pp. 49-61), which will be used to fund the FYE 2014 operating budget of \$119,953,958. The revenues designated from the State of Connecticut are based on the first year of the state's FY2014-FY2015 biennium budget and the February 2013 "Estimates of State Formula Aid to Municipalities."

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 2014 and beyond. Historically, the Town has used the Governor's proposed budget in formulating our proposed budget. In most years, the actual funding received from the state has exceeded the Governor's proposed budget. Given the continued uncertainty associated with the national economy and decreased revenues that the state is receiving through traditional means including sales tax, income tax revenues and casino revenues, there continues to be concern in utilizing the Governor's proposed numbers. However, in the absence of another viable alternative, the Governor's proposed budget figures for FYE 2014 were used as the State Legislature was still deliberating on a State budget at the time the RTM completed their budget deliberations and the Town Council set the tax rate for FYE 2014.



With this revenue budget, the Town will be using \$2,013,860 of Fund Balance and still maintain a projected Fund Balance of 7.5% of General Fund expenditures, with \$9,072,403 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, FYE 2011, FYE 2012 and FYE 2013; and it was strongly recommended that this percentage at a minimum be maintained for FYE 2014.

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 2014 Budget, the percentages of revenue coming from these various sources are projected to be as follows:

Property Taxes	66.9%	Licenses/Permits	0.1%
State Grants-Education	23.4%	Service Charges	1.6%
State Grants-Other	2.5%	User Fees	0.3%
Federal Grants in Aid	2.9%	Fund Balance/Other	2.3%

#### GENERAL PROPERTY TAXES

The FYE 2014 Budget increases the FYE 2014 mill rate of 20.22 mills by 0.50 mills to 20.72 mills, a 2.5% increase. This increase is a result of an increase in expenditures while state, federal and other revenues are declining. A decrease in the 2012 Grand List was realized that also impacts the mill rate needed to fund expenditures. The proposed property tax levy for FYE 2014 will be based on all taxable property in the Town as of October 1, 2012 after adjustments by the Board of Assessment Appeals (BAA). The October 1, 2012 Grand List declined 2.1% over the 2011 Grand List after the BAA deliberations. The net adjusted Grand List now totals \$3,857,363,246 which results in a loss of approximately \$1.7 million in tax revenue based on the FYE 2014 mill rate. The combined assessments of the top 10 taxpayers decreased by approximately \$66 million to about \$858 million and now comprise 22.3% of the Town's net Grand List.

Net **real estate** increased 0.0%, from approximately \$3.388 billion to \$3.389 billion. This is reflective of the slow recovery in the building sector of the economy and the onset of demolitions occurring at the Pfizer facility. Net residential real estate assessments increased 0.1%, from approximately \$2.247 billion to \$2.248 billion. This year, with the decrease in the personal property and motor vehicle portions of the Grand List, the residential real estate's share of the entire net Grand List increased slightly, from 57.1% of the 2011 Grand List to 58.3% of the 2012 Grand List. Net commercial real estate increased this year, increasing 0.2% to \$574 million. The net assessment for industrial property which includes Pfizer and Electric Boat decreased \$2.1 million to \$566 million, a decrease of 0.4%. Seventeen single-family homes were started for the October 1, 2013 Grand List compared to 13 last year.

The **personal property** Grand List decreased in net assessments. With a 21.7% decrease, the net personal property Grand List declined to \$276 million, down from \$353 million

in 2011. The majority of the decrease is attributable to a drop in the declared business assets at Pfizer. There were 119 fewer businesses listed this year, with 1,995 accounts on the Grand List.

The **motor vehicles** portion of the Grand List, adjusted for military exemptions, decreased 2.5% this year, from \$197,354,793 in 2011 to \$192,352,680. The National Auto Dealer Association (NADA) indicated that the year-over-year value of used passenger cars has fallen slightly while passenger trucks and large SUV's have shown to be desired in the used car market. There were 268 fewer motor vehicles registered in the Town in 2012.

**Summary** - Total revenue to be raised by general property taxes including supplemental motor vehicles, interest and liens, and prior year taxes is \$80,251,142 compared to the FYE 2013 Budget of \$79,981,815 a 0.3% increase. General property taxes will provide 66.9% of the General Fund budget, as compared to 66.2% last year (p. 51).

### **OTHER REVENUES**

**Licenses and Permits** - Revenues generated from licenses and fees will total \$149,928, which represents 0.1% of the FYE 2014 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 \$54,326 from the FYE 2013 budget amount (p. 52).

**Investments** - Over the last couple of years, revenues from investments have significantly decreased due to lower interest rates. For FYE 2014, it is estimated that the Town will receive \$52,000 in investment income. The projected revenue from this source is down approximately \$34,004 from the FYE 2012 actual amount (p. 53).

**State Grants in Aid-Education** - The revenues designated from the State of Connecticut for State Grants in Aid-Education are based on the state's biennium budget and the February 2013 "Estimates of State Formula Aid to Municipalities." Accordingly, the Town will receive \$28,124,756 in State Grants in Aid-Education in FYE 2014. This amount is approximately \$850,437 more than the FYE 2013 budgeted amount. The projected amount to be received represents 23.4% of the FYE 2014 General Fund budget compared to 22.2% for FYE 2013. With the state's proposed biennium budget, 38.2% of the education budget (1080) will be funded from state aid for education in FYE 2014 compared to 37.5% in FYE 2013 (p. 54).

**State Grants in Aid-General Government** - According to the state's proposed biennium budget, the Town will receive \$3,020,892 in State Grants in Aid-General Government. This amount is approximately \$2,600,089 less than the FYE 2013 budgeted amount. The reason for the difference compared to the FYE 2013 budget is due to the Governor's proposal to reduce and/or eliminate numerous grants; State PILOT, Pequot-Mohegan Grant, Manufacturing Transition Grant and the Property Tax Relief Grant. Though these reduced or eliminated grants were to be made up with a new Municipal Aid Adjustment Grant, it is estimated that the Town will realize a reduction in state grants of \$2.6 million in FYE 2014. Additionally for the Manufacturing Transition Grant, a difference in the 2013 Estimate compared to the 2013 Adjusted will need to be addressed as the Governor's 2013 estimate shows a reduction of \$389,742. This reduction was originally due to OPM's audit process where it was determined that their adjustments would only impact the amount received in FYE 2012. The Town should be receiving the same amount in FYE 2013 that we should have received in FYE 2012 before reduction from the OPM audit.

However this is not reflected in the Governor's 2013 Estimate. Overall, the amount of anticipated state aid will represent 2.5% of the proposed FYE 2014 General Fund budget, which is down from 4.6% budgeted in FYE 2013 (pp. 55-56).

***Federal Grants in Aid*** – Revenues from Federal Grants in Aid for FYE 2014 are estimated to be \$3,425,323, which represents 2.9% of the proposed FYE 2014 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 \$34,648 from the FYE 2013 budgeted amount. (p. 57).

***Charges for Current Services*** - Revenues for current services are estimated to be \$1,968,161, which represents 1.6% of the FYE 2014 General Fund budget. This amount has increased from the FYE 2013 budgeted amount by \$76,430, which is mainly attributable to increases in Recording Instruments, Conveyance Tax, and Cost Allocation fees. The Conveyance Tax is budgeted at 0.5% of the selling price (p. 58).

***Schools-Library-Recreation Accounts*** - Revenues from user fees associated with Schools-Library-Recreation activities are estimated to be \$307,192, which represents 0.3% of the proposed FYE 2014 General Fund budget. Revenues are down \$12,240 from the FYE 2013 budgeted amount. The decrease is primarily due to Tuition from Other Towns, which are payments received for students outside the district that attend Groton schools, and Senior Center Fees (p. 59).

***Other Revenue and Fund Balance Applied*** - Other Revenue and Fund Balance Applied accounts for \$2,654,564 or 2.2% of the FYE 2014 General Fund budget (p. 60). Payments from Other Funds for FYE 2014 has increased over the FYE 2013 budget due to the allocation of \$141,074 from the Outside Police Work Fund into the General Fund.

As adopted, \$2,013,860 is being applied from Fund Balance to fund expenses in FYE 2014. With this year's allocation of Fund Balance Applied, the General Fund's unassigned Fund Balance is projected to be maintained at 7.5% of expenditures. Though maintaining the Town's Fund Balance may send a positive message to the bond rating agencies, the Town needs to consider increasing the unassigned fund balance to be more in line with its peer municipalities. This will be particularly important when the Town seeks a bond rating and issues bonds in the future.

It should be noted that as a result of last year's budget deliberations, \$1,589,059 of the Fund Balance Applied was approved to be used to support the FYE 2013 General Fund budget. It is anticipated that none of that amount will be needed to fund FYE 2013 expenditures due to expenditures estimated to be \$888,918 under budget and revenues to be \$775,997 over budget (p. 60).

***Summary*** - As shown in the chart below (Table 3. Trends in General Fund Current Revenues, excluding Fund Balance Applied), state, federal, and other revenues continue to decline while property taxes are used to make up the shortfall. In FYE 2005, State/Federal revenues funded 39.5%, Other Revenue funded 3.6% and Property Tax funded 57.0% of all revenues. Over the

next nine years, State/Federal and Other Revenues have declined as a percentage of revenues while the percentage of Property Tax funding of revenues has increased. For FYE 2014, the percentages have changed dramatically with State/Federal revenue funding 29.3%, Other Revenue funding 2.6% and Property Tax funding 68.0% of the proposed budget.

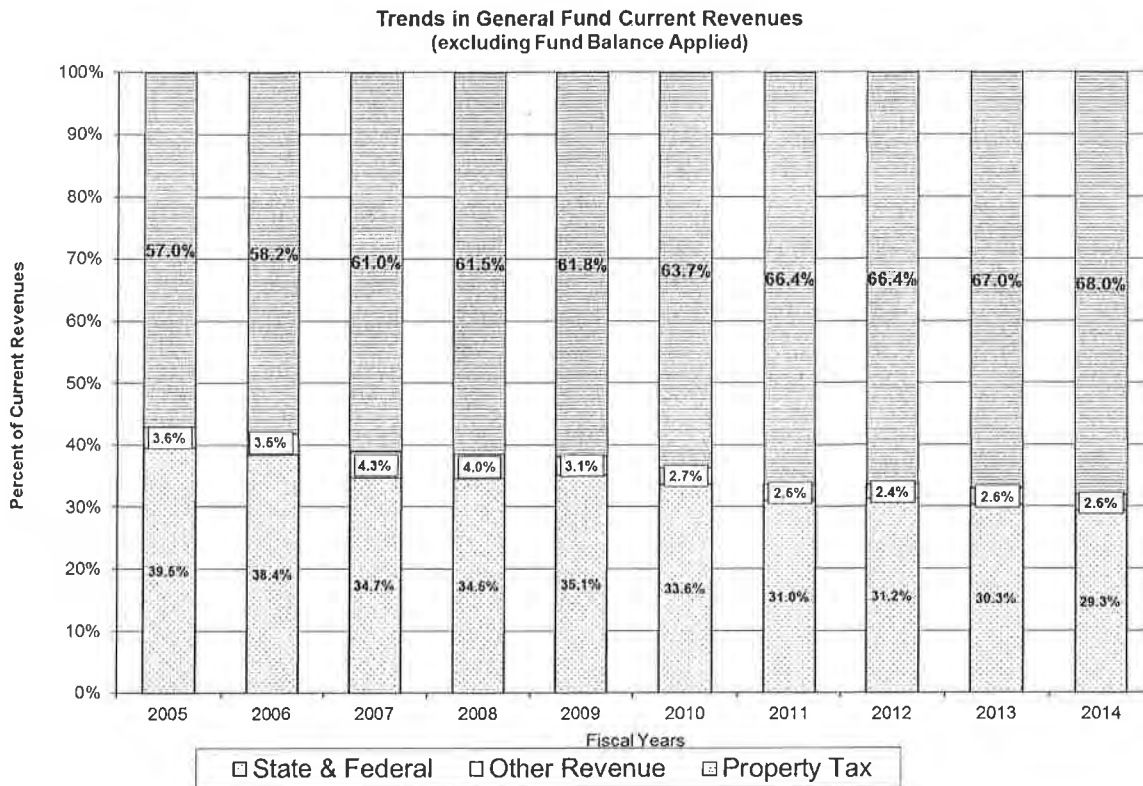


Table 3. Trends in General Fund Current Revenues

## **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 2014, the golf course budget is \$1,180,203, which represents a 0.7% increase from the FYE 2013 Adopted/Adjusted Budget. No General Fund contribution is being requested for FYE 2014 nor will any Fund Balance be used to “balance” the budget. This will leave a projected Fund Balance for FYE 2014 of \$41,977 which equates to 3.6% of expenditures, far below the established goal of 10%. The FYE 2014 budget was impacted by the increases in personnel services, up \$13,732, due to wage/salary increases, contractual step increases, and employee benefits. For FYE 2014, the golf course will make a contribution/ return to the General Fund equivalent to 5.25% of expenses or \$58,870. This contribution is in lieu of a cost

allocation payment, which was \$58,157 in FYE 2013. Operating costs were reduced slightly (\$4,956) from FYE 2013. The golf course continues to contribute 100% of recommended vehicle replacement fees. Greens Fees revenue for FYE 2014 was calculated by applying the approved 2013 season rates. Golf course revenue is subject to the weather and is difficult to predict. This results in an estimated revenue increase of about 1% from the FYE 2013 budget. From a cost recovery standpoint and using the same criteria, the golf course has a significantly higher cost recovery percentage compared to the other Parks and Recreation program budgets found in Functions 1064 and 3240 (132% versus 57%) (p. 245).

***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 2014 is \$6,044,183, which represents a 2.0% increase from the FYE 2013 Adopted/Adjusted Budget. The Water Pollution Control Authority has approved the budget. The residential use rate will increase \$2.00 from \$26.00/month/unit to \$28.00/month/unit with a corresponding rate increase for commercial users. The budget increase is due to increases in both personnel and operating expenditures (\$116,512). Debt service for the Fort Hill Sewer Rehabilitation Project is \$457,051, a decrease (\$32,312) from the FYE 2013 Adopted/Adjusted Budget. Debt service for the Fort Hill project 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 \$429,701 for services performed by General Fund departments such as billing, accounting, and general management. In addition, this fund will contribute \$800,000 to the Capital Reserve Fund for needed capital improvements to the system (p. 253).

***Solid Waste Fund*** (2030) – The FYE 2014 budget for this fund is \$2,548,129, which represents a 4.3% decrease from the FYE 2013 budget. This decrease is primarily due to a decrease in the hauler fee for commercial collections (#5290). For FYE 2014, \$309,213 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 amount estimated for FYE 2013. The Southeastern Connecticut Regional Resource Recovery Agency (SCRRA) has advised that they will be reducing the tipping fee of \$60/ton to \$58/ton. The budget further reduces this rate to \$56/ton that will be charged to all accounts reducing their billing amounts. This fund will make a cost allocation payment to the General Fund in the amount of \$244,743 for services performed by General Fund departments. A protest of the 6% sales tax assessed by the State Department of Revenue Services on commercial solid waste accounts in the amount of \$240,866 and paid in January 2011 is pending resolution with the New Britain Superior Court (p. 261).

***Revaluation Fund*** (2120) – The FYE 2014 budget for this fund is \$5,000 to begin aerial mapping and updating the GIS planimetrics data (p. 271).

***Recreation and Senior Activities Fund*** (3240) – This fund was 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 an increasing number of recreational programs and expenses have been shifted to the Fund. As of FYE 2013, the fund has generated an estimated fund balance of \$355,380.

For FYE 2014, the budget for this fund shows a 20.0% increase in expenditures and a corresponding increase in revenues. The budget anticipates using \$27,152 of fund balance to



offset expenditures leaving an estimated FYE 2014 fund balance of \$328,228. The increase is the result of the inclusion of expenditures and revenues associated with the Senior Center food concession that was previously included in a non-budgeted Special Revenue Fund.

This fund consists of two groups of programs: programs associated with the Recreation Services and programs associated with the Senior Center.

- Recreation – The Recreation portion of the fund consists of three components: Recreation Programs, Summer Camp and Special Needs Programs.
- Senior Programs - The Senior Activities portion of the fund consists of three components: Senior Trips, Senior Programs and Senior Food Concessions.

A more detailed analysis of this fund appears in the Function Highlights (p. 277). In summary, this Special Revenue Fund was established with the anticipation that revenues for Recreation and Senior Activities components will cover their budgeted expenses. While individual programs may subsidize other programs, it is not intended that recreation programs will subsidize senior programs or trips.

***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 2014 is \$1,181,810 and represents a 1.7% increase from FYE 2013. The mill rate for FYE 2014 is 0.25 mills and has been maintained by the use of \$550,000 from the fund's fund balance. The fund balance has been maintained at over \$1 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 financing costs on the \$22.9 million project. In addition, once that project was completed and final disbursements were filed with the State, some of the costs were deemed ineligible creating a cash shortfall. Rather than incurring additional long term debt which would ultimately be paid by the Sewer District, a one-time payment of \$250,282 is included in the FYE 2014 budget to eliminate the cash deficit in the WPCF project (p. 289).

***Capital Reserve Fund*** (5010) – The Capital Reserve Fund contains funds to be appropriated for needed capital improvement projects. The appropriation of \$2,419,000 consists of capital improvement projects being funded from the Capital Reserve Fund of \$1,619,000 and Sewer Operating Fund (WPCF) projects totaling \$800,000. Six projects are proposed to be funded utilizing State LoCIP funding (\$428,000). Twenty-five capital improvement projects are being funded in FYE 2014 including 21 for the Town, three for the Board of Education, and one Water Pollution Control project. In addition, three projects are identified for potential referendum. 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 2014 through FYE 2019 Capital Improvement Program (p. 295).

***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 2014 is

\$1,195,591, which represents a 17.6% decrease from the FYE 2013 budgeted amount. The majority of this decrease is due to a decrease in vehicle purchases.

For FYE 2014, the replacement schedule program calls for the replacement of 48 vehicles (\$1,816,467) of which 30 are past their replacement date. The budget calls for the replacement of 10 vehicles (\$421,420).

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, FYE 2012 and FYE 2013 to 25%, which will be continued for FYE 2014. In an effort to replenish this fund after several years of underfunding, it was proposed that for the second year a General Fund contribution of \$165,000 be made out of Fund Balance. The amount represents approximately 21% of the recommended General Fund Vehicle Replacement Fees, which together with the 25% contribution in departmental accounts will bring contributions to 46% of the recommended amount. During budget deliberations, the RTM reduced this contribution from \$165,000 to \$65,000. 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 2014 are projected to increase \$45,045 or 16.2%.

Unleaded fuel costs are budgeted at \$3.22/gallon for FYE 2014 versus a locked in price of \$3.05 for FYE 2013 while diesel fuel costs are budgeted at \$3.30/gallon for FYE 2014 versus a locked in price of \$3.23 for FYE 2013 (p. 299).

## **OTHER CONSIDERATIONS**

### **PERSONNEL COSTS**

Department adopted budgets for FYE 2014 include negotiated wage/salary increases and step increases for all five Town bargaining units as well as increases for non-union employees. The Town had reached a tentative agreement with a bargaining unit, GMEA, but it had yet to be ratified by the bargaining unit employees so it was not included in the proposed budget. During budget deliberations that contract was ratified and the increases for this bargaining unit were approved by the Town Council and RTM and are included in the departments' adopted budgets for FYE 2014.

The following chart below shows negotiated wage/salary increases for Town bargaining units and budgeted increases for non-union employees.

General Wage/Salary Increases	FYE 11	FYE 12	FYE 13	FYE 14	Step Increases*
GMEA (Clerical/Professional)	2.00%	0.00%	0.00%	2.00%	2%
USWA (Steelworkers)	0.00%	0.00%	2.00%	2.00%	4%
Police	2.50%	0.00%	2.00%	2.00%	4%
AFSCME (Supervisory)	1.00%	2.00%	2.75%	0.00%	2%
Telecommunicators	2.00%	0.00%	2.00%	2.00%	2%
Non-Union	0.00%	0.00%	3.00%	2.50%	None

\*Step increases are granted annually to bargaining unit employees who have not reached the top step of their classification.

## **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 ten plus years, the Town has increased and/or maintained its unassigned Fund Balance from 5% to 7.5% of the total General Fund budget.

During the Town's bond rating presentations in November 2011 and more recently in February 2013, the issue of the Town's unassigned Fund Balance became a topic of discussion with the rating agencies and the Town's financial advisor. The Town is rated either AA2 or AA by the three bond rating agencies and they consider other municipalities with the same bond rating as our "peer communities." For all Connecticut municipalities with such an AA2/AA rating, the median for their unassigned fund balance is 11.1% while the average unassigned fund balance for that same peer group is 11.0% based on 2012 data.

For FYE 2014, the proposed budget would allow the Town to maintain its projected Fund Balance at 7.5%. Though maintaining the Town's Fund Balance may send a positive message to the bond rating agencies, the Town needs to consider increasing the unassigned fund balance to be more in line with its peer municipalities. This will be particularly important when the Town seeks a bond rating and issues bonds in the future. During the last year when it was realized that additional revenues were to be received, it was recommended that the Town increase its unassigned Fund Balance. The Town Council chose not to do so.

## **LOOKING AHEAD**

The FYE 2014 Budget preparation and review and deliberation processes have been extremely challenging. As the adopted budget goes to press, there is still uncertainty with respect to the national, state, and local economy and revenues that the Town can reasonably expect to receive from the federal government and the State of Connecticut. While there is some optimism that the economy has begun to improve, there continues to be areas of concern and uncertainty.

There is little likelihood that the state will provide municipalities with significant additional funding over the next couple of years or that meaningful property tax reform will be implemented. This, coupled with anticipated increases in benefit costs, energy, and other 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 tax 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.

In all respects, the FYE 2014 Budget for Town Operations is below a level service budget. Due to reductions made to Town Operations by the Town Council and RTM additional positions or programs may be reduced or eliminated. There are numerous unmet needs that have not been addressed or adequately addressed that should be kept in mind when a budget is being reviewed and future budgets are prepared. These unmet needs include:

- Funding to respond to a potential Base Realignment Review (BRAC) that could impact the Groton Submarine Base (\$50,000).
- Funding for enhanced economic development initiatives with an eye on growing the community's tax base. This is the only option available to the Town to increase local revenues in a meaningful way and not increase local property taxes (\$50,000-\$100,000).
- Full funding of the Fleet Replacement Fund (\$400,000).
- Increase in the Town Designated Fund Balance (currently 7.5%) to put it more in line with our peer group of other communities (\$500,000+).
- Funding to support Community Events Cost Center in Legislative Policy (1001). Funds would be used to support events, activities, and opportunities that present themselves throughout the year that are unknown at budget time (\$30,000).
- Funding for a dedicated Energy Conservation/Grants person to help implement recommendations contained in the Task Force on Climate Change and Sustainable Community report and to increase investment in energy conservation enhancements (\$90,000).
- Increase annual CIP funding and/or bond authorizations to address long-standing capital improvement needs. The FYE 2014-2019 Capital Improvement Program identifies close to \$100 million in needed improvements over the next six years. Clearly this level of work cannot be undertaken given current funding levels and budget constraints.

Following the completion of the FYE 2014 budget review and approval process, it is once again recommended that the Town Council and RTM hold a series of meetings during the summer/fall of 2013 to discuss the upcoming FYE 2015 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 2014 Budget, like the ones before it, is reflective of a difficult and uncertain economy, which unfortunately may be with us for a while longer.

Looking ahead, the following general precepts should be kept in mind as we move through next year and plan for the FYE 2015 budget:

- 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.
- 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.
- Evaluate joint endeavors with the Board of Education, political subdivisions and fire districts. While the City, Groton Long Point and the fire districts have the right to

provide separate services to their residents, the cost, need, identification of who pays, and viability of providing duplicative services need to be taken into consideration.

- Collective bargaining agreements must reflect the changing economic realities. Continue to implement benefit plan design changes in an effort to reduce costs long term.
- 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 (and our taxpayers) 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.
- Regionalization should be embraced in those areas where it would result in cost savings and improved efficiencies, and/or bring about greater capabilities. 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).

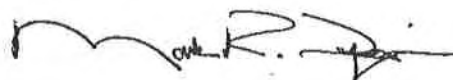
Finally, while the regional, state and national economies are beginning to emerge from a prolonged period of difficult economic conditions, growth in Town revenues lags behind. Town Operations has attempted to adapt to these changed economic conditions, by reducing its workforce and containing the cost of providing services. To date this has been accomplished without major reductions to the services provided to the citizens of Groton. Unfortunately, the focus of Town Council and RTM budget deliberations have narrowed to comparisons with the prior year, often with the goal of no increases and/or reductions. In doing so, decisions have been made to reduce contributions to the Fleet Fund, the Capital Reserve Fund, and facility maintenance in an effort to hold the line on increases or to make up for increases in other areas. At the same time, revenue from the state and federal governments continued to be uncertain and declined as they faced their own budget struggles. In other words, saving for the future through the annual budget process has taken a back seat to meeting current operational needs. An organization can only do this for so long without reinvesting in itself. Roads need to be paved, buildings repaired, equipment replaced, economic development initiatives undertaken, and recreation facilities upgraded, to name a few examples. Groton has been and continues to be proud of the level and quality of services it provides to its citizens. It may no longer be prudent to maintain these services at the expense of not investing in the Town's future. Absent a political consensus as to where to reduce services, the Town needs to place increased emphasis on growing revenue (economic development) and take a comprehensive look at efficiencies and cost savings that may be gained internally and within the fire districts and political subdivisions. Despite difficult economic times, the Groton taxpayers have seen fit to invest in the Town's future by approving two recent bond authorizations (the rehabilitation of Thames Street and the Town-wide road rehabilitation program). It must be kept in mind that as we begin review of the next budget that Groton's continuing budget dilemma has more to do with the lack of revenue growth than unreasonable growth in expenditures.



## ACKNOWLEDGEMENTS

Work began on preparation of the FYE 2014 Proposed Budget in fall 2012 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 2014 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; Robin Moulding, Financial Assistant II; Cindy Landry, Treasurer/Accounting Manager; Mary Jo McCarthy, Administrative Secretary; and Nicki Bresnyan, Executive Assistant for their commitment and hard work they put forth in assisting me in the preparation of the FYE 2014 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:** 1/25/2012

**File Number:** 2012-0040

**Version:** 2

**Status:** Passed

### RESOLUTION ADOPTING TWENTY-EIGHTH GROTON TOWN COUNCIL GOALS

RESOLVED, that the 28th Groton Town Council adopts the following goals for 2012-2013:

#### State

Strongly advocate both independently and through a regional approach to the State Legislature and Officials by calling them to the Council quarterly to address and correct the unfunded mandates that are unfairly pushed onto local municipalities at great economic cost and undue burden. Work to actively promote local fiscally responsible governments to gain the authority to levy their own fees and taxes.

"It is fundamentally inappropriate and inequitable to force towns and cities to assume all or most of the costs of policies the State has decided to implement - and thus pass these costs onto local property taxpayers." CCM

#### Economic Development

Work to develop policies and the climate for diversification of development that is suitable for the Town of Groton focusing on the ability to increase the Grand List which ultimately will help the overall well-being of the Town's residents.

Revise and update the incentive programs offered by the Town.

Provide a framework and direction to the Economic Development Commission.

Establish a Revenue Generation Task Force.

#### Environment

Work to educate citizens and elected officials on the benefits of a full time grant writer dedicated to improving energy efficiency throughout the Town.

Work with the Energy, Efficiency and Conservation Committee to develop a plan to target specific obtainable goals for energy efficiency and create policy in pursuit of those goals.

Develop environmental programs together with the Board of Education to help reduce energy consumption and encourage recycling in our schools.

#### Infrastructure

Develop a more consistent, viable method to provide safe and well-maintained roads for the Town of Groton and both subdivisions through a Strategic Paving and Maintenance Plan that will be bonded through a referendum on roads.

Town Planning Processes			
Title	Description	Purpose	Budget Impacts
Multi-Year Budget Model	Two year's of budget projections for the General Fund.	Projects revenues and expenditures for the Town's General Fund for the next two years.	Provides an illustration as to how the budget may look in the coming fiscal years.
Capital Improvement Program (CIP)	Six year plan that includes project funding by department, by plan year and by proposed funding source.	To evaluate and prioritize projects in terms of need, cost effectiveness, ability to generate economic benefit and available sources of funding.	Allows planning for funding as well as debt service requirements and operating costs of new facilities and Infrastructure Improvements.
Groton Strategic Economic Development Plan	A comprehensive analysis of economic development conditions in Groton and a strategy for securing the Town's economic future.	A strategic action plan for improving the economy of Groton.	Determines what incentives are needed to improve the economic growth in Groton.
Groton Parks & Recreation Master Plan	A strategy to maximize the quality of life through identifying the community's needs and desires.	Establishes a clear direction, prioritized action plan, and implementation strategies to guide staff, committees and elected officials in their efforts to enhance the community's parks and recreation facilities, programs and services.	Determines what resources are needed to reach the community's recreational needs and desires.
Groton Bicycle, Pedestrian and Trails Master Plan	A town-wide system of safe routes for pedestrians & bicyclists that links destinations.	Improve the recreation system by connecting neighborhoods, parks and open space with convenient walkways, bikeways & trails that provide healthy recreational opportunities for all town residents.	Improves the transportation system with convenient walkways, bikeways & trails that provide healthy recreational opportunities.
Sutton Park Master Plan	A site Master Plan of Sutton Park.	To create a plan and conceptual site design that emphasizes functionality, provides a unique sense of place, incorporates green principles and sustainable design and best meets the needs of the Town and it's residents.	To determine future programming opportunities.
Plan of Conservation and Development	A tool for guiding the future development of the community.	Provides a framework for consistent decision-making with regard to conservation and development activities in Groton over the next decade or so.	Provides the basis for review of all land development applications.
Energy Action Plan	A "snapshot" of the Town's current energy situation, and a vision of what the Town could achieve with respect to future energy use.	Reducing energy use in operations and exploring alternatives to conventional fossil energy sources.	Reduces the future impact of energy costs to the Town.
Groton Stormwater Management Plan	Addresses the impacts of stormwater runoff by developing and implementing a plan.	The goal of improving the overall quality of the Town's stormwater runoff.	Calls for public education, outreach, involvement and participation to improve quality of stormwater runoff.
Vehicle Replacement	A plan to replace certain vehicles and equipment on particular schedules.	Public Works schedules and identifies items to be replaced and forwards the list to the Town Manager.	Allows for the funding of vehicles on the list annually, reducing the cost of fleet maintenance and service.
Computer Replacement	Multi-year plan to replace computer hard drives and monitors.	Replaces hard drives and monitors according to a schedule created by IT.	Sets aside funding that allows for yearly replacements of computer equipment on a scheduled basis.
Groton Public Library Technology Plan	Describes the technology and telecommunication services currently offered or planned for the library.	To enhance the personal development of Groton citizens by meeting their informational, educational, cultural and leisure time needs.	Provides for long term planning of capital technology expenses to provide town library services to the public.

TOWN OF GROTON			
Reconciliation from Manager's to Council's to RTM's Budget			
FYE 2014 Budget - General Fund (#100)			
<b>Manager's Budget (as of 3/15/2013):</b>			<b>\$ 121,627,763</b>
<b>Additions to Manager's Budget by Town Council:</b>			
10261	Ambulance Services - Mystic River Ambulance (4/9/13)	\$ 19,450	
1001	Legislative Policy (4/13/13)	\$ 10,000	
10901	City Highway (4/16/13)	\$ 99,000	
1003	Voter Registration (4/16/13)	\$ 450	
1005	Town Clerk (4/16/13)	\$ 3,568	
1011	Information Technology (4/16/13)	\$ 6,907	
1013	Finance (4/16/13)	\$ 13,537	
1024	Public Safety (4/16/13)	\$ 4,631	
1035	Public Works (4/16/13)	\$ 15,497	
1046	Planning & Development (4/16/13)	\$ 12,865	
1051	Human Services (4/16/13)	\$ 8,798	
1063	Library (4/16/13)	\$ 19,141	
1064	Parks & Recreation (4/16/13)	\$ 10,935	
	<b>Total Additions</b>		<b>\$ 224,779</b>
<b>Reductions to Manager's Budget by Town Council:</b>			
1003	Voter Registration (4/1/13)	\$ (29,365)	
1071	Self-Funded Plans (4/1/13) (Health Insurance & OPEB)	\$ (226,693)	
1035	Public Works (4/4/2013)	\$ (113,922)	
1065	Other Libraries (4/9/13) (Mystic Noank Library)	\$ (18,000)	
10901	City Highway (4/9/13)	\$ (342,170)	
10900	City Police (4/9/13)	\$ (233,379)	
10911	GLP Highway (4/9/13)	\$ (28,500)	
10910	GLP Police (4/9/13)	\$ (334,100)	
1007	Regional Agencies (4/9/13) (SEAT)	\$ (3,495)	
10540	Ledgelight Health District (4/11/13)	\$ (170)	
1075	Capital Reserve Contribution (4/13/13)	\$ (600,000)	
10260	Ambulance Services Groton Ambulance (4/13/13)	\$ (25,004)	
10261	Ambulance Services Mystic River Ambulance (4/13/13)	\$ (19,450)	
1003	Voter Registration (4/13/13)	\$ (166)	
1005	Town Clerk (4/13/13)	\$ (569)	
1010	Executive Management (4/13/13)	\$ (200)	
1011	Information Technology (4/13/13)	\$ (1,348)	
1012	Human Resources (4/13/13)	\$ (269)	
1013	Finance (4/13/13)	\$ (1,196)	
1014	Emergency Communications (4/13/13)	\$ (1,203)	
1024	Public Safety (4/13/13)	\$ (2,560)	
1035	Public Works (4/13/13)	\$ (1,646)	
1046	Planning & Development (4/13/13)	\$ (1,218)	
1051	Human Services (4/13/13)	\$ (364)	
1063	Library (4/13/13)	\$ (3,861)	
1064	Parks & Recreation (4/13/13)	\$ (1,120)	
1074	Contingency (4/13/13)	\$ (96,329)	
	<b>Total Reductions</b>		<b>\$ (2,086,297)</b>
	<b>Net Change</b>		<b>\$ (1,861,518)</b>
<b>Council's Budget (as of 4/17/2013):</b>			<b>\$ 119,766,245</b>
<b>Additions to Council's Budget by RTM:</b>			
1003	Voter Registration (5/1/13)	\$ 29,081	
1026	Ambulance Services (Groton Ambulance) (5/8/13)	\$ 25,004	
10900	City Police (5/8/13)	\$ 233,379	
10910	GLP Police (5/8/13)	\$ 250,000	
1074	Contingency (5/20/13)	\$ 96,329	
	<b>Total Additions</b>		<b>\$ 633,793</b>
<b>Reductions to Council's Budget by RTM:</b>			
1001	Legislative Policy (5/1/13)	\$ (7,500)	
1024	Public Safety (5/13/13)	\$ (40,763)	
1064	Parks & Recreation (5/13/13)	\$ (23,533)	
1046	Planning & Development Services (5/20/13)	\$ (74,284)	
1075	Capital Reserves (5/20/13)	\$ (200,000)	
1077	Contributions to other funds (5/20/13)	\$ (100,000)	
	<b>Total Reductions</b>		<b>\$ (446,080)</b>
	<b>Net Change</b>		<b>\$ 187,713</b>
<b>RTM's Budget (as of 5/21/2013):</b>			<b>\$ 119,953,958</b>

<b>TOWN OF GROTON</b> <b>Reconciliation from Manager's to Council's to RTM's</b> <b>FYE 2014 Capital Projects Budget</b>			<b>Capital Reserve Fund (501)</b>
<b>Manager's Budget (as of 3/15/2013):</b>		<b>\$</b>	<b>2,399,000</b>
<b>Additions to Manager's Budget by Town Council:</b>			
5O	Security Enhancements - All Schools (4/11/13)	\$	110,000
6G	Vacated School Properties - Noank (4/23/13)	\$	370,000
<b>Reductions to Manager's Budget by Town Council:</b>			
7D	Phone System (4/1/13)	\$	(20,000)
3A	Replacement Sidewalk Construction (4/4/13)	\$	(85,000)
6M	Construction of Permanent Vehicle Wash Facility (4/4/13)	\$	(25,000)
4B	Trail Improvement Program (4/6/13)	\$	(30,000)
4G	Aquatics Center (4/6/13)	\$	(15,000)
<b>*Council's Budget (as of 4/17/2013):</b>		<b>\$</b>	<b>2,704,000</b>
<b>Reductions to Council's Budget by RTM:</b>			
6D	Town Hall (5/8/13)	\$	(20,000)
6G	Vacated School Properties-Noank (5/8/13)	\$	(370,000)
4D	Open Space Acquisition & Development (5/13/13)	\$	(25,000)
4E	Golf Course Improvement Plan (5/13/13)	\$	(25,000)
4G	Aquatics Center (5/13/13)	\$	(60,000)
4H	Park Improvement Plan (5/13/13)	\$	(15,000)
5A	School Facilities Initiative (5/15/13)	\$	(125,000)
5B	Asbestos Removal (5/15/13) Withdrawn by B.O.E.	\$	(445,000)
<b>RTM's Budget (as of 5/21/2013):</b>		<b>\$</b>	<b>1,619,000</b>
	<b>Add WPCF Projects</b>	<b>\$</b>	<b>800,000</b>
	<b>Capital Reserve Fund Appropriation (#5010)</b>	<b>\$</b>	<b>2,419,000</b>
*The Town Council & RTM also cut \$10,000 of LoCIP funding for Project #6H: Town Hall Annex Complex.			



**TOWN OF GROTON**  
**FYE 2014 General Fund**

**CALCULATION OF GRAND LIST, MILL RATE AND FUND BALANCE**

Mill rate increased from 20.22 mills to 20.72 mills (+0.50 mills) or 2.5% increase			05/28/2013	
A	Based on NET 10/1/12 Grand List Categories			
1	Real Estate	\$3,389,024,690		
2	Motor Vehicle	\$192,352,680		
3	Personal Property	\$275,985,876		
4	Total Grand List (adjusted net)	\$ 3,857,363,246		
5	(AFTER Board of Assessment Appeals adjustments)	\$ 3,857,363,246		
B	Calculation of Mill Rate			
1	Total Operating Appropriations	\$119,953,958		
2	Less: Operating Revenues	\$39,326,826		
3	Less: State Enterprise Zone Grant	\$437,130		
4	Sub-Total: Appropriations less Operating Revenues & Grants	\$80,190,002		
5	Less: (Fund Balance Applied) / needed to maintain 7.5%	(\$2,013,860)		
6	Balance To Be Raised From Taxes	\$78,176,142	Mill Rate	One Mill =
7	divided by Grand list (at 100% collection rate)	0.020267	20.27	
8	Mill Rate Adjusted (at 97.8% Collection Rate)			
9	(based on a 3 year collection rate)	0.020723	20.72	\$3,772,501
C	Calculation of Current Taxes & Mfg. Exempt.& Enterprize Zone		Tax Revenue	
1	Current Taxes: Grand list \$ X mill rate X 97.8%	0.02072	\$ 78,176,142	
D	Analysis of Unreserved/Undesignated Fund Balance			
1	Unreserved/Undesignated Fund Balance as of June 30, 2012		\$9,421,348	
2	Less: Supplemental Appropriations during the year		\$0	
3	Add: FYE 2013 returned to Fund Balance or (additional needed)		\$ 1,664,915	
4	Estimated Unreserved/Undesignated Fund Balance as of June 30, 2013		\$11,086,263	
5	Less: (Fund Balance Designated for FYE 2014) / additional needed to meet 7.5%		\$ (2,013,860)	
6	Estimated Unreserved/Undesignated Fund Balance as of June 30, 2014		\$9,072,403	
7	Estimated Fund Balance on June 30, 2014 as a % of FYE 2014 Operating Appropriations		7.56%	

**PURPOSE:**

The below two year forecast (FYE 2015 and FYE 2016) 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 Final Budget for FYE 2012, the Adopted Budget for FYE 2013 and the FYE 2014 Adopted Budget are provided for reference.

**Town of Groton**  
**Two Years' Projections (FYE 2015 & FYE 2016)**  
**for the General Fund**  
**Projected Revenues, Appropriations, Mill Rates, Taxes and Fund Balance**

A	B	C	D	E	F
<b>Revenues and Appropriations:</b>	<b>FYE 2012 Final</b>	<b>FYE 2013 Adjusted</b>	<b>FYE 2014 Adopted</b>	<b>FYE 2015 Projected</b>	<b>FYE 2016 Projected</b>
1 <b>Revenues:</b>					
2 Property Taxes	\$ 75,452,361	\$ 78,131,815	\$ 78,176,142	\$ 82,636,665	\$ 84,638,960
3 Other Property Taxes	\$ 2,094,245	\$ 1,850,000	\$ 2,075,000	\$ 2,075,000	\$ 2,075,000
4 Manufacturing Transition Grant-State Reimbursement	\$ 1,373,459	\$ 1,374,459	\$ -	\$ -	\$ -
5 Enterprise Zone Grant-State Reimbursement	\$ 574,000	\$ 429,536	\$ 437,130	\$ 80,243	\$ -
6 Pequot/Mohegan Funds	\$ 1,362,025	\$ 1,394,298	\$ 179,248	\$ 1,197,044	\$ 1,197,044
7 PILOT: State exempts	\$ 1,204,227	\$ 1,204,820	\$ 169,783	\$ 1,060,394	\$ 1,060,394
8 Other State & Federal Aid	\$ 32,686,219	\$ 31,952,158	\$ 33,784,810	\$ 32,983,435	\$ 32,983,435
9 Other Revenues	\$ 2,872,397	\$ 2,970,223	\$ 3,117,985	\$ 3,117,985	\$ 3,117,985
10 Fund Balance Applied (needed to maintain a 7.5% fund balance)	\$ 866,130	\$ 1,589,059	\$ 2,013,860	\$ (150,000)	\$ (150,000)
11 Total Revenues	\$ 118,485,063	\$ 120,896,368	\$ 119,953,958	\$ 123,000,766	\$ 124,922,818
12 <b>Appropriations:</b>					
13 Town Operations	\$ 32,068,298	\$ 32,469,861	\$ 32,603,540	\$ 32,962,179	\$ 33,324,763
14 Education	\$ 72,645,500	\$ 72,645,500	\$ 73,662,715	\$ 75,062,307	\$ 76,488,490
15 Outside Agencies	\$ 2,050,744	\$ 2,043,565	\$ 2,085,937	\$ 2,129,742	\$ 2,174,466
16 Subdivisions	\$ 4,881,072	\$ 5,228,394	\$ 5,024,079	\$ 5,084,368	\$ 5,145,380
17 Capital/Debt Service	\$ 6,712,449	\$ 8,233,440	\$ 6,227,687	\$ 7,412,171	\$ 7,439,718
18 Contingency	\$ 127,000	\$ 275,608	\$ 350,000	\$ 350,000	\$ 350,000
19 Total Appropriations	\$ 118,485,063	\$ 120,896,368	\$ 119,953,958	\$ 123,000,766	\$ 124,922,818
20 % Increase in Appropriations from Previous Year	0.5%	2.0%	-0.8%	2.5%	1.6%
<b>Tax Rate and Change from Previous Year:</b>					
21 <b>General Fund Mill Rate</b>	<b>18.89</b>	<b>20.22</b>	<b>20.72</b>	<b>21.92</b>	<b>22.22</b>
22 <b>Mill Rate Change from Previous Year</b>	<b>0.47</b>	<b>1.33</b>	<b>0.50</b>	<b>1.20</b>	<b>0.30</b>
<b>Median Assessment, Annual Taxes and \$ &amp; % Change:</b>					
23 Assessment on a "median" Fair Market Value Home of \$316,947 was reduced by 13% after the 2011 revaluation	\$221,863	\$193,021	\$193,021	\$193,021	\$193,021
24 Town Tax - Annual	\$4,191	\$3,903	\$3,999	\$4,231	\$4,289
25 Annual \$ Increase in Taxes from Previous Year	\$104	(\$288)	\$97	\$232	\$58
26 Annual % Increase in Taxes from Previous Year	2.6%	-6.9%	2.5%	5.8%	1.4%
<b>Estimated Fund Balance:</b>					
27 Estimated Unassigned Fund Balance - Beginning	\$10,160,823	\$9,421,348	\$9,072,403	\$9,072,403	\$9,222,403
28 Estimated Fund Balance - Returned/Increased or additional needed	\$849,584	\$1,664,915	\$0	\$0	\$0
29 (Fund Balance Applied) or Raised to Maintain Fund Balance %	(\$1,589,059)	(\$2,013,860)	\$0	\$150,000	\$150,000
30 Estimated Unassigned Fund Balance - Ending	\$9,421,348	\$9,072,403	\$9,072,403	\$9,222,403	\$9,372,403
31 Estimated Unassigned Fund Balance as a % of Appropriations	7.95%	7.50%	7.56%	7.50%	7.50%

**\*\*Assumption for Revenue Projections:**

**Property Taxes:** Property taxes are what is needed to balance the budget after all other revenue sources are considered. Assumes a 0.5% reduction in the 2013 Grand List that will impact the FYE 2015 budget and a 0.5% growth in the 2014 Grand List that will impact the FYE 2016 budget. A real estate property revaluation was conducted in 2011 that impacted the FYE 2013 budget in which over 90% of properties realized a reduction in the market value with the average decrease being 13%. The next revaluation on real estate is scheduled for October 2016 and will impact the FYE 2018 budget. The collection rate is projected at 97.8%.

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

**Manufacturing Transition/Enterprise Zone Grants:** The Manufacturing Transition Grant replaced the Manufacturing Machinery & Equipment (MM&E) PILOT and was eliminated in FYE 2014 while for the Enterprise Zone Grant all but one account is expiring in FYE 2015 and all accounts will expire in FYE 2016 and become taxable once the accounts expire after five years in the grant program.

**State & Federal Aid:** Forecast is based on no increase from what is anticipated in FYE 2014 for federal aid and changes reflected in the State's FYE 2014 Adopted budget.

**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:**

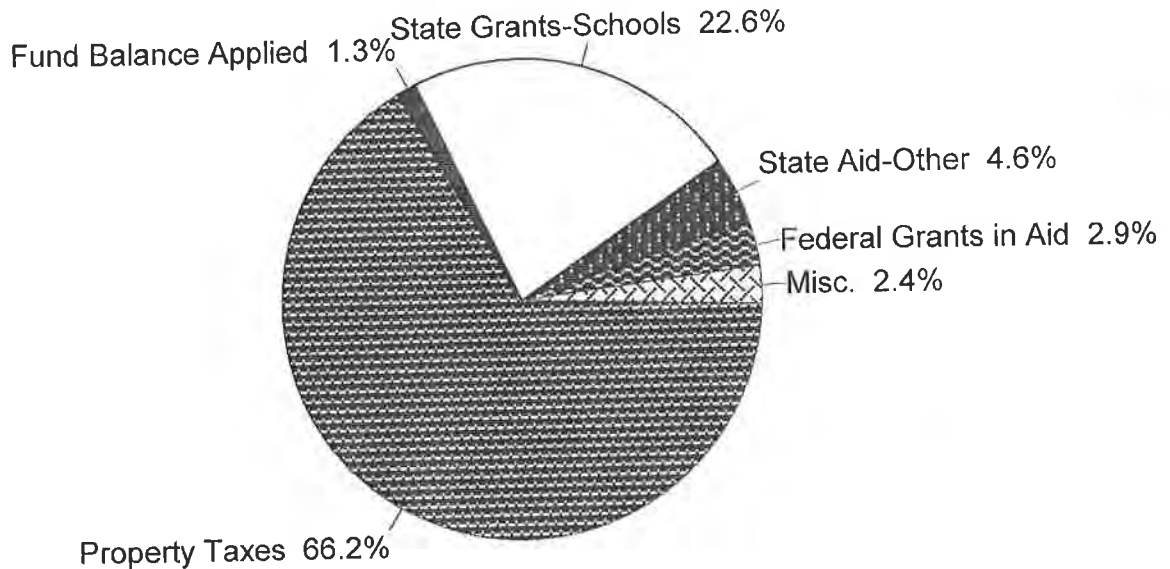
**Town Operations, Education, Outside Agencies and Subdivisions:** are assumed to increase based on the average increases over the last eleven years, 1.1%, 1.9%, 2.1% and 1.2% respectively.

**Reserves/Debt Service:** Anticipates that \$2.0 million will be annually transferred into the Capital Reserve Fund and incorporates the existing debt service payments as well as pending debt service payments that has been approved at voter referendum and that would need to be appropriated to satisfy outstanding debt obligations.

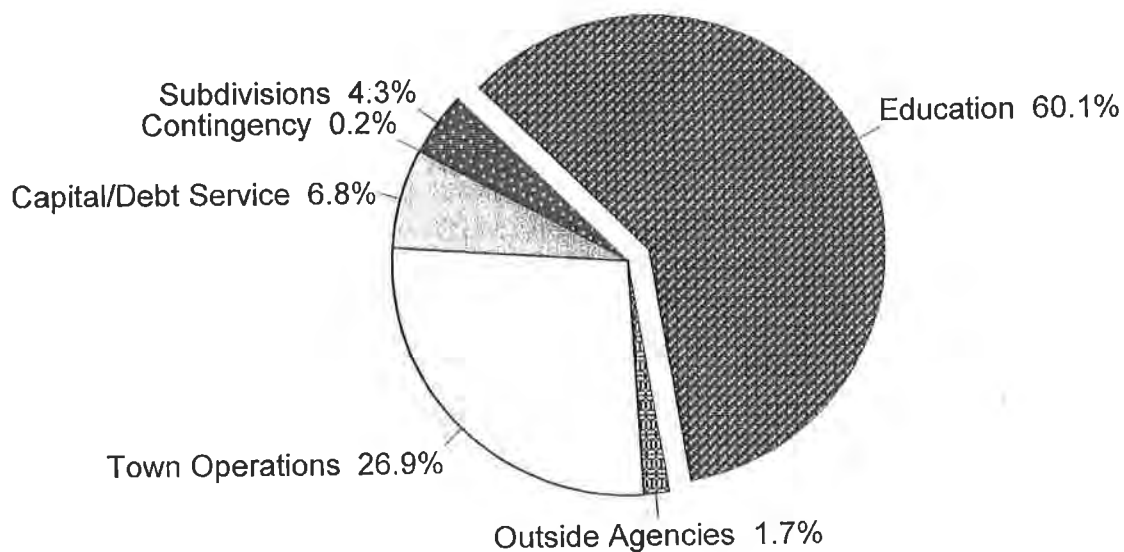
**Contingency:** Anticipates that \$350,000 will be appropriated for this area of service.

# TOWN OF GROTON

## Adjusted FYE 2013 Budget



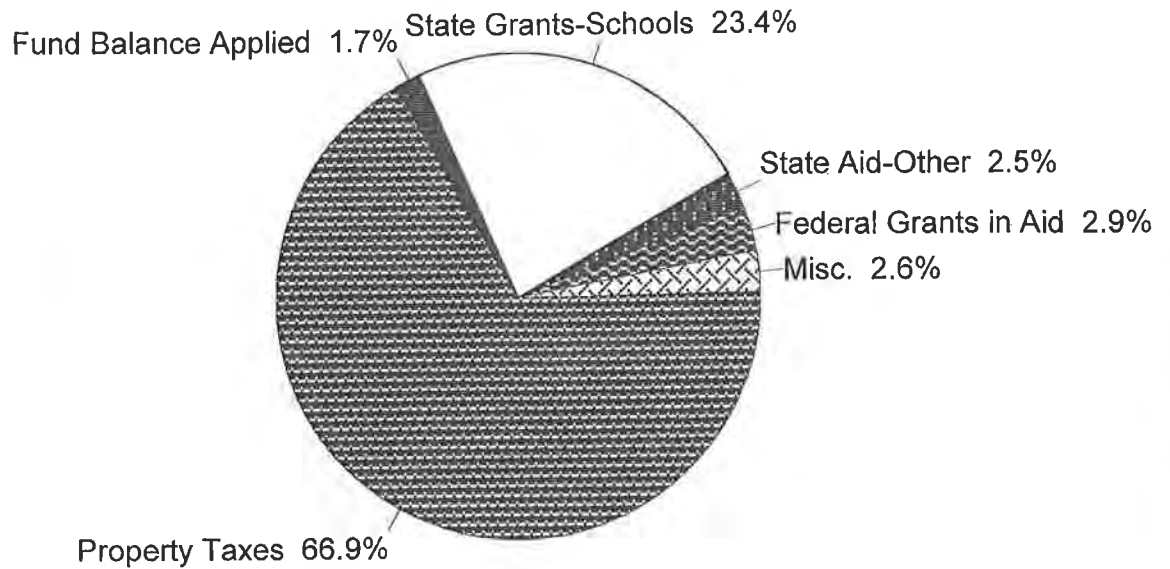
## General Fund Revenues



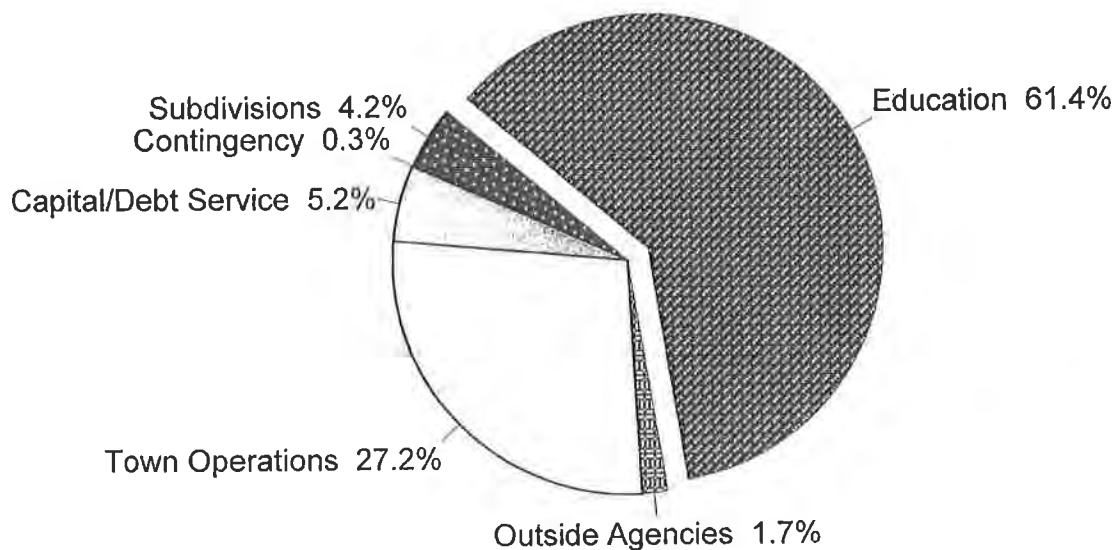
## General Fund Expenditures

# TOWN OF GROTON

## Adopted FYE 2014 Budget



## General Fund Revenues



## General Fund Expenditures



## 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.



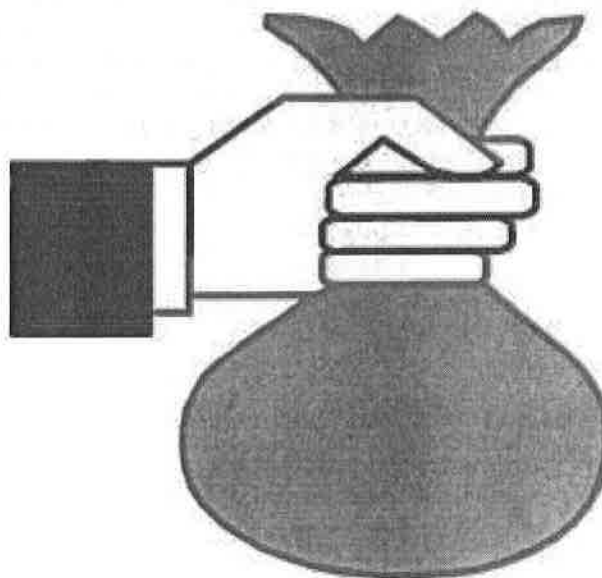
## BUDGETARY CONTROL

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 unexpended and unencumbered 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. 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. 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 2014 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 from the FYE 2013 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 2014											
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 8th & 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 1<sup>st</sup> and end June 30<sup>th</sup> 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 14<sup>th</sup> 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 28<sup>th</sup>.

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 28<sup>th</sup>.

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 9<sup>th</sup>.

**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 3<sup>rd</sup> 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 25<sup>th</sup>.

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 28<sup>th</sup>, 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 28<sup>th</sup>, 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 28<sup>th</sup>, 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 under which expenditures are recorded at the time liabilities are incurred and revenues recorded when measurable and available to finance expenditures of the fiscal period. Propriety funds are budgeted using accrual concepts in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent. 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.





**TOWN OF GROTON**  
**FYE 2014 Adopted Budget**  
**GENERAL FUND REVENUE DETAIL**

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	PROPOSED FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	\$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
<b><u>General Property Taxes</u></b>								
4110 Current Taxes	\$ 75,515,633	\$ 78,131,815	\$ 77,652,500	\$ 81,065,186	\$ 79,075,091	\$ 78,176,142	\$ 44,327	0.1%
4111 Supplemental MV Tax	\$ 352,496	\$ 350,000	\$ 400,000	\$ 350,000	\$ 350,000	\$ 375,000	\$ 25,000	7.1%
4113 Interest & Lien Fees	\$ 683,271	\$ 600,000	\$ 770,425	\$ 650,000	\$ 650,000	\$ 700,000	\$ 100,000	16.7%
4114 Prior Year Taxes	\$ 1,087,172	\$ 900,000	\$ 1,691,500	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 100,000	11.1%
<b>Total</b>	<b>\$ 77,638,572</b>	<b>\$ 79,981,815</b>	<b>\$ 80,514,425</b>	<b>\$ 83,065,186</b>	<b>\$ 81,075,091</b>	<b>\$ 80,251,142</b>	<b>\$ 289,327</b>	<b>0.3%</b>
<b><u>Licenses and Permits</u></b>								
4234 Bldg & Related Permits/C.O.	\$ 148,286	\$ 184,869	\$ 137,658	\$ 128,328	\$ 128,328	\$ 128,328	\$ (56,541)	-30.6%
4236 Sporting Licenses	\$ 931	\$ 850	\$ 850	\$ 850	\$ 850	\$ 850	\$ -	0.0%
4238 Dog Licenses	\$ 9,417	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
4239 Other Licenses & Permits	\$ 13,278	\$ 10,245	\$ 12,640	\$ 12,500	\$ 12,500	\$ 12,500	\$ 2,255	22.0%
4242 Building Permits-Education Fee	\$ 157	\$ 150	\$ 120	\$ 100	\$ 100	\$ 100	\$ (50)	-33.3%
4243 State Land Use Fees	\$ 482	\$ 140	\$ 140	\$ 150	\$ 150	\$ 150	\$ 10	7.1%
<b>Total</b>	<b>\$ 172,551</b>	<b>\$ 204,254</b>	<b>\$ 159,408</b>	<b>\$ 149,928</b>	<b>\$ 149,928</b>	<b>\$ 149,928</b>	<b>\$ (54,326)</b>	<b>-26.6%</b>
<b><u>Revenue from Investments</u></b>								
4412 Interest on Investments	\$ 86,004	\$ 88,000	\$ 50,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ (36,000)	-40.9%
<b>Total</b>	<b>\$ 86,004</b>	<b>\$ 88,000</b>	<b>\$ 50,000</b>	<b>\$ 52,000</b>	<b>\$ 52,000</b>	<b>\$ 52,000</b>	<b>\$ (36,000)</b>	<b>-40.9%</b>
<b><u>State Grants In Aid-Education</u></b>								
4521 Education Cost Sharing	\$ 25,358,393	\$ 25,625,179	\$ 25,625,179	\$ 26,712,891	\$ 26,712,891	\$ 26,712,891	\$ 1,087,712	4.2%
4522 Adult Education	\$ 106,271	\$ 122,161	\$ 110,234	\$ 115,473	\$ 115,473	\$ 115,473	\$ (6,688)	-5.5%
4523 Instruction for the Blind	\$ 8,280	\$ 13,843	\$ 29,927	\$ 8,290	\$ 8,290	\$ 8,290	\$ (5,553)	-40.1%
4525 Special Education	\$ 1,127,798	\$ 1,167,726	\$ 1,083,263	\$ 1,083,263	\$ 1,083,263	\$ 1,083,263	\$ (84,463)	-7.2%
4527 Non-Public Transportation	\$ 33,859	\$ 34,308	\$ 25,707	\$ 24,923	\$ 24,923	\$ 24,923	\$ (9,385)	-27.4%
4534 School Transportation	\$ 289,465	\$ 283,132	\$ 286,337	\$ -	\$ -	\$ -	\$ (283,132)	-100.0%
4534A Magnet School Transportation	\$ 153,576	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ 150,000	-100.0%
4540 School Building Grants	\$ 54,689	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
4541 Int Subsidy Payments	\$ 941	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
4544 Non-Public Pupil Service	\$ 27,821	\$ 27,970	\$ 29,916	\$ 29,916	\$ 29,916	\$ 29,916	\$ 1,946	7.0%
<b>Total</b>	<b>\$ 27,161,103</b>	<b>\$ 27,274,319</b>	<b>\$ 27,340,563</b>	<b>\$ 27,974,756</b>	<b>\$ 27,974,756</b>	<b>\$ 28,124,756</b>	<b>\$ 850,437</b>	<b>3.1%</b>
<b><u>State Grants In Aid-General Gov</u></b>								
4507 State Grants	\$ 150,125	\$ 73,620	\$ 121,750	\$ 38,955	\$ 38,955	\$ 38,955	\$ (34,665)	-47.1%
4551 PILOT:Enterprise Zone	\$ 415,993	\$ 429,536	\$ 289,557	\$ 448,602	\$ 438,565	\$ 437,130	\$ 7,594	1.8%
4553 PILOT:State & Tax Exempts	\$ 1,206,867	\$ 1,204,820	\$ 1,189,871	\$ 169,783	\$ 169,783	\$ 169,783	\$ (1,035,037)	-85.9%
4554 Pequot-Mohegan Grant	\$ 1,395,130	\$ 1,394,298	\$ 1,376,290	\$ 179,246	\$ 179,246	\$ 179,246	\$ (1,215,052)	-87.1%
4555 911 Enhancements	\$ 162,976	\$ 165,482	\$ 165,158	\$ 165,158	\$ 165,158	\$ 165,158	\$ (324)	-0.2%
4556 Miscellaneous State Revenue	\$ 9,564	\$ 15,050	\$ 15,957	\$ 15,882	\$ 15,882	\$ 15,882	\$ 832	5.5%
4557 Nuclear Safety Drill	\$ 24,754	\$ 24,072	\$ 31,626	\$ 31,626	\$ 31,626	\$ 37,041	\$ 12,969	53.9%
4558 Highway Illumination	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ -	0.0%
4559 Town Highway Aid	\$ 189,622	\$ 189,622	\$ 183,913	\$ 367,825	\$ 367,825	\$ 367,825	\$ 178,203	94.0%
4560 Telephone Access	\$ 176,044	\$ 161,000	\$ 161,000	\$ 161,000	\$ 161,000	\$ 161,000	\$ -	0.0%
4563 Manufacturing Transition Grant	\$ 984,717	\$ 1,374,459	\$ 984,717	\$ -	\$ -	\$ -	\$ (1,374,459)	0.0%
4564 Property Tax Relief	\$ 391,874	\$ 546,969	\$ 391,874	\$ -	\$ -	\$ -	\$ (546,969)	-100.0%
4565 Municipal Aid Adjustment Grant	\$ -	\$ -	\$ -	\$ 1,406,819	\$ 1,406,819	\$ 1,406,819	\$ 1,406,819	n/a
4566 TVCCA-Supp Housing Program Grant	\$ 9,000	\$ 9,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
4568 Youth Service Bureau	\$ 31,444	\$ 31,434	\$ 31,434	\$ 31,434	\$ 31,434	\$ 31,434	\$ -	0.0%
<b>Total</b>	<b>\$ 5,149,729</b>	<b>\$ 5,620,981</b>	<b>\$ 4,953,766</b>	<b>\$ 3,027,949</b>	<b>\$ 3,016,912</b>	<b>\$ 3,020,892</b>	<b>\$ (2,600,089)</b>	<b>-46.3%</b>
<b><u>Federal Grants In Aid</u></b>								
4508 Federal Funds	\$ 56,602	\$ 115,156	\$ 55,261	\$ 55,261	\$ 55,261	\$ 55,261	\$ (59,895)	-52.0%
4510 FEMA Reimbursement	\$ 125,114	\$ -	\$ 453,201	\$ -	\$ -	\$ -	\$ -	0.0%
4591 Pupil Impact Aid	\$ 3,890,198	\$ 3,329,619	\$ 3,581,677	\$ 3,350,000	\$ 3,350,000	\$ 3,350,000	\$ 20,381	0.6%
4592 Emergency Management (SLA)	\$ 12,990	\$ 15,196	\$ 19,776	\$ 20,062	\$ 20,062	\$ 20,062	\$ 4,866	32.0%
<b>Total</b>	<b>\$ 4,084,904</b>	<b>\$ 3,459,971</b>	<b>\$ 4,109,915</b>	<b>\$ 3,425,323</b>	<b>\$ 3,425,323</b>	<b>\$ 3,425,323</b>	<b>\$ (34,648)</b>	<b>-1.0%</b>

**TOWN OF GROTON**  
**FYE 2014 Adopted Budget**  
**GENERAL FUND REVENUE DETAIL**

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	PROPOSED FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	\$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
<b><u>Charges for Current Services</u></b>								
4602 Planning Application Fees	\$ 16,300	\$ 16,000	\$ 8,800	\$ 10,000	\$ 10,000	\$ 10,000	\$ (6,000)	-37.5%
4610 Recording Instruments	\$ 148,216	\$ 160,000	\$ 175,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 10,000	6.3%
4611 Conveyance Tax	\$ 469,530	\$ 540,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 40,000	7.4%
4616 Golf Course (cas)	\$ 63,103	\$ 58,157	\$ 58,157	\$ 58,870	\$ 58,870	\$ 58,870	\$ 713	1.2%
4617 Maps/Copies/Document Sales	\$ 971	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
4618 Tax Collection Services (cas)	\$ 208,439	\$ 214,692	\$ 214,692	\$ 202,417	\$ 202,417	\$ 202,417	\$ (12,275)	-5.7%
4620 Sewer Fund/Landfill Service (cas)	\$ 612,698	\$ 631,079	\$ 631,079	\$ 485,478	\$ 674,444	\$ 674,444	\$ 43,365	6.9%
4622 Accident Reports	\$ 1,587	\$ 1,674	\$ 1,422	\$ 1,620	\$ 1,620	\$ 1,620	\$ (54)	-3.2%
4623 Dispatch/Paramedic Service	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
4624 N Stonington-Dispatch	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ -	0.0%
4624A Stonington Ambulance Dispatch	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
4624B Groton Utilities Dispatch	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ (5,000)	-100.0%
4627 Housing Authority Shelter Rent	\$ 51,107	\$ 50,600	\$ 50,600	\$ 54,470	\$ 54,470	\$ 54,470	\$ 3,870	7.6%
4629 Coord Medical Emerg Dlrec	\$ 22,079	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	\$ -	0.0%
4631 BOE-FHS/Ground Mowing	\$ 48,875	\$ 50,341	\$ 51,341	\$ 51,852	\$ 51,852	\$ 51,852	\$ 1,511	3.0%
4632 GIS Revenue	\$ 1,388	\$ 700	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 300	42.9%
4637 Snow/Ice Control Services	\$ -	\$ 74,837	\$ 74,834	\$ 74,837	\$ 74,837	\$ 74,837	\$ -	0.0%
4641 Vital Statistics	\$ 4,876	\$ 6,000	\$ 5,800	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
<b>Total</b>	<b>\$ 1,712,988</b>	<b>\$ 1,891,731</b>	<b>\$ 1,935,376</b>	<b>\$ 1,779,195</b>	<b>\$ 1,968,161</b>	<b>\$ 1,968,161</b>	<b>\$ 76,430</b>	<b>4.0%</b>
<b><u>Schools-Library-Recreation</u></b>								
4662 Tuition from Other Towns	\$ 163,098	\$ 166,317	\$ 156,706	\$ 156,706	\$ 156,706	\$ 156,706	\$ (9,611)	-5.8%
4669 Other School Receipts	\$ 72,109	\$ 54,075	\$ 53,288	\$ 53,288	\$ 53,288	\$ 53,288	\$ (789)	-1.5%
4670 Library Fines	\$ 26,767	\$ 28,000	\$ 27,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ -	0.0%
4671 Library-Lost & Damaged	\$ 3,143	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
4672 Senior Center Fees	\$ 39,207	\$ 42,540	\$ 41,000	\$ 41,000	\$ 41,000	\$ 41,000	\$ (1,540)	-3.6%
4683 Park Concession & Rental	\$ 1,200	\$ 1,500	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ (300)	-20.0%
4686 Park & Recreation Rentals	\$ 3,190	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
4688 Library Fees	\$ 14,053	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
4691 Library-Copier Fees	\$ 6,152	\$ 6,000	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
<b>Total</b>	<b>\$ 328,919</b>	<b>\$ 319,432</b>	<b>\$ 305,692</b>	<b>\$ 307,192</b>	<b>\$ 307,192</b>	<b>\$ 307,192</b>	<b>\$ (12,240)</b>	<b>-3.8%</b>
<b><u>Other Revenue</u></b>								
4310 Court Fines	\$ 16,478	\$ 13,800	\$ 14,700	\$ 14,900	\$ 14,900	\$ 14,900	\$ 1,100	8.0%
4311 Parking Tickets	\$ 2,650	\$ 2,850	\$ 2,460	\$ 2,700	\$ 2,700	\$ 2,700	\$ (150)	-5.3%
4710 Land Record Copies	\$ 27,367	\$ 28,000	\$ 29,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ -	0.0%
4711 Vital Copies	\$ 69,771	\$ 74,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ -	0.0%
4712 Finance Dept Copies	\$ 1,739	\$ 1,300	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ (100)	-7.7%
4714 Returned Check Fees	\$ 1,380	\$ 1,300	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ (200)	-15.4%
4715 Aircraft Registrations	\$ 18,470	\$ 20,000	\$ 17,870	\$ 18,000	\$ 18,000	\$ 18,000	\$ (2,000)	-10.0%
4731 Sale of Capital Assets	\$ 5,455	\$ 5,000	\$ 17,680	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
4733 Misc. Unclassified	\$ 88,688	\$ 5,000	\$ 9,010	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
4734 Animal Control Fees	\$ 3,805	\$ 4,450	\$ 6,305	\$ 6,550	\$ 6,550	\$ 6,550	\$ 2,100	47.2%
4740 Disposal Fees	\$ 154,466	\$ 195,901	\$ 199,240	\$ 199,240	\$ 199,240	\$ 199,240	\$ 3,339	1.7%
4741 Lease Fees	\$ 117,123	\$ 110,005	\$ 122,650	\$ 111,555	\$ 111,555	\$ 138,740	\$ 28,735	26.1%
4766 Payments From Other Funds	\$ 5,204	\$ 5,200	\$ 218,846	\$ 146,274	\$ 146,274	\$ 146,274	\$ 141,074	2713.0%
<b>Total</b>	<b>\$ 512,576</b>	<b>\$ 466,806</b>	<b>\$ 714,161</b>	<b>\$ 613,519</b>	<b>\$ 613,519</b>	<b>\$ 640,704</b>	<b>\$ 173,898</b>	<b>37.3%</b>
<b>Total Revenue</b>	<b>\$ 116,847,346</b>	<b>\$ 119,307,309</b>	<b>\$ 120,083,306</b>	<b>\$ 120,584,014</b>	<b>\$ 118,582,882</b>	<b>\$ 117,940,098</b>	<b>\$ (1,367,211)</b>	<b>-1.1%</b>
4999 Fund Balance Applied	\$ 259,627	\$ 1,589,059	\$ -	\$ 1,043,749	\$ 1,183,363	\$ 2,013,860	\$ 424,801	26.7%
<b>Total Revenue with Fund Balance</b>	<b>\$ 117,106,973</b>	<b>\$ 120,896,368</b>	<b>\$ 120,083,306</b>	<b>\$ 121,627,763</b>	<b>\$ 119,766,245</b>	<b>\$ 119,953,958</b>	<b>\$ (942,410)</b>	<b>-0.8%</b>

TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

The adopted financing plan for the General Fund for Fiscal Year Ending June 30, 2014 totals \$119,953,958. This is a decrease of 0.8% from the FYE 2013 revenue budget. The following are explanations of the FYE 2014 revenues by category along with comparison financial data. The revenues designated from the State of Connecticut are based on the Governor's Proposed Budget and the State's February 6, 2013 "Estimates of State Formula Aid to Municipalities".

This budget maintains the projected fund balance at 7.5% of General Fund Expenditures and proposes that \$8,996,547 remain in the fund balance.

**\*\*\*GENERAL PROPERTY TAXES;**

**66.9% of the General Fund Budget;**

The current (FYE 2013) mill rate of 20.22 mills is increased by 0.50 mills to 20.72 mills, a 2.5% increase.

**\*Current Taxes:** The current levy for FYE 2014 is based on all taxable property in the Town as of October 1, 2012, 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 2014 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, 2012 Grand List less estimated legal exemptions and the tax collection rate of 97.8%.

Current taxes are due July 1 and January 1.

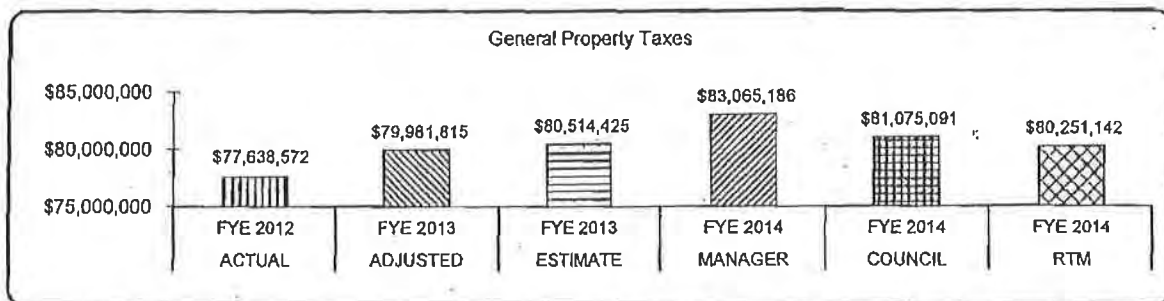
The Grand List which consists of three categories, decreased 2.1%. The real estate category had basically no change while personal property and motor vehicles which are revalued every year, both decreased by 21.7% and 2.5%, respectively.

**\*Supplemental Motor Vehicle Tax:** These taxes are based on vehicles expected to be registered in the Town during the interim period of October 2, 2012 to August 1, 2013; i.e., after the Grand List of October 1, 2012 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 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4110 Current Taxes	\$ 75,515,633	\$ 78,131,815	\$ 77,652,500	\$ 81,065,186	\$ 79,075,091	\$ 78,176,142	1899
4111 Supplemental MV Tax	\$ 352,496	\$ 350,000	\$ 400,000	\$ 350,000	\$ 350,000	\$ 375,000	1999
4113 Interest & Lien Fees	\$ 683,271	\$ 600,000	\$ 770,425	\$ 650,000	\$ 650,000	\$ 700,000	1999
4114 Prior Year Taxes	\$ 1,087,172	\$ 900,000	\$ 1,691,500	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	1999
Total	\$ 77,638,572	\$ 79,981,815	\$ 80,514,425	\$ 83,065,186	\$ 81,075,091	\$ 80,251,142	



**TOWN OF GROTON**  
**GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL**  
**ADOPTED FISCAL YEAR ENDING JUNE 30, 2014**

**\*\*\*LICENSES & PERMITS:**

**0.1% 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.

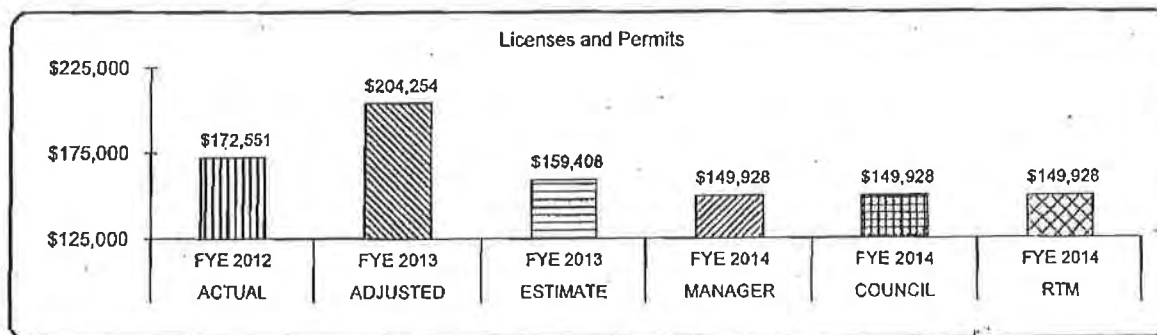
**\*Certificates of Occupancy:** reflects an issuance fee of \$10.00 or 2% of the building permit fee, whichever is greater.

**\*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 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4234 Build and Related Permits/C.O.	\$ 148,286	\$ 184,869	\$ 137,658	\$ 128,328	\$ 128,328	\$ 128,328	1046
4236 Sporting Licenses	\$ 931	\$ 850	\$ 850	\$ 850	\$ 850	\$ 850	1005
4238 Dog Licenses	\$ 9,417	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	1005
4239 Other Licenses & Permits	\$ 13,278	\$ 10,245	\$ 12,640	\$ 12,500	\$ 12,500	\$ 12,500	1005, 1024
4242 Building Permits-Education Fee	\$ 157	\$ 150	\$ 120	\$ 100	\$ 100	\$ 100	1046
4243 State Land Use Fees	\$ 482	\$ 140	\$ 140	\$ 150	\$ 150	\$ 150	1046
<b>Total</b>	<b>\$ 172,551</b>	<b>\$ 204,254</b>	<b>\$ 159,408</b>	<b>\$ 149,928</b>	<b>\$ 149,928</b>	<b>\$ 149,928</b>	



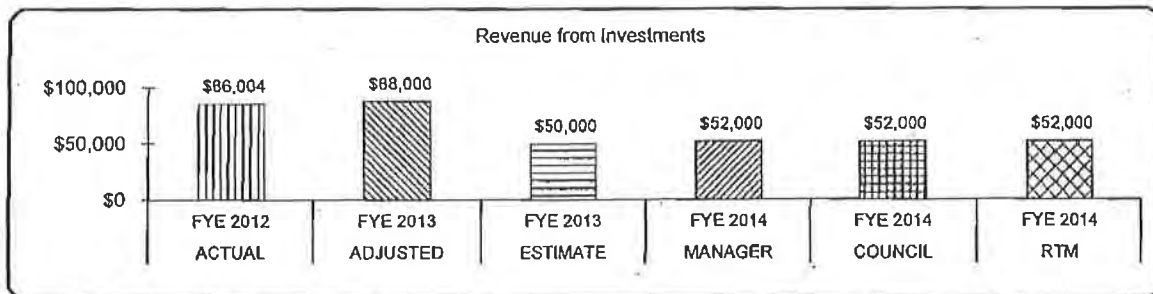
TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

**\*\*\*REVENUE FROM INVESTMENTS:**

**0.0% 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 0.65% for FYE 2013 and now estimated at 0.28% for FYE 2013 and for FYE 2014.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4412 Interest on Investments	\$ 86,004	\$ 88,000	\$ 50,000	\$ 52,000	\$ 52,000	\$ 52,000	1013
Total	\$ 86,004	\$ 88,000	\$ 50,000	\$ 52,000	\$ 52,000	\$ 52,000	





TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

**\*\*\*STATE GRANTS IN AID-EDUCATION:**

**23.4% of the General Fund Budget:**

The revenues designated from the State of Connecticut are based on the State's February 6, 2013 "Estimate of State Formula Aid to Municipalities" except for the Special Education, Non-Public Pupil Services and Magnet School Transportation revenues which are based on information received from the Groton Board of Education.

**\*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".

**\*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.

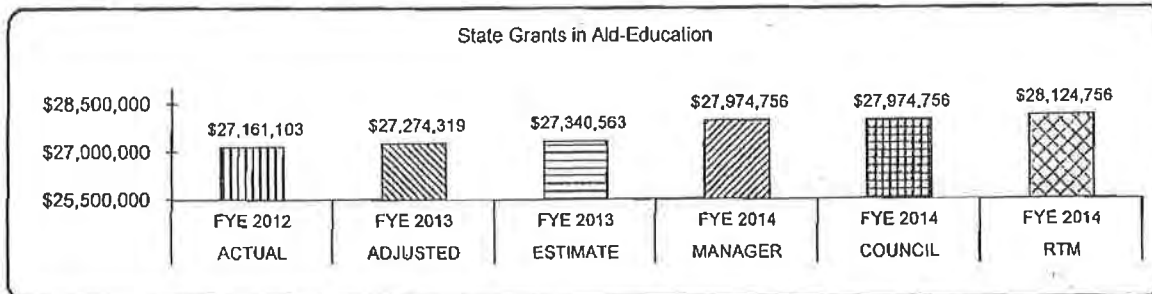
**\*School Transportation:** provides for reimbursement of a portion of the costs associated with providing pupil transportation.

**\*Magnet School Transportation:** provides for reimbursement of the costs associated with providing pupil transportation to magnet schools.

**\*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 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4521 Education Cost Sharing	\$ 25,358,393	\$ 25,625,179	\$ 25,625,179	\$ 26,712,891	\$ 26,712,891	\$ 26,712,891	1080
4522 Adult Education	\$ 106,271	\$ 122,161	\$ 110,234	\$ 115,473	\$ 115,473	\$ 115,473	1080
4523 Instruction for the Blind	\$ 8,290	\$ 13,843	\$ 29,927	\$ 8,290	\$ 8,290	\$ 8,290	1080
4525 Special Education	\$ 1,127,798	\$ 1,167,726	\$ 1,083,263	\$ 1,083,263	\$ 1,083,263	\$ 1,083,263	1080
4527 Non-Public Transportation	\$ 33,859	\$ 34,308	\$ 25,707	\$ 24,923	\$ 24,923	\$ 24,923	1080
4534 School Transportation	\$ 289,465	\$ 283,132	\$ 286,337	\$ 0	\$ 0	\$ 0	1080
4534A Magnet School Transportation	\$ 153,576	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 150,000	1080
4540 School Building Grants	\$ 54,689	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
4541 Int Subsidy Payments	\$ 941	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
4544 Non-Public Pupil Service	\$ 27,821	\$ 27,970	\$ 29,916	\$ 29,916	\$ 29,916	\$ 29,916	1080
<b>Total</b>	<b>\$ 27,161,103</b>	<b>\$ 27,274,319</b>	<b>\$ 27,340,563</b>	<b>\$ 27,974,756</b>	<b>\$ 27,974,756</b>	<b>\$ 28,124,756</b>	



TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

**\*\*\*STATE GRANTS IN AID-GENERAL GOVERNMENT:**

**2.5% of the General Fund Budget:**

The revenues designated from the State of Connecticut are based on the February 6, 2013 "Estimates of State Formula Aid to Municipalities".

**\*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. An amount is appropriated state-wide and then allocated to those municipalities participating in this exemption program.

**\*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 2014, the Governor's budget repeals the program associated with state-owned real property payment-in-lieu of taxes (PILOT).

**\*Pequot/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 2014, the Governor's budget substantially reduced this grant.

**\*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 2014, the Governor's budget provides an increased level of funding.

**\*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, 2012.

**\*Manufacturing Transition Grant:** funded through the Municipal Revenue Sharing Account, replaces the Manufacturing Machinery & Equipment (MM&E) PILOT and was to provide the same allocation as in FYE 2012 to eligible municipalities before any adjustments by OPM. This program is eliminated in FYE 2014.

**\*Property Tax Relief:** funded through the Municipal Revenue Sharing Account and distributed on a per capital/population basis based on what is available in the fund. This program is eliminated in FYE 2014.

**\*Municipal Aid Adjustment Grant:** a new grant for FYE 2014, to provide municipalities an offset of any lost revenue from the elimination of funding from major statutory formula grants.

**\*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.

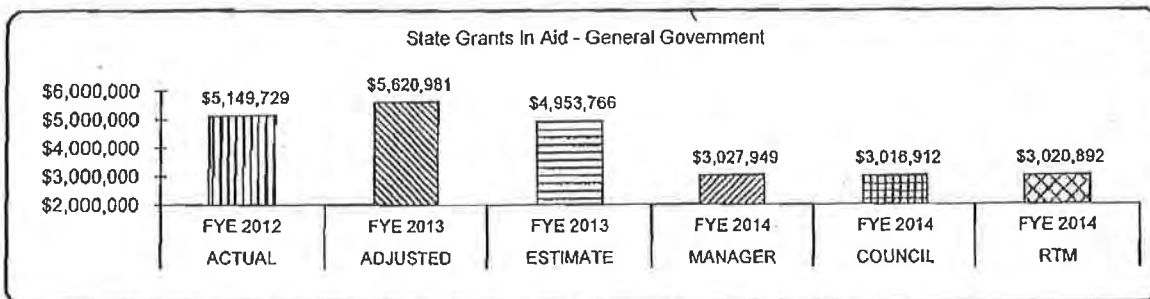
**\*Youth Service Bureau:** represents a grant which enables the Human Services Department to provide counseling and crisis intervention services for at risk children, youth and parents.

(con't)

**TOWN OF GROTON**  
**GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL**  
**ADOPTED FISCAL YEAR ENDING JUNE 30, 2014**

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4507 State Grants	\$ 150,125	\$ 73,620	\$ 121,750	\$ 38,955	\$ 38,955	\$ 38,955	various
4551 PILOT:Enterprise Zone	\$ 415,993	\$ 429,536	\$ 289,557	\$ 449,602	\$ 438,565	\$ 437,130	1999
4553 PILOT: State & Tax Exempts	\$ 1,206,867	\$ 1,204,820	\$ 1,189,871	\$ 169,783	\$ 169,783	\$ 169,783	1999
4554 Pequot-Mohegan Grant	\$ 1,395,130	\$ 1,394,298	\$ 1,376,290	\$ 179,246	\$ 179,246	\$ 179,246	1999
4555 911 Enhancements	\$ 162,976	\$ 165,482	\$ 165,158	\$ 165,158	\$ 165,158	\$ 165,158	1014
4556 Miscellaneous State Revenue	\$ 9,564	\$ 15,050	\$ 15,957	\$ 15,882	\$ 15,882	\$ 15,882	1024, 1051
4557 Nuclear Safety Drill	\$ 24,754	\$ 24,072	\$ 31,626	\$ 31,626	\$ 31,626	\$ 37,041	1014
4558 Highway Illumination	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	\$ 1,619	1035
4559 Town Highway Aid	\$ 189,622	\$ 189,622	\$ 183,913	\$ 367,825	\$ 367,825	\$ 367,825	1035
4560 Telephone Access	\$ 176,044	\$ 161,000	\$ 161,000	\$ 161,000	\$ 161,000	\$ 161,000	1999
4563 Manufacturing Transition Grant	\$ 984,717	\$ 1,374,459	\$ 984,717	\$ 0	\$ 0	\$ 0	1999
4564 Property Tax Relief	\$ 391,874	\$ 546,969	\$ 391,874	\$ 0	\$ 0	\$ 0	1999
4565 Municipal Aid Adjustment Grant	\$ 0	\$ 0	\$ 0	\$ 1,406,819	\$ 1,406,819	\$ 1,406,819	1999
4568 TVCCA-Supp Housing Program Grant	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	1051
4568 Youth Service Bureau	\$ 31,444	\$ 31,434	\$ 31,434	\$ 31,434	\$ 31,434	\$ 31,434	1051
Total	\$ 5,149,729	\$ 5,620,981	\$ 4,953,766	\$ 3,027,949	\$ 3,016,912	\$ 3,020,892	



TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

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

**2.9% of the General Fund Budget:**

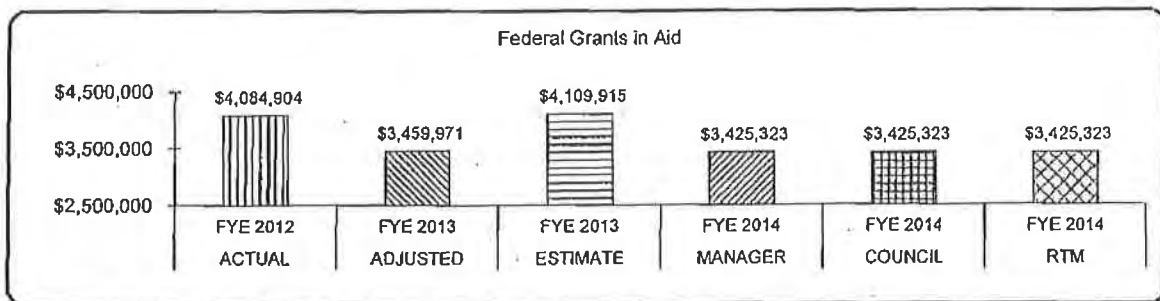
**\*Federal Funds:** Federal reimbursements for health services for special education students who are eligible to receive Medicaid.

**\*FEMA Reimbursement:** Federal reimbursement for storm related damages.

**\*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.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4508 Federal Funds	\$ 56,802	\$ 115,156	\$ 55,261	\$ 55,261	\$ 55,261	\$ 55,261	1024, 1080
4510 FEMA Reimbursement	\$ 125,114	\$ 0	\$ 453,201	\$ 0	\$ 0	\$ 0	
4591 Pupil Impact Aid	\$ 3,890,198	\$ 3,329,619	\$ 3,581,677	\$ 3,350,000	\$ 3,350,000	\$ 3,350,000	1080
4592 Emergency Management (SLA)	\$ 12,990	\$ 15,196	\$ 19,776	\$ 20,062	\$ 20,062	\$ 20,062	1014
<b>Total</b>	<b>\$ 4,084,904</b>	<b>\$ 3,459,971</b>	<b>\$ 4,109,915</b>	<b>\$ 3,425,323</b>	<b>\$ 3,425,323</b>	<b>\$ 3,425,323</b>	



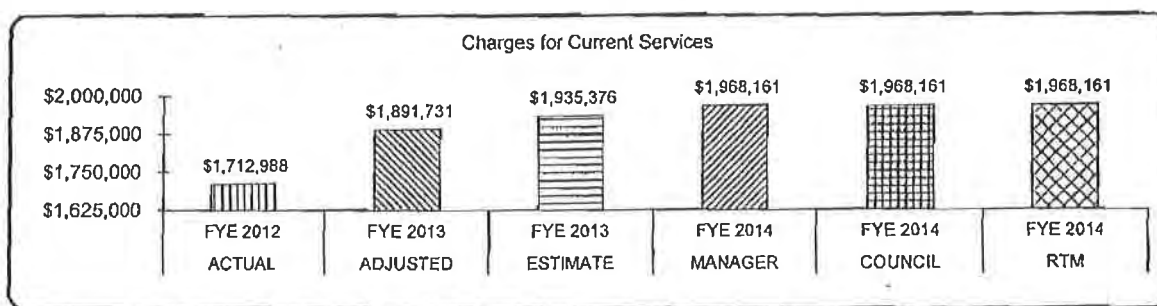
**TOWN OF GROTON**  
**GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL**  
**ADOPTED FISCAL YEAR ENDING JUNE 30, 2014**

**\*\*\*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). Due to the real estate market, the budget shows a decrease in 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 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4602 Planning Commission Fees	\$ 16,300	\$ 16,000	\$ 8,800	\$ 10,000	\$ 10,000	\$ 10,000	1046
4610 Recording Instruments	\$ 148,216	\$ 160,000	\$ 175,000	\$ 170,000	\$ 170,000	\$ 170,000	1005
4611 Conveyance Tax	\$ 469,530	\$ 540,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ 580,000	1005
4616 Golf Course Contribution	\$ 63,103	\$ 58,157	\$ 58,157	\$ 58,870	\$ 58,870	\$ 58,870	1999
4617 Maps/Copies/Document Sales	\$ 971	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	1046
4618 Tax Collection Services (cas)	\$ 208,439	\$ 214,692	\$ 214,692	\$ 202,417	\$ 202,417	\$ 202,417	1013
4620 Sewer Fund/Landfill Service (cas)	\$ 612,698	\$ 631,079	\$ 631,079	\$ 674,444	\$ 674,444	\$ 674,444	1999
4622 Accident Reports	\$ 1,587	\$ 1,674	\$ 1,422	\$ 1,620	\$ 1,620	\$ 1,620	1024
4623 Dispatch/Paramedic Service	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	1014
4624 N Stonington-Dispatch	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	1014
4624A Stonington Ambulance Dispatch	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	1014
4624B Groton Utilities Dispatch	\$ 5,000	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	1014
4627 Housing Authority Shelter Rent	\$ 51,107	\$ 50,600	\$ 50,600	\$ 54,470	\$ 54,470	\$ 54,470	1054
4629 Coord Medical Emerg Direc	\$ 22,079	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	\$ 22,832	1014
4631 BOE-FHS/Ground Mowing	\$ 48,875	\$ 50,341	\$ 51,341	\$ 51,852	\$ 51,852	\$ 51,852	1064
4632 GIS Revenue	\$ 1,388	\$ 700	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	1013, 1014
4637 Snow/Ice Control Services	\$ 0	\$ 74,837	\$ 74,834	\$ 74,837	\$ 74,837	\$ 74,837	1035
4641 Vital Statistics	\$ 4,876	\$ 6,000	\$ 5,800	\$ 6,000	\$ 6,000	\$ 6,000	1005
<b>Total</b>	<b>\$ 1,712,988</b>	<b>\$ 1,891,731</b>	<b>\$ 1,935,376</b>	<b>\$ 1,968,161</b>	<b>\$ 1,968,161</b>	<b>\$ 1,968,161</b>	



TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

**\*\*\*SCHOOLS-LIBRARY-RECREATION:**

0.3% of the General Fund Budget:

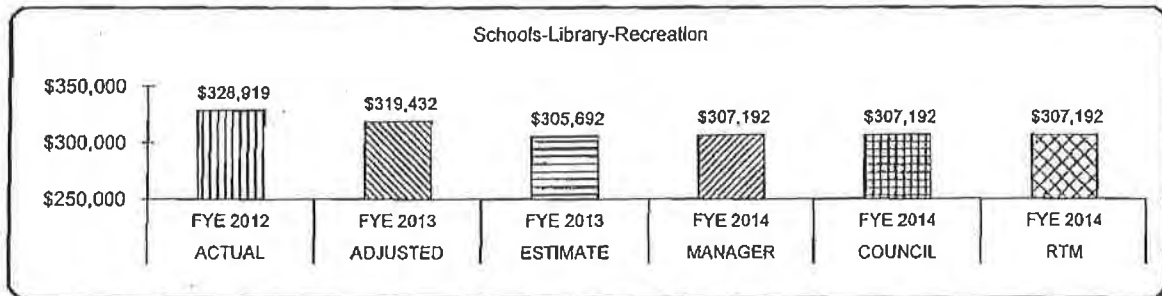
Includes revenues generated from activities provided by the Town and Board of Education of which the major revenue sources are:

\*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.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4662 Tuition from Other Towns	\$ 163,098	\$ 166,317	\$ 156,706	\$ 156,706	\$ 156,706	\$ 156,706	1080
4669 Other School Receipts	\$ 72,109	\$ 54,075	\$ 53,286	\$ 53,286	\$ 53,286	\$ 53,286	1080
4670 Library Fines	\$ 26,767	\$ 28,000	\$ 27,000	\$ 28,000	\$ 28,000	\$ 28,000	1063
4671 Library-Lost & Damaged	\$ 3,143	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	1063
4672 Senior Center Fees	\$ 39,207	\$ 42,540	\$ 41,000	\$ 41,000	\$ 41,000	\$ 41,000	1064
4683 Park Concession & Rental	\$ 1,200	\$ 1,500	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	1064
4686 Park & Recreation Rentals	\$ 3,190	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	1064
4688 Library Fees	\$ 14,053	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	1063
4691 Library-Copier Fees	\$ 6,152	\$ 6,000	\$ 5,500	\$ 6,000	\$ 6,000	\$ 6,000	1063
Total	\$ 328,919	\$ 319,432	\$ 305,692	\$ 307,192	\$ 307,192	\$ 307,192	



**TOWN OF GROTON**  
**GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL**  
**ADOPTED FISCAL YEAR ENDING JUNE 30, 2014**

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

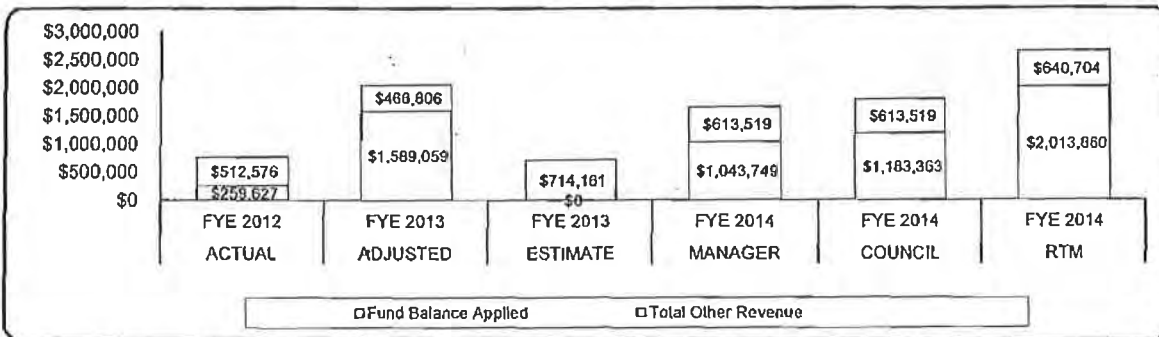
**2.2% of the General Fund Budget:**

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

Payments from Other Funds: represents funds associated with the Community Investment Act funds for Town Clerk expenses. In FYE 2013 based on final grant payments from the State, \$213,646 is transferred from the Phase I School Projects due to excess revenue associated with the three school projects. In FYE 2014 funds accumulated in the Outside Police Work Fund associated with the 10% administrative fee (\$141,074) will be transferred into the General Fund.

Fund Balance Applied: reflects funds earmarked from unassigned funds to balance the adopted fiscal year's expenditures. With this year's allocation of Fund Balance Applied, the General Fund's unassigned Fund Balance is projected to be maintained at 7.5% expenditures.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014	FUNCTION(S) CODE
4310 Court Fines	\$ 16,478	\$ 13,800	\$ 14,700	\$ 14,900	\$ 14,900	\$ 14,900	1024
4311 Parking Tickets	\$ 2,650	\$ 2,850	\$ 2,460	\$ 2,700	\$ 2,700	\$ 2,700	1024
4710 Land Record Copies	\$ 27,367	\$ 28,000	\$ 29,000	\$ 28,000	\$ 28,000	\$ 28,000	1005
4711 Vital Copies	\$ 69,771	\$ 74,000	\$ 74,000	\$ 74,000	\$ 74,000	\$ 74,000	1005
4712 Finance Dept Copies	\$ 1,739	\$ 1,300	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	1013
4714 Returned Check Fees	\$ 1,380	\$ 1,300	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	1013
4715 Aircraft Registrations	\$ 18,470	\$ 20,000	\$ 17,970	\$ 18,000	\$ 18,000	\$ 18,000	1013
4731 Sale of Capital Assets	\$ 5,455	\$ 5,000	\$ 17,680	\$ 5,000	\$ 5,000	\$ 5,000	1013
4733 Misc. Unclassified	\$ 88,668	\$ 5,000	\$ 9,010	\$ 5,000	\$ 5,000	\$ 5,000	1024, 1035
4734 Animal Control Fees	\$ 3,805	\$ 4,450	\$ 6,305	\$ 8,550	\$ 6,550	\$ 6,550	1024
4740 Disposal Fees	\$ 154,466	\$ 195,901	\$ 199,240	\$ 199,240	\$ 199,240	\$ 199,240	1035
4741 Lease Fees	\$ 117,123	\$ 110,005	\$ 122,650	\$ 111,555	\$ 111,555	\$ 138,740	various
4766 Payments From Other Funds	\$ 5,204	\$ 5,200	\$ 218,846	\$ 146,274	\$ 146,274	\$ 146,274	1005, 1024, 1999
<b>Total Other Revenue</b>	<b>\$ 512,576</b>	<b>\$ 468,806</b>	<b>\$ 714,161</b>	<b>\$ 613,519</b>	<b>\$ 613,519</b>	<b>\$ 640,704</b>	
 4999 Fund Balance Applied	 \$ 259,627	 \$ 1,589,059	 \$ 0	 \$ 1,043,749	 \$ 1,183,363	 \$ 2,013,860	 1999
<b>Total Other Revenue &amp; Fund Balance</b>	<b>\$ 772,203</b>	<b>\$ 2,055,865</b>	<b>\$ 714,161</b>	<b>\$ 1,657,268</b>	<b>\$ 1,796,882</b>	<b>\$ 2,654,564</b>	

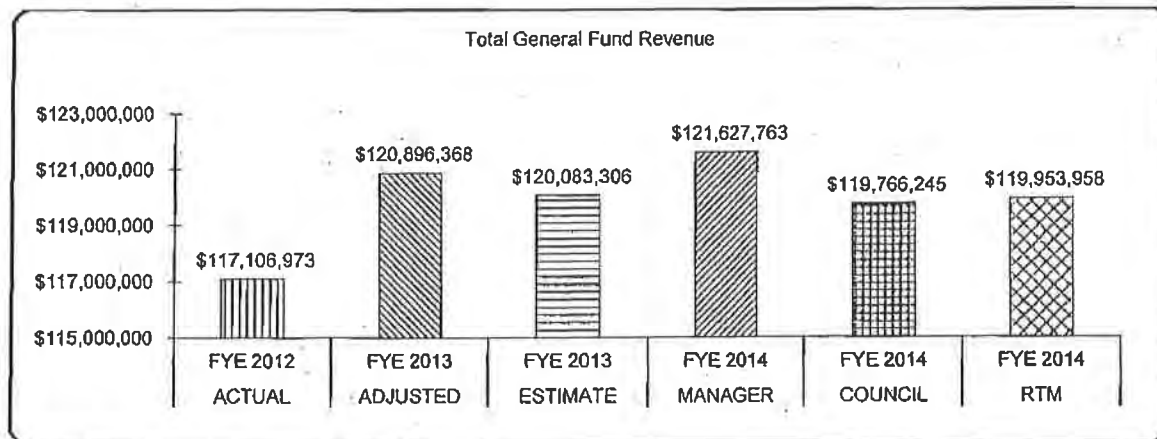




TOWN OF GROTON  
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
ADOPTED FISCAL YEAR ENDING JUNE 30, 2014

**\*\*\*TOTAL GENERAL FUND REVENUE:**

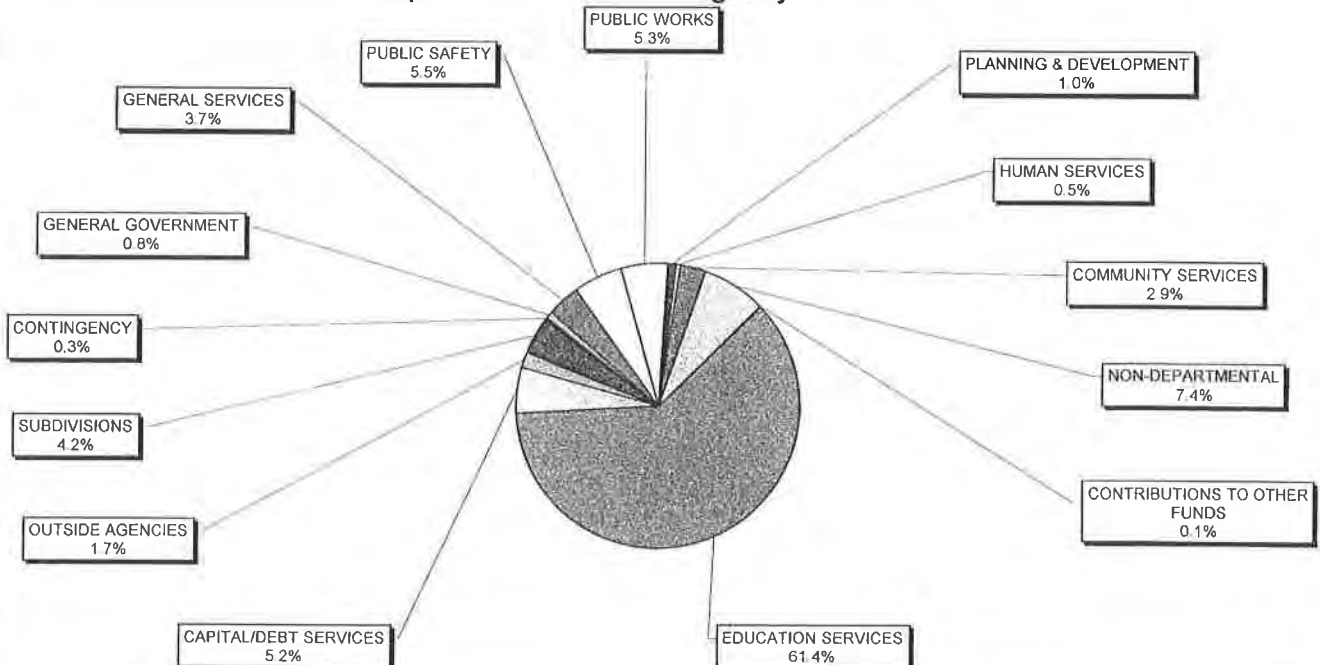
	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
Total Revenues and Fund Balance Applied	\$ 117,106,973	\$ 120,896,368	\$ 120,083,306	\$ 121,627,763	\$ 119,766,245	\$ 119,953,958



**Town of Groton**  
**TOWN OPERATION**  
 FYE 2014 Adopted Budget  
 Program Summary General Fund

AREA OF SERVICE	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM ADOPTED FYE 2014
GENERAL GOVERNMENT	\$ 802,670	\$ 924,388	\$ 984,283	\$ 940,599	\$ 939,364	\$ 923,282	\$ 944,863
GENERAL SERVICES	\$ 4,247,197	\$ 4,493,518	\$ 4,392,350	\$ 4,511,154	\$ 4,478,359	\$ 4,494,587	\$ 4,494,587
PUBLIC SAFETY	\$ 6,264,887	\$ 6,602,191	\$ 6,342,326	\$ 6,785,069	\$ 6,681,647	\$ 6,683,718	\$ 6,642,955
PUBLIC WORKS	\$ 6,011,076	\$ 6,304,681	\$ 6,266,969	\$ 6,608,353	\$ 6,431,201	\$ 6,331,130	\$ 6,331,130
PLANNING & DEVELOPMENT	\$ 1,107,277	\$ 1,195,448	\$ 1,181,696	\$ 1,211,759	\$ 1,213,838	\$ 1,225,485	\$ 1,151,201
HUMAN SERVICES	\$ 539,259	\$ 567,301	\$ 567,297	\$ 574,458	\$ 573,958	\$ 582,392	\$ 582,392
COMMUNITY SERVICES	\$ 3,455,889	\$ 3,536,643	\$ 3,440,552	\$ 3,571,128	\$ 3,516,066	\$ 3,541,161	\$ 3,517,628
SUBTOTAL TOWN DEPARTMENTS	<u>\$ 22,428,255</u>	<u>\$ 23,624,170</u>	<u>\$ 23,175,473</u>	<u>\$ 24,202,520</u>	<u>\$ 23,834,433</u>	<u>\$ 23,781,755</u>	<u>\$ 23,664,756</u>
NON-DEPARTMENTAL	\$ 8,588,776	\$ 8,645,691	\$ 8,637,334	\$ 9,173,959	\$ 9,065,477	\$ 8,838,784	\$ 8,838,784
CONTRIBUTIONS TO OTHER FUNDS	\$ 30,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000
SUBTOTAL TOWN OTHER	<u>\$ 8,618,776</u>	<u>\$ 8,845,691</u>	<u>\$ 8,837,334</u>	<u>\$ 9,373,959</u>	<u>\$ 9,265,477</u>	<u>\$ 9,038,784</u>	<u>\$ 8,938,784</u>
TOWN OPERATIONS	<u>\$ 31,047,031</u>	<u>\$ 32,469,861</u>	<u>\$ 32,012,807</u>	<u>\$ 33,576,479</u>	<u>\$ 33,099,910</u>	<u>\$ 32,820,539</u>	<u>\$ 32,603,540</u>
EDUCATION SERVICES	<u>\$ 72,562,755</u>	<u>\$ 72,645,500</u>	<u>\$ 72,645,500</u>	<u>\$ 73,662,715</u>	<u>\$ 73,662,715</u>	<u>\$ 73,662,715</u>	<u>\$ 73,662,715</u>
CAPITAL/DEBT SERVICES	<u>\$ 6,566,283</u>	<u>\$ 8,233,440</u>	<u>\$ 7,893,891</u>	<u>\$ 7,076,627</u>	<u>\$ 7,027,687</u>	<u>\$ 6,427,687</u>	<u>\$ 6,227,687</u>
OUTSIDE AGENCIES	<u>\$ 2,047,568</u>	<u>\$ 2,043,565</u>	<u>\$ 2,043,565</u>	<u>\$ 2,153,967</u>	<u>\$ 2,107,602</u>	<u>\$ 2,060,933</u>	<u>\$ 2,085,937</u>
SUBDIVISIONS	<u>\$ 4,883,336</u>	<u>\$ 5,228,394</u>	<u>\$ 5,228,079</u>	<u>\$ 5,379,849</u>	<u>\$ 5,379,849</u>	<u>\$ 4,540,700</u>	<u>\$ 5,024,079</u>
CONTINGENCY	<u>\$ -</u>	<u>\$ 275,608</u>	<u>\$ 183,608</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 253,671</u>	<u>\$ 350,000</u>
TOTAL GENERAL FUND	<u>\$117,106,973</u>	<u>\$120,896,368</u>	<u>\$120,007,450</u>	<u>\$122,199,637</u>	<u>\$121,627,763</u>	<u>\$119,766,245</u>	<u>\$119,953,958</u>

**Adopted General Fund Budget by Area of Service**



### Comparison By Function

FYE 2013 Adopted/Adjusted Budget to Adopted FYE 2014 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2013	Estimated FYE 2013	Adopted Budget FYE 2014	\$ Variance Adjusted FYE13 vs. Adopted FYE14	% Variance Adjusted FYE13 vs. Adopted FYE14
1001	Legislative Policy		\$ 42,653	\$ 42,653	\$ 46,153	\$ 3,500	8.2%
1003	Voter Registration		\$ 147,239	\$ 116,483	\$ 103,861	\$ (43,378)	(29.5%)
1005	Town Clerk		\$ 371,546	\$ 370,197	\$ 374,849	\$ 3,303	0.9%
1006	Legal Services		\$ 362,950	\$ 454,950	\$ 420,000	\$ 57,050	15.7%
	<b>GENERAL GOVERNMENT</b>		<b>\$ 924,388</b>	<b>\$ 984,283</b>	<b>\$ 944,863</b>	<b>\$ 20,475</b>	<b>2.2%</b>
1010	Executive Management		\$ 297,486	\$ 297,486	\$ 433,159	\$ 135,673	45.6%
1011	Information Technology		\$ -	\$ -	\$ 1,022,350	\$ 1,022,350	n/a
1012	Human Resources		\$ -	\$ -	\$ 341,011	\$ 341,011	n/a
1013	Finance Administration		\$ 1,358,946	\$ 1,345,295	\$ 1,369,750	\$ 10,804	0.8%
1014	Emergency Communications		\$ 2,837,086	\$ 2,749,569	\$ 1,328,317	\$ (1,508,769)	(53.2%)
	<b>GENERAL SERVICES</b>		<b>\$ 4,493,518</b>	<b>\$ 4,392,350</b>	<b>\$ 4,494,587</b>	<b>\$ 1,069</b>	<b>0.0%</b>
1024	Public Safety		\$ 6,602,191	\$ 6,342,326	\$ 6,642,955	\$ 40,764	0.6%
	<b>PUBLIC SAFETY</b>		<b>\$ 6,602,191</b>	<b>\$ 6,342,326</b>	<b>\$ 6,642,955</b>	<b>\$ 40,764</b>	<b>0.6%</b>
1035	Public Works		\$ 6,304,681	\$ 6,266,969	\$ 6,331,130	\$ 26,449	0.4%
	<b>PUBLIC WORKS</b>		<b>\$ 6,304,681</b>	<b>\$ 6,266,969</b>	<b>\$ 6,331,130</b>	<b>\$ 26,449</b>	<b>0.4%</b>
1046	Planning & Development Svcs		\$ 1,195,448	\$ 1,181,696	\$ 1,151,201	\$ (44,247)	(3.7%)
	<b>PLANNING &amp; DEVELOPMENT</b>		<b>\$ 1,195,448</b>	<b>\$ 1,181,696</b>	<b>\$ 1,151,201</b>	<b>\$ (44,247)</b>	<b>(3.7%)</b>
1051	Human Services		\$ 567,301	\$ 567,297	\$ 582,392	\$ 15,091	2.7%
	<b>HUMAN SERVICES</b>		<b>\$ 567,301</b>	<b>\$ 567,297</b>	<b>\$ 582,392</b>	<b>\$ 15,091</b>	<b>2.7%</b>
1063	Groton Public Library		\$ 1,696,784	\$ 1,659,393	\$ 1,696,662	\$ (122)	(0.0%)
1064	Parks & Recreation		\$ 1,839,859	\$ 1,781,159	\$ 1,820,966	\$ (18,893)	(1.0%)
	<b>COMMUNITY SERVICES</b>		<b>\$ 3,536,643</b>	<b>\$ 3,440,552</b>	<b>\$ 3,517,628</b>	<b>\$ (19,015)</b>	<b>(0.5%)</b>
	<b>SUBTOTAL TOWN DEPARTMENTS</b>		<b>\$ 23,624,170</b>	<b>\$ 23,175,473</b>	<b>\$ 23,664,756</b>	<b>\$ 40,586</b>	<b>0.2%</b>
1070	Insurance & Claims		\$ 520,150	\$ 511,793	\$ 538,784	\$ 18,634	3.6%
1071	Self Funded Plans		\$ 8,125,541	\$ 8,125,541	\$ 8,300,000	\$ 174,459	2.1%
	<b>NON-DEPARTMENTAL</b>		<b>\$ 8,645,691</b>	<b>\$ 8,637,334</b>	<b>\$ 8,838,784</b>	<b>\$ 193,093</b>	<b>2.2%</b>
1077	Contributions to Other Funds		\$ 200,000	\$ 200,000	\$ 100,000	\$ (100,000)	(50.0%)
	<b>CONTRIBUTIONS TO OTHER FUNDS</b>		<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 100,000</b>	<b>\$ (100,000)</b>	<b>(50.0%)</b>
	<b>SUBTOTAL TOWN OTHER</b>		<b>\$ 8,845,691</b>	<b>\$ 8,837,334</b>	<b>\$ 8,938,784</b>	<b>\$ 93,093</b>	<b>1.1%</b>
	<b>TOWN OPERATIONS</b>		<b>\$ 32,469,861</b>	<b>\$ 32,012,807</b>	<b>\$ 32,603,540</b>	<b>\$ 133,679</b>	<b>0.4%</b>
1080	Education		\$ 72,645,500	\$ 72,645,500	\$ 73,662,715	\$ 1,017,215	1.4%
	<b>EDUCATION SERVICES</b>		<b>\$ 72,645,500</b>	<b>\$ 72,645,500</b>	<b>\$ 73,662,715</b>	<b>\$ 1,017,215</b>	<b>1.4%</b>
1075	Capital Reserve		\$ 3,650,000	\$ 3,650,000	\$ 1,800,000	\$ (1,850,000)	(50.7%)
1076	Debt Service		\$ 4,583,440	\$ 4,243,891	\$ 4,427,687	\$ (155,753)	(3.4%)
	<b>CAPITAL/DEBT SERVICES</b>		<b>\$ 8,233,440</b>	<b>\$ 7,893,891</b>	<b>\$ 6,227,687</b>	<b>\$ (2,005,753)</b>	<b>(24.4%)</b>
1007	Regional Agencies		\$ 136,725	\$ 136,725	\$ 131,125	\$ (5,600)	(4.1%)
1026	Ambulance Services		\$ 117,951	\$ 117,951	\$ 144,455	\$ 26,504	22.5%
1054	Health/Service/Cultural Agencies		\$ 1,598,889	\$ 1,598,889	\$ 1,620,357	\$ 21,468	1.3%
1065	Other Libraries		\$ 190,000	\$ 190,000	\$ 190,000	\$ -	0.0%
	<b>OUTSIDE AGENCIES</b>		<b>\$ 2,043,565</b>	<b>\$ 2,043,565</b>	<b>\$ 2,085,937</b>	<b>\$ 42,372</b>	<b>2.1%</b>
1090	City of Groton		\$ 4,622,557	\$ 4,622,242	\$ 4,272,278	\$ (350,279)	(7.6%)
1091	Groton Long Point		\$ 359,825	\$ 359,825	\$ 505,789	\$ 145,964	40.6%
1092	Fire Districts PILOT		\$ 246,012	\$ 246,012	\$ 246,012	\$ -	0.0%
	<b>SUBDIVISIONS</b>		<b>\$ 5,228,394</b>	<b>\$ 5,228,079</b>	<b>\$ 5,024,079</b>	<b>\$ (204,315)</b>	<b>(3.9%)</b>
1074	Contingency		\$ 275,608	\$ 183,608	\$ 350,000	\$ 74,392	27.0%
	<b>CONTINGENCY</b>		<b>\$ 275,608</b>	<b>\$ 183,608</b>	<b>\$ 350,000</b>	<b>\$ 74,392</b>	<b>27.0%</b>
	<b>GENERAL FUND TOTAL</b>		<b>\$ 120,896,368</b>	<b>\$ 120,007,450</b>	<b>\$ 119,953,958</b>	<b>\$ (942,410)</b>	<b>(0.8%)</b>

Town of Groton  
**Comparison By Fund**  
 FYE 2013 Adopted/Adjusted Budget to Adopted FYE 2014 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2013	Estimated FYE 2013	Adopted Budget FYE 2014	\$ Variance Adjusted FYE13 vs. Adopted FYE14	% Variance Adjusted FYE13 vs. Adopted FYE14
2010	Golf Course Fund		\$ 1,171,427	\$ 1,162,979	\$ 1,180,203	\$ 8,776	0.7%
2020	Sewer Operating Fund		\$ 5,927,671	\$ 5,968,594	\$ 6,044,183	\$ 116,512	2.0%
2030	Solid Waste Fund		\$ 2,662,750	\$ 2,638,603	\$ 2,548,129	\$ (114,621)	(4.3%)
2060	Mumford Cove		\$ 21,057	\$ 21,057	\$ 21,078	\$ 21	0.1%
2120	Revaluation Fund		\$ -	\$ -	\$ 5,000	\$ 5,000	n/a
3240	Recreation & Senior Activities		\$ 811,728	\$ 716,679	\$ 973,849	\$ 162,121	20.0%
3310	Connecticard		\$ 50,322	\$ 48,702	\$ 59,788	\$ 9,466	18.8%
4010	Groton Sewer District		\$ 1,162,592	\$ 1,157,738	\$ 1,181,810	\$ 19,218	1.7%
5010	Capital Reserve Fund		\$ 3,822,230	\$ 3,822,230	\$ 2,419,000	\$ (1,403,230)	(36.7%)
6040	Fleet Reserve Fund		\$ 1,450,835	\$ 1,450,835	\$ 1,195,591	\$ (255,244)	(17.6%)
6050	Computer Replacement Fund		\$ 146,765	\$ 146,765	\$ 58,960	\$ (87,805)	(59.8%)
7320	Human Serv. Asst Fund		\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%

# TOWN OF GROTON

Fiscal Year Ending June 30, 2014

## 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 2012	ADJUSTED FYE 2013	ESTIMATED FYE 2013	ADOPTED FYE 2014
General Fund (100)	\$ 116,847,343	\$ 119,307,309	\$ 120,083,306	\$ 117,940,098
Golf Course (201)	\$ 1,130,826	\$ 1,168,400	\$ 1,173,004	\$ 1,184,500
Sewer Operating Fund (202)	\$ 5,123,420	\$ 5,262,846	\$ 5,368,951	\$ 5,741,627
Solid Waste (203)	\$ 2,491,586	\$ 2,548,834	\$ 2,548,799	\$ 2,238,916
Fire Districts (206)	\$ 20,978	\$ 20,757	\$ 20,790	\$ 20,678
Revaluation Fund (212)	\$ 30,301	\$ 35,038	\$ 35,890	\$ 35,890
Parks & Rec Programs (324)	\$ 781,003	\$ 783,849	\$ 677,403	\$ 946,697
Connecticard (331)	\$ 34,180	\$ 38,116	\$ 33,500	\$ 33,500
Sewer District (401)	\$ 694,738	\$ 647,592	\$ 637,393	\$ 631,810
Capital Reserve Fund (501)	\$ 3,161,611	\$ 4,265,284	\$ 4,263,400	\$ 2,631,700
Fleet Reserve Fund (604)	\$ 979,835	\$ 1,184,829	\$ 1,184,229	\$ 1,307,572
Computer Replacement Fund (605)	\$ 124,837	\$ 115,274	\$ 115,282	\$ 79,402
Human Serv Asst Fund (732)	\$ 418	\$ 358	\$ 10,470	\$ 770
<b>Total Revenue By Fund Without Fund Balance Applied</b>	<b>\$ 131,421,076</b>	<b>\$ 135,378,486</b>	<b>\$ 136,152,417</b>	<b>\$ 132,793,160</b>
EXPENDITURES BY FUND	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATED FYE 2013	ADOPTED FYE 2014
General Fund (100)	\$ 117,106,973	\$ 120,896,368	\$ 120,007,450	\$ 119,953,958
Golf Course (201)	\$ 1,113,362	\$ 1,171,427	\$ 1,162,979	\$ 1,180,203
Sewer Operating Fund (202)	\$ 6,011,224	\$ 5,927,671	\$ 5,968,594	\$ 6,044,183
Solid Waste (203)	\$ 2,512,206	\$ 2,662,750	\$ 2,638,603	\$ 2,548,129
Fire Districts (206/207/208)	\$ 21,007	\$ 21,057	\$ 21,057	\$ 21,078
Revaluation Fund (212)	\$ 116,180	\$ -	\$ -	\$ 5,000
Parks & Rec Programs (324)	\$ 653,352	\$ 811,728	\$ 716,679	\$ 973,849
Connecticard (331)	\$ 43,045	\$ 50,322	\$ 48,702	\$ 59,788
Sewer District (401)	\$ 1,181,230	\$ 1,162,592	\$ 1,157,738	\$ 1,181,810
Capital Reserve Fund (501)	\$ 3,362,340	\$ 3,822,230	\$ 3,822,230	\$ 2,419,000
Fleet Reserve Fund (604)	\$ 1,157,139	\$ 1,450,835	\$ 1,450,835	\$ 1,195,591
Computer Replacement Fund (605)	\$ 56,865	\$ 146,765	\$ 146,765	\$ 58,960
Human Serv Asst Fund (732)	\$ 32,800	\$ 40,000	\$ 40,000	\$ 40,000
<b>Total Expenditures By Fund</b>	<b>\$ 133,367,723</b>	<b>\$ 138,163,745</b>	<b>\$ 137,181,632</b>	<b>\$ 135,681,549</b>

**TOWN OF GROTON**  
**SUMMARY OF SOURCES AND USES - ALL FUNDS**

ADOPTED FYE 2014

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	\$ 80,251,142				\$ 20,628	
Licenses & Permits	\$ 149,928					
Revenue from Investments	\$ 52,000		\$ 1,800	\$ 1,885		\$ 890
State Grants In Aid-General Govt	\$ 28,124,756					
State Grants In Aid-Education	\$ 3,020,892					
Federal Grants In Aid	\$ 3,425,323					
Charges for Current Services	\$ 1,968,161			\$ 1,145,600		
Schools-Library-Recreation	\$ 307,192					
Other Revenue	\$ 640,704			\$ 81,004	\$ 50	
Memberships, Greens Fees, Carts		\$ 1,184,500				
Sewer Use Charges			\$ 5,739,827			
Disposal Fees, Bldg Lease Pmts				\$ 1,010,427		
Payments from Other Funds						\$ 35,000
<b>Total Revenues</b>	<b>\$ 117,940,098</b>	<b>\$ 1,184,500</b>	<b>\$ 5,741,627</b>	<b>\$ 2,238,916</b>	<b>\$ 20,678</b>	<b>\$ 35,890</b>
EXPENDITURES - USE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Government	\$ 944,863					
General Services	\$ 4,494,587					\$ 5,000
Public Safety	\$ 6,642,955					
Public Works	\$ 6,331,130		\$ 6,044,183	\$ 2,548,129		
Planning & Development	\$ 1,151,201					
Human Services	\$ 582,392					
Community Services	\$ 3,517,628	\$ 1,180,203				
Non-Departmental	\$ 8,838,784					
Contributions To Other Funds	\$ 100,000					
Education	\$ 73,662,715					
Capital/Debt Service	\$ 6,227,687					
Outside Agencies	\$ 2,085,937					
Subdivisions	\$ 5,024,079				\$ 21,078	
Contingency	\$ 350,000					
<b>Total Expenditures</b>	<b>\$ 119,953,958</b>	<b>\$ 1,180,203</b>	<b>\$ 6,044,183</b>	<b>\$ 2,548,129</b>	<b>\$ 21,078</b>	<b>\$ 5,000</b>
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	\$ (2,013,860)	\$ 4,297	\$ (302,556)	\$ (309,213)	\$ (400)	\$ 30,890
Estimated Beginning Fund Balance 7/1/2013	\$ 11,086,263	\$ 37,680	\$ 2,130,524	\$ 1,443,082	\$ 691	\$ 141,436
Estimated Ending Fund Balance 6/30/2014	\$ 9,072,403	\$ 41,977	\$ 1,827,968	\$ 1,133,869	\$ 291	\$ 172,326

**TOWN OF GROTON**  
**SUMMARY OF SOURCES AND USES - ALL FUNDS**

**ADOPTED FYE 2014**

**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
		\$ 607,596					\$ 80,879,366
							\$ 149,928
	\$ 800	\$ 2,200	\$ 14,700	\$ 2,600	\$ 770	\$ 270	\$ 77,915
	\$ 1,200	\$ 64					\$ 28,126,020
							\$ 3,020,892
							\$ 3,425,323
\$ 946,697			\$ 17,000				\$ 4,077,458
							\$ 307,192
	\$ 31,500	\$ 15,000		\$ 10,000	\$ 8,525	\$ 500	\$ 787,283
							\$ 1,184,500
		\$ 6,950	\$ 2,600,000				\$ 8,346,777
							\$ 1,010,427
			\$ -	\$ 1,294,972	\$ 70,107		\$ 1,400,079
\$ 946,697	\$ 33,500	\$ 631,810	\$ 2,631,700	\$ 1,307,572	\$ 79,402	\$ 770	\$ 132,793,160
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
							\$ 944,863
		\$ 1,181,810			\$ 58,960		\$ 5,740,357
							\$ 6,642,955
				\$ 1,195,591			\$ 16,119,033
							\$ 1,151,201
						\$ 40,000	\$ 622,392
\$ 973,849	\$ 59,788						\$ 5,731,468
							\$ 8,838,784
							\$ 100,000
							\$ 73,662,715
			\$ 2,419,000				\$ 8,646,687
							\$ 2,085,937
							\$ 5,045,157
							\$ 350,000
\$ 973,849	\$ 59,788	\$ 1,181,810	\$ 2,419,000	\$ 1,195,591	\$ 58,960	\$ 40,000	\$ 135,681,549
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
\$ (27,152)	\$ (26,288)	\$ (550,000)	\$ 212,700	\$ 111,981	\$ 20,442	\$ (39,230)	\$ (2,888,389)
\$ 355,380	\$ 105,664	\$ 1,616,511	\$ 1,506,480	\$ 747,658	\$ 376,801	\$ 110,511	\$ 19,658,681
\$ 328,228	\$ 79,376	\$ 1,066,511	\$ 1,719,180	\$ 859,639	\$ 397,243	\$ 71,281	\$ 16,770,292



# TOWN OF GROTON

Fiscal Year Ending 2014

## 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 2012	Estimated Fund Balance FYE 2013	FYE 2014 Adopted Revenues	FYE 2014 Adopted Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
General (100)	\$11,010,407	\$11,086,263	\$117,940,098	\$119,953,958	\$9,072,403	7.56%
Golf Course (201)	\$27,655	\$37,680	\$1,184,500	\$1,180,203	\$41,977	3.56%
Sewer Operating (202)	\$2,730,167	\$2,130,524	\$5,741,627	\$6,044,183	\$1,827,968	30.24%
Solid Waste (203)	\$1,532,886	\$1,443,082	\$2,238,916	\$2,548,129	\$1,133,869	44.50%
Mumford Cove (206)	\$958	\$691	\$20,678	\$21,078	\$291	1.38%
Revaluation (212)	\$105,546	\$141,436	\$35,890	\$5,000	\$172,326	3446.52%
Parks & Rec Programs (324)	\$370,656	\$355,380	\$946,697	\$973,849	\$328,228	33.70%
Connecticard (331)	\$120,866	\$105,664	\$33,500	\$59,788	\$79,376	132.76%
Sewer District (401)	\$2,136,856	\$1,616,511	\$631,810	\$1,181,810	\$1,066,511	90.24%
Capital Reserve (501)	\$1,065,310	\$1,506,480	\$2,631,700	\$2,419,000	\$1,719,180	71.07%
Fleet Reserve (604)	\$1,014,264	\$747,658	\$1,307,572	\$1,195,591	\$859,639	71.90%
Computer Replcmnt (605)	\$408,284	\$376,801	\$79,402	\$58,960	\$397,243	673.75%
Human Serv Asst fund (732)	\$140,041	\$110,511	\$770	\$40,000	\$71,281	178.20%
Total All Funds	\$20,663,896	\$19,658,681	\$132,793,160	\$135,681,549	\$16,770,292	12.36%

**Town of Groton  
Full Time Employees**

FYE 2013 ADJUSTED vs FYE 2014 ADOPTED

FUNCTION NUMBER & DESCRIPTION	PRIOR YEAR FYE 2011 ADJUSTED	LAST YEAR FYE 2012 ADJUSTED	THIS YEAR FYE 2013 ADJUSTED	THIS YEAR FYE 2013 ESTIMATE	NEXT YEAR FYE 2014 MANAGER	NEXT YEAR FYE 2014 ADOPTED	THIS   NEXT YEAR   YEAR FYE 2013   FYE 2014 ADJ VS. ADOPTED # DIFFERENCE	CHANGE DESCRIPTION FY 2014
1005-TOWN CLERK	5.00	5.00	5.00	5.00	5.00	5.00	0.00	
<b>SUBTOTAL: GENERAL GOVERNMENT</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	
1010-EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	4.00	4.00	1.00	+1 Assistant Town Manager
1011-INFORMATION TECHNOLOGY	0.00	0.00	0.00	0.00	7.00	7.00	7.00	
1012-HUMAN RESOURCES	0.00	0.00	0.00	0.00	4.25	4.25	4.25	-1 MGR Labor Rel/Risk MGT +1 Director HR/Risk MGT
1013-FINANCE	18.00	18.00	19.00	19.00	19.00	19.00	0.00	+ .25 Emergency MGT & Comm Coord
1014-EMERGENCY COMMUNICATIONS	0.00	0.00	0.00	0.00	14.75	14.75	14.75	+ .25 Emergency MGT & Comm Coord
1014-ADMINISTRATIVE SERVICES	27.00	27.00	27.00	26.87	0.00	0.00	-27.00	+1 Director of Administrative Services
<b>SUBTOTAL: GENERAL SERVICES</b>	<b>48.00</b>	<b>48.00</b>	<b>49.00</b>	<b>48.87</b>	<b>49.00</b>	<b>49.00</b>	<b>0.00</b>	
1024-PUBLIC SAFETY	72.00	72.00	72.00	72.00	72.00	72.00	0.00	
<b>SUBTOTAL: PUBLIC SAFETY</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>72.00</b>	<b>0.00</b>	
1035-PUBLIC WORKS	53.25	52.25	52.25	52.25	52.25	52.25	0.00	
<b>SUBTOTAL: PUBLIC WORKS</b>	<b>53.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>0.00</b>	
1046-PLANNING & DEVELOPMENT SVCS	16.00	16.00	16.00	16.00	16.00	16.00	0.00	
<b>SUBTOTAL: PLANNING &amp; DEVELOPMENT</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	
1051-HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	8.00	0.00	
<b>SUBTOTAL: HUMAN SERVICES</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	
1063-LIBRARY	20.00	20.00	20.00	20.00	20.00	20.00	0.00	
1064-PARKS & RECREATION	20.50	20.50	20.50	20.88	20.50	20.50	0.00	
<b>SUBTOTAL: COMMUNITY SERVICES</b>	<b>40.50</b>	<b>40.50</b>	<b>40.50</b>	<b>40.88</b>	<b>40.50</b>	<b>40.50</b>	<b>0.00</b>	
<b>GENERAL FUND: SUB-TOTAL</b>	<b>242.75</b>	<b>241.75</b>	<b>242.75</b>	<b>243.00</b>	<b>242.75</b>	<b>242.75</b>	<b>0.00</b>	
2010-GOLF COURSE FUND	6.50	6.50	6.50	6.25	6.50	6.50	0.00	
2020-SEWER FUND	18.75	18.75	18.75	18.75	18.75	18.75	0.00	
<b>OTHER FUNDS: SUB-TOTAL</b>	<b>25.25</b>	<b>25.25</b>	<b>25.25</b>	<b>25.00</b>	<b>25.25</b>	<b>25.25</b>	<b>0.00</b>	
<b>TOTALS - ALL FUNDS</b>	<b>268.00</b>	<b>267.00</b>	<b>268.00</b>	<b>268.00</b>	<b>268.00</b>	<b>268.00</b>	<b>0.00</b>	



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TOWN OF GROTON

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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 seven works with the curator to promote the property.

This function also includes funds for the Permanent School Building Committee and Veterans and Military recognitions.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Number of meetings held - Town Council, Committee of the Whole, Group I & Group II	80	80	80
Number of meetings held - RTM & Committees	46	45	45
Referrals and other agenda items considered	315	300	300

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Legislative Policy 1001

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 37,850	\$ 42,653	\$ 42,653	\$ 46,153	8.2%

**HIGHLIGHTS:**

- The overall increase in this budget is \$1,000 or 2.3%. This increase is to cover expenses for RTM postage and printing.
- Provides funding of the annual dues for Connecticut Conference of Municipalities (CCM - \$30,368); and International Council for Local Environmental Initiatives (ICLEI-USA- \$600)
- Provides funding support for Permanent School Building Committee (\$500) and Jabez Smith House Committee (\$2,800).
- Veterans and Military recognition has been funded at \$2,000.
- 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 Town Council added \$10,000 to a new cost center, Community Response. The RTM cut the \$10,000 for Community Response to \$2,500.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/> APPROPRIATION <hr/>							
Operating Expenses	37,851	42,653	42,653	43,653	43,653	53,653	46,153
Total Appropriation	\$37,851	\$42,653	\$42,653	\$43,653	\$43,653	\$53,653	\$46,153
<hr/>							
<hr/> COST CENTERS <hr/>							
10010 TOWN COUNCIL	32,782	37,048	37,048	37,053	37,053	37,053	37,053
10012 RTM	790	300	700	1,300	1,300	1,300	1,300
10013 JABEZ SMITH HOUSE	2,829	2,805	2,805	2,800	2,800	2,800	2,800
10014 PERM SCHOOL BLDG COM	0	500	100	500	500	500	500
10015 VETERANS & MILITARY	1,450	2,000	2,000	2,000	2,000	2,000	2,000
10016 COMMUNITY RESPONSE	0	0	0	0	0	10,000	2,500
Total Cost Centers	\$37,851	\$42,653	\$42,653	\$43,653	\$43,653	\$53,653	\$46,153
<hr/>							
<hr/> FINANCING PLAN <hr/>							
GENERAL FUND	37,851	42,653	42,653	43,653	43,653	53,653	46,153
Total Financing Plan	\$37,851	\$42,653	\$42,653	\$43,653	\$43,653	\$53,653	\$46,153

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	2,209	3,600	3,600	4,600	4,600	4,600	4,600
5210 PROFESS DEVELOP/TRAI	30,517	32,493	32,493	32,493	32,493	32,493	32,493
5220 UTILITIES/FUEL/MILEA	2,120	1,910	1,910	1,910	1,910	1,910	1,910
5230 PYMNTS/CONTRIBUTIONS	2,000	2,600	2,600	2,600	2,600	12,600	5,100
5260 REPAIRS & MAINT-FAC/	50	0	0	0	0	0	0
5300 MATERIALS & SUPPLIES	955	2,050	2,050	2,050	2,050	2,050	2,050
<b>Total Operating Expenses</b>	<b>\$37,851</b>	<b>\$42,653</b>	<b>\$42,653</b>	<b>\$43,653</b>	<b>\$43,653</b>	<b>\$53,653</b>	<b>\$46,153</b>
<b>GRAND TOTAL</b>	<b>\$37,851</b>	<b>\$42,653</b>	<b>\$42,653</b>	<b>\$43,653</b>	<b>\$43,653</b>	<b>\$53,653</b>	<b>\$46,153</b>



TOWN OF GROTON  
FYE 2014 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**

- Support program activities and certain maintenance needs and enhancements to the property.

**CC4 – Permanent School Building Committee**

- Support work of Permanent School Building Committee.

**CC5 – Veterans & Military**

- Provide funds 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.

**CC6 – Community Response**

- To cover the costs of preparing for unforeseen events, i.e., the possibility of another Base Realignment & Closure (BRAC) Commission hearing or participating in regional and community events.



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TOWN OF GROTON

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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.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Mandated Registration Sessions	2	4	2
High School Registration Sessions	2	2	2
Community Service Sessions	1	2	2
Registered Voters (Avg. for FYE)	20,742	20,800	20,800
Primaries/Elections/Referenda	3	2	1
Instructed Poll Workers (Primary/ Election/Referenda)	188	146	77
Canvass of Registered Voters	1	1	1
Supervised Absentee Balloting (Convalescent Homes)	9	7	4
Moderators' Training # of Attendees	14	14	7

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TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Voter Registration 1003

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 137,064	\$ 147,239	\$ 116,483	\$ 103,861	(29.5%)

**HIGHLIGHTS:**

- The overall decrease in this budget is \$43,378 or 29.5%.
- This request includes a 3% increase in pay for the two registrar positions; bringing the yearly stipend to \$19,656 each for approximately 650 hours of work per year. As per the Town Charter (section 5.4.4.), the Town Council fixes the compensation for the Registrar of Voters
- One municipal election will be held in FYE 2014.
- The annual canvass of registered voters will be conducted between February and June.
- Proposed budget assumes continued use of a number of school buildings for elections, if school buildings are not available, additional appropriation may be necessary.
- Voter registration sessions will be held at each of the two High Schools between January 1st and the end of the school year.
- Four supervised absentee balloting sessions will be conducted at local nursing homes prior to the election.
- Community Service registration sessions will be held at the Groton Fall Festival and Senior Center.

**Final Budget Result:**

During budget deliberations the Town Council cut \$29,081 from this function. The RTM approved the Manager's budget amount.

**PERSONNEL:**

- No full-time employees charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	116,015	120,205	85,686	84,221	84,221	55,306	84,387
Operating Expenses	21,050	27,034	30,797	19,640	19,640	19,474	19,474
<b>Total Appropriation</b>	<b>\$137,065</b>	<b>\$147,239</b>	<b>\$116,483</b>	<b>\$103,861</b>	<b>\$103,861</b>	<b>\$74,780</b>	<b>\$103,861</b>
<b>COST CENTERS</b>							
10030 REGISTRATION SERVICE	49,022	45,577	35,332	39,309	39,309	39,593	39,309
10031 ELECTIONS	74,351	86,942	67,896	49,416	49,416	20,051	49,416
10032 CANVASS	13,692	14,720	13,255	15,136	15,136	15,136	15,136
<b>Total Cost Centers</b>	<b>\$137,065</b>	<b>\$147,239</b>	<b>\$116,483</b>	<b>\$103,861</b>	<b>\$103,861</b>	<b>\$74,780</b>	<b>\$103,861</b>
<b>FINANCING PLAN</b>							
GENERAL FUND	137,065	147,239	116,483	103,861	103,861	74,780	103,861
<b>Total Financing Plan</b>	<b>\$137,065</b>	<b>\$147,239</b>	<b>\$116,483</b>	<b>\$103,861</b>	<b>\$103,861</b>	<b>\$74,780</b>	<b>\$103,861</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5102 PART TIME PERSONNEL	37,391	38,583	37,222	39,744	39,744	39,744	39,744
5103 SEASONAL PERSONNEL	42,824	49,478	33,301	18,630	18,630	18,630	18,630
5104 OVERTIME PAY	271	0	0	0	0	0	0
5105 LONGEVITY PAY	665	700	0	0	0	0	0
5109 SALARY ADJUSTMENTS	3,095	0	0	0	0	(29,365)	0
5110 REGULAR PART TIME	25,278	25,718	11,161	20,908	20,908	21,326	21,042
5112 SICK INCENTIVE	200	700	0	0	0	0	0
5151 SOCIAL SECURITY	5,449	5,026	3,702	4,639	4,639	4,671	4,671
5154 UNEMPLOYMENT COMPENS	842	0	300	300	300	300	300
<b>Total Personnel Services</b>	<b>\$116,015</b>	<b>\$120,205</b>	<b>\$85,686</b>	<b>\$84,221</b>	<b>\$84,221</b>	<b>\$55,306</b>	<b>\$84,387</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	9,591	16,550	16,550	9,050	9,050	9,050	9,050
5210 PROFESS DEVELOP/TRAI	875	1,225	350	775	775	775	775
5220 UTILITIES/FUEL/MILEA	4,209	2,500	2,200	1,500	1,500	1,500	1,500
5260 REPAIRS & MAINT-FAC/	982	0	0	3,600	3,600	3,600	3,600
5290 PROFESS/TECHNICAL SE	0	0	7,324	1,200	1,200	1,200	1,200
5300 MATERIALS & SUPPLIES	4,528	6,094	3,708	2,850	2,850	2,850	2,850
5318 COMPUTER REPLMNT FEE	765	665	665	665	665	499	499
5400 EQUIP/MACHINRY& FURN	100	0	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$21,050</b>	<b>\$27,034</b>	<b>\$30,797</b>	<b>\$19,640</b>	<b>\$19,640</b>	<b>\$19,474</b>	<b>\$19,474</b>
<b>GRAND TOTAL</b>	<b>\$137,065</b>	<b>\$147,239</b>	<b>\$116,483</b>	<b>\$103,861</b>	<b>\$103,861</b>	<b>\$74,780</b>	<b>\$103,861</b>

TOWN OF GROTON  
FYE 2014 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.
- Work with Town officials to combine voting districts.

**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 and name change information received.





## 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.

#### GOALS:

To provide responsive services to the Town of Groton in accordance with State statutes by managing all elections, vital statistics, land records and providing legislative support.

#### FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
Town Council meetings and Public Hearings	25	25	25
RTM & RTM Budget Meetings	17	18	18
Appointments to Boards or Oaths of Office	73	20	75
RTM Committee Meetings scheduled	40	40	40
Ordinances processed	0	1	2
Births to Groton residents	566	570	570
Marriages of Groton residents	501	500	500
Deaths of Groton residents	384	380	380
Adoptions recorded	61	60	60
Vital records copies, burials & cremations	3,401	3,300	3,300
Elections, primaries, and referenda	3	3	1
Presidential and Absentee ballots issued	364	1,859	230
Sporting licenses, tags, permits & stamps	1,762	1,700	1,700
Dog licenses	2,255	2,200	2,200
Shellfish permits	612	600	600
Deeds, liens, releases, mortgages	8,476	9,000	9,000
Maps recorded	74	100	100
Pages recorded and microfilmed	22,200	26,000	26,000
Armed Forces discharges filed	109	120	120
Liquor permits	70	70	70
Trade names filed	144	130	130
Land record copies	24,070	26,000	26,000
Properties conveyed with tax	360	400	400
Notarizations, Notary certifications & filings	630	615	615
Proclamations issued	22	20	20
Claims & Legal actions	65	65	65

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Clerk

FUNCTION: Town Clerk 1005

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 363,321	\$ 371,546	\$ 370,197	\$ 374,849	0.9%

**Highlights**

- The overall budget increase is \$304 or 0.1%. Personnel services are up by \$4,919.
- Operating expenses have decreased \$4,615 primarily as a result of reductions in postage, printing and advertising.
- In FYE 2013 the Land Records software was updated to the latest version, Resolution 3. This upgrade included a portal access online to the public. This upgrade was achieved without expense to the taxpayer.
- Overtime funds are used to cover meetings outside normal work hours and on those occasions when there is a shortage of staff.

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$2,999 (\$3,568 for GMEA wage/salary increases less \$569 for a 25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

- No personnel changes have been proposed.

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
5.00	5.00	5.00	5.00	5.00	5.00

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	325,182	325,385	329,760	331,539	330,304	333,872	333,872
Operating Expenses	38,141	46,161	40,437	41,546	41,546	40,977	40,977
Total Appropriation	\$363,323	\$371,546	\$370,197	\$373,085	\$371,850	\$374,849	\$374,849
<b>COST CENTERS</b>							
10050 LEADERSHIP/GEN SUPPT	149,671	154,102	154,327	157,162	155,927	155,358	155,358
10051 LICENSING & PERMITS	27,296	26,599	26,492	26,556	26,556	27,079	27,079
10052 LEGISLATIVE SERVICE	47,057	46,747	44,610	46,416	46,416	47,177	47,177
10053 VITAL STATISTICS	44,586	43,882	43,862	43,610	43,610	44,396	44,396
10054 ELECTIONS	16,243	17,225	18,622	15,992	15,992	16,263	16,263
10056 RECORD LEGAL DOCUMEN	78,470	82,991	82,284	83,349	83,349	84,576	84,576
Total Cost Centers	\$363,323	\$371,546	\$370,197	\$373,085	\$371,850	\$374,849	\$374,849
<b>FINANCING PLAN</b>							
SPORTING LICENSES	931	850	850	850	850	850	850
DOG LICENSES (GF)	9,417	8,000	8,000	8,000	8,000	8,000	8,000
OTHER LICENSES/PERMITS	4,678	6,000	6,000	6,000	6,000	6,000	6,000
RECORDING INSTRUMENTS	148,216	160,000	175,000	170,000	170,000	170,000	170,000
CONVEYANCE TAX	469,530	540,000	580,000	580,000	580,000	580,000	580,000
VITAL STATISTICS	4,876	6,000	5,800	6,000	6,000	6,000	6,000
LAND RECORD COPIES	27,367	28,000	29,000	28,000	28,000	28,000	28,000
VITALS COPIES	69,771	74,000	74,000	74,000	74,000	74,000	74,000
MISC-UNCLASSIFIED	142	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	5,200	5,200	5,200	5,200	5,200	5,200	5,200
GENERAL FUND	(376,805)	(456,504)	(513,653)	(504,965)	(506,200)	(503,201)	(503,201)
Total Financing Plan	\$363,323	\$371,546	\$370,197	\$373,085	\$371,850	\$374,849	\$374,849

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	265,759	269,492	270,085	273,209	273,209	275,933	275,933
5104 OVERTIME PAY	4,885	3,550	6,270	4,655	4,655	4,748	4,748
5105 LONGEVITY PAY	1,891	2,312	2,312	2,030	2,030	2,030	2,030
5109 SALARY ADJUSTMENTS	2,606	0	1,235	1,235	0	0	0
5110 REGULAR PART TIME	25,502	24,898	24,898	24,898	24,898	25,396	25,396
5112 SICK INCENTIVE	2,180	1,826	1,526	1,954	1,954	1,954	1,954
5151 SOCIAL SECURITY	22,359	23,307	23,434	23,558	23,558	23,811	23,811
Total Personnel Services	\$325,182	\$325,385	\$329,760	\$331,539	\$330,304	\$333,872	\$333,872
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	14,480	19,220	15,435	14,375	14,375	14,375	14,375
5210 PROFESS DEVELOP/TRAI	1,210	1,770	1,020	1,880	1,880	1,880	1,880
5220 UTILITIES/FUEL/MILEA	209	400	200	200	200	200	200
5230 PYMNTS/CONTRIBUTIONS	512	500	500	500	500	500	500
5260 REPAIRS & MAINT-PAC/	971	780	971	840	840	840	840
5290 PROFESS/TECHNICAL SE	11,291	11,466	11,636	11,926	11,926	11,926	11,926
5300 MATERIALS & SUPPLIES	6,758	9,750	7,500	9,550	9,550	9,550	9,550
5318 COMPUTER REPLMNT FEE	2,710	2,275	2,275	2,275	2,275	1,706	1,706
5410 COMPUTER EQUIPMENT	0	0	900	0	0	0	0
Total Operating Expenses	\$38,141	\$46,161	\$40,437	\$41,546	\$41,546	\$40,977	\$40,977
GRAND TOTAL	\$363,323	\$371,546	\$370,197	\$373,085	\$371,850	\$374,849	\$374,849

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
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	71,070	71,928	71,928	71,928	71,928
SUPVSR TOWN CLERKS OFFICE	61,771	64,223	65,121	65,121	65,121	65,121
ASSISTANT TOWN CLERK	92,456	92,456	92,812	92,812	94,668	94,668
OFFICE ASSISTANT II (35)	42,341	42,336	43,350	43,350	44,217	44,217
-----						
Total FTE Salaries & Wages	\$265,568	\$270,084	\$273,210	\$273,210	\$275,934	\$275,934

TOWN OF GROTON  
FYE 2014 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.
- Participates in collection of Town Clerk data to support current efforts in measuring performance.

**CC1 – Licensing & Permits**

- Sells and collects for Sporting Licenses and Permits regulated by the State DEEP, and for permits issued for the Town of Groton Shellfish Commission.
- 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. 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. Provide access through the Town's website to the Town Code of Ordinances.



TOWN OF GROTON  
FYE 2014 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.
- Re-indexing and restoration of vital records has been supported through the Historic Document Preservation Fund through grants.

**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.
- 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.
- 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.
- Back-file, scanning and linking of older Land Records is continuing, funded largely by Historic Documents Preservation Grants.



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## TOWN OF GROTON

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### 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 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Manager

FUNCTION: Legal Services 1006

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 264,435	\$ 454,950	\$ 454,950	\$ 420,000	(7.7%)

**HIGHLIGHTS:**

- The overall increase in this budget is \$57,050 or 15.7% and represents a \$35,000 reduction from the FYE 2013 estimate. The proposed budget for FYE 2014 is our best estimate as to the allocation among the various cost centers and is reflective of current and anticipated legal activities and expenditures.
- During FYE 2014, the Town Attorney will continue to handle a variety of matters.
- This budget reflects a rate of \$150 per hour that went into effect on January 1, 2012.
- The \$25,000 reduction in CC6 - Revaluation is reflective of appeals being finalized from the 2011 revaluation.
- Labor activities will include pension negotiations with four bargaining units and representation at grievance arbitration hearings.
- It is anticipated that general town services will continue to track above the FYE 2013 budgeted amount but below the FYE 2013 estimate due to the conclusion and continuation of a number of special projects and on-going general municipal law issues.

**Final Budget Result:**

During budget deliberations, no changes were made.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	264,436	362,950	454,950	420,000	420,000	420,000	420,000
Total Appropriation	\$264,436	\$362,950	\$454,950	\$420,000	\$420,000	\$420,000	\$420,000
<b>COST CENTERS</b>							
10060 TOWN ATTORNEY	220,609	242,950	344,950	320,000	320,000	320,000	320,000
10062 SPECIAL ATTORNEY	4,558	5,000	5,000	5,000	5,000	5,000	5,000
10064 GENERAL SUPPORT	30,570	40,000	45,000	45,000	45,000	45,000	45,000
10066 REVALUATION	8,699	75,000	60,000	50,000	50,000	50,000	50,000
Total Cost Centers	\$264,436	\$362,950	\$454,950	\$420,000	\$420,000	\$420,000	\$420,000
<b>FINANCING PLAN</b>							
GENERAL FUND	264,436	362,950	454,950	420,000	420,000	420,000	420,000
Total Financing Plan	\$264,436	\$362,950	\$454,950	\$420,000	\$420,000	\$420,000	\$420,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5290 PROFESS/TECHNICAL SE	264,436	362,950	454,950	420,000	420,000	420,000	420,000
Total Operating Expenses	\$264,436	\$362,950	\$454,950	\$420,000	\$420,000	\$420,000	\$420,000
GRAND TOTAL	\$264,436	\$362,950	\$454,950	\$420,000	\$420,000	\$420,000	\$420,000

TOWN OF GROTON  
FYE 2014 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.



Functions 1010 and 1014  
FYE 2013 and FYE 2014 Comparison

Functions	Function/ Cost Center	FYE 2013	Function/ Cost Center	FYE 2014	% Change
Executive Management	1010	\$ 297,486	1010	\$ 433,359	
Information Technology	1011			\$ 1,016,791	
Human Resources	1012			\$ 341,280	
Administrative Services*	1014	\$ 2,837,086		\$ -	
Emergency Communications	1014			\$ 1,329,520	
	Totals	\$ 3,134,572		\$ 3,120,950	-0.43%

Executive Management	Function/ Cost Center	FYE 2013	Function/ Cost Center	FYE 2014	% Change
	1010	\$ 297,486	1010	\$ 433,359	
	10140	\$ 129,413		\$ -	
	Totals	\$ 426,899		\$ 433,359	1.51%

Information Technology	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10143	\$ 661,222	10113	\$ 669,576	1.26%
	10144	\$ 276,762	10114	\$ 281,765	1.81%
	10147	\$ 70,650	10117	\$ 65,450	-7.36%
	Totals	\$ 1,008,634		\$ 1,016,791	0.81%

Human Resources	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10141	\$ 328,049	1012	\$ 341,280	4.03%

Emergency Communications/Management	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10145	\$ 1,268,009	10145	\$ 1,241,153	-2.12%
	10148	\$ 102,981	10147	\$ 88,367	-14.19%
	Totals	\$ 1,370,990		\$ 1,329,520	-3.02%

\*In FYE 2013, Function 1014 was known as Administrative Services and included Information Technology, Human Resources, and Emergency Communications.

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TOWN OF GROTON

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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 frequently confers and collaborates 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.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
# Agendas Prepared for Town Council and Committee meetings	120	90	90
# RTM Meetings attended	46	45	45
# Local/Regional/State Organization Meetings Attended	275	280	280
# Budget meetings attended (Staff, Council, RTM)	46	43	43
Referrals and other agenda items considered	315	300	300
Management Initiatives undertaken; including implementation	1	2	2

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**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

DEPARTMENT: Town Manager			FUNCTION: Executive Management 1010		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 280,906	\$ 297,486	\$ 297,486	\$ 433,159	45.6%

**HIGHLIGHTS:**

- The FYE 2014 budget combines Function 1010 with the previous CC0 Leadership and General Support from what was in Function 1014 Administrative Services FYE 2013. The proposed budget for Function 1010 has a 1.51% increase over it's corresponding cost centers in the adopted FYE 2013 budget. (see table below).

- The proposed FYE 2014 budget includes the position of Assistant Town Manager and the elimination of the Director of Administrative Services position.

	Function/ Cost Center	FYE 2013	Function/ Cost Center	FYE 2014	% Change
Executive Management	1010	\$ 297,486	1010	\$ 433,359	
	10140	\$ 129,413		\$ -	
	Totals	\$ 426,899		\$ 433,359	1.51%

- This budget reflects the reorganization of functions and activities previously associated with Function 1010 Executive Management and Function 1014 Administrative Services and associated personnel changes. Function 1014 Administrative Services has been eliminated and three new functions have been created - Function 1011 Information Technology; Function 1012 Human Resources; and a Function 1014 Emergency Communications/Management.

- The proposed reorganization establishes a new Town department of Human Resources and creates separate functions for Information Technology and Emergency Management under the auspices of the Town Managers office. This reorganization involves the elimination of the Manager of Labor Relations/Risk Management position and creation of a new Director of Human Resources/Risk Management position.

- The reorganization will bring about a realignment of the above noted functions and activities to better serve the Town's needs and will allow for the creation of an Assistant Town Manager position (former Director of Administrative Services position) which has been discussed for a number of years and the elimination of the Director of Administrative Services position. No additional positions are being proposed. The table below shows the reallocation of Cost Centers and Functions in the proposed reorganization.

	Function/ Cost Center	FYE 2013	Function/ Cost Center	FYE 2014	% Change
Executive Management	1010	\$ 297,486	1010	\$ 433,359	
Information Technology	1011			\$ 1,016,791	
Human Resources	1012			\$ 341,280	
Emergency Communications	1014	\$ 2,837,086	1014	\$ 1,329,520	
	Totals	\$ 3,134,572		\$ 3,120,950	-0.43%

**Final Budget Result:**

During budget deliberations, the Town Council reduced this function by \$200 (25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2014: Added an Assistant Town Manager position

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
3	3	3	3	4	4

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>							
APPROPRIATION							
<hr/>							
Personnel Services	264,113	265,606	270,385	403,069	400,439	400,439	400,439
Operating Expenses	16,791	31,880	27,101	32,920	32,920	32,720	32,720
Total Appropriation	\$280,904	\$297,486	\$297,486	\$435,989	\$433,359	\$433,159	\$433,159
<hr/>							
COST CENTERS							
<hr/>							
10100 LEADERSHIP/GEN SUPPT	137,432	153,867	152,453	287,797	285,167	284,967	284,967
10101 LEGISLATIVE SUPPORT	91,081	90,613	91,548	93,680	93,680	93,680	93,680
10102 BUDGET PREPARATION	52,391	53,006	53,485	54,512	54,512	54,512	54,512
Total Cost Centers	\$280,904	\$297,486	\$297,486	\$435,989	\$433,359	\$433,159	\$433,159
<hr/>							
FINANCING PLAN							
<hr/>							
GENERAL FUND	280,904	297,486	297,486	435,989	433,359	433,159	433,159
Total Financing Plan	\$280,904	\$297,486	\$297,486	\$435,989	\$433,359	\$433,159	\$433,159

TOWN OF GROTON  
FYE 2014 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, SUBASE Coalition, Mystic Cooperative Task Force, Eastern Conn. Housing Opportunities (ECHO), 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 GRRRA (Groton 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.



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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Information Technology 1011

Department: Information Technology

FUNCTION DESCRIPTION:

Information Technology is responsible for providing other departments with data and voice communications services, computer systems maintenance, application development, GIS user and technical support.

GOALS:

To support Town employees in meeting the needs and desires of the community by providing effective technology solutions, which include stable platforms, well-maintained and up-to-date equipment, and long-range plans for future technology needs.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
PCs Supported	520	524	528
Users Supported	464	464	464
GIS Users	125	125	125
Help Desk Tickets	4,284	4,497	4,722
Remote Locations Served	34	34	34
<u>Telecommunications:</u>			
Number of Phones (LAN)	274	280	280
Phone Help Desk Tickets	145	276	170

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Information Technology

FUNCTION: Information Technology 1011

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ -	\$ -	\$ -	\$ 1,022,350	n/a

**HIGHLIGHTS:**

- This new function has an increase of \$8,157 or 0.81% over its corresponding cost centers in the FYE 2013 adopted/adjusted budget. (Previous Function 1014-Administrative Services/Cost Center 3, 4, and 7).

Information Technology	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10143	\$ 661,222	10113	\$ 669,576	1.26%
	10144	\$ 276,762	10114	\$ 281,765	1.81%
	10147	\$ 70,650	10117	\$ 65,450	-7.36%
	Totals	\$ 1,008,634		\$ 1,016,791	0.81%

- The migration of seventeen servers to the SAN/Blades/Virtual Machine System has been completed. There are thirteen servers remaining to be converted to virtual servers. This will be contingent on the passing of CIP Project 7A-System Area Network (SAN) storage.

- Work with a consultant to review the Town's major software systems that will need upgrading over the next few years. This would include the comprehensive analysis/review of procedures and software needs, CIP Project 7B.

- Telecommunications budget request for general use telephones is reduced by \$5,200 from FYE13. We anticipate moving our telephone services to a Voice Over Internet Protocol (VOIP) telephone system that will potentially reduce the cost for telephone lines, maintenance costs for our voice mail system and maintenance costs for the PBX telephone systems currently in place at the Library and Police Department. We are anticipating that the switchover to a VOIP system will happen approximately 6 months into FYE14 and our budget request reflects the planned switchover. This is linked to approval of CIP Project 7D for switches to connect the VOIP System to the town's network.

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$5,559 (\$6,907 for GMEA wage/salary increases less \$1,348 for a 25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2013 - Eliminated a regular part time position (PC Network Support Specialist II)

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
0	0	0	0	7	7



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: INFORMATION TECHNOLOGY  
FUNCTION: INFORMATION TECHNOLOGY 1011

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	0	0	0	524,643	524,643	531,550	531,550
Operating Expenses	0	0	0	498,648	492,148	490,800	490,800
<b>Total Appropriation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,023,291</b>	<b>\$1,016,791</b>	<b>\$1,022,350</b>	<b>\$1,022,350</b>
<b>COST CENTERS</b>							
10113 INFORMATION TECHNOLO	0	0	0	675,076	669,576	675,135	675,135
10114 SOFTWARE MAINTENANCE	0	0	0	281,765	281,765	281,765	281,765
10117 TELECOMMUNICATIONS	0	0	0	66,450	65,450	65,450	65,450
<b>Total Cost Centers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,023,291</b>	<b>\$1,016,791</b>	<b>\$1,022,350</b>	<b>\$1,022,350</b>
<b>FINANCING PLAN</b>							
GENERAL FUND	0	0	0	1,023,291	1,016,791	1,022,350	1,022,350
<b>Total Financing Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,023,291</b>	<b>\$1,016,791</b>	<b>\$1,022,350</b>	<b>\$1,022,350</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: INFORMATION TECHNOLOGY  
FUNCTION: INFORMATION TECHNOLOGY 1011

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	0	0	0	485,820	485,820	492,236	492,236
5105 LONGEVITY PAY	0	0	0	1,540	1,540	1,540	1,540
5151 SOCIAL SECURITY	0	0	0	37,283	37,283	37,774	37,774
<b>Total Personnel Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$524,643</b>	<b>\$524,643</b>	<b>\$531,550</b>	<b>\$531,550</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	0	0	0	150	150	150	150
5210 PROFESS DEVELOP/TRAI	0	0	0	7,000	7,000	7,000	7,000
5220 UTILITIES/FUEL/MILEA	0	0	0	141,720	141,720	141,720	141,720
5260 REPAIRS & MAINT-FAC/	0	0	0	5,399	5,399	5,399	5,399
5261 SOFTWARE MAINT FEES	0	0	0	281,765	281,765	281,765	281,765
5290 PROFESS/TECHNICAL SE	0	0	0	24,855	23,855	23,855	23,855
5300 MATERIALS & SUPPLIES	0	0	0	4,600	4,100	4,100	4,100
5315 VEHICLE REPLACEMENT	0	0	0	1,042	1,042	1,042	1,042
5316 VEHICLE MAINT FEE	0	0	0	600	600	600	600
5317 VEHICLE FUEL	0	0	0	1,127	1,127	1,127	1,127
5318 COMPUTER REPLMNT FEE	0	0	0	30,390	25,390	24,042	24,042
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$498,648</b>	<b>\$492,148</b>	<b>\$490,800</b>	<b>\$490,800</b>
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,023,291</b>	<b>\$1,016,791</b>	<b>\$1,022,350</b>	<b>\$1,022,350</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: INFORMATION TECHNOLOGY  
FUNCTION: INFORMATION TECHNOLOGY 1011

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>						
FULL TIME EMPLOYEE (FTE) ANALYSIS						
<hr/>						
MANAGER IT	0.00	0.00	1.00	1.00	1.00	1.00
GIS PROG/ANALYST	0.00	0.00	1.00	1.00	1.00	1.00
IT SYSTEMS ADMINISTRATOR	0.00	0.00	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT I	0.00	0.00	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT II	0.00	0.00	3.00	3.00	3.00	3.00
<hr/>						
Total FTE Personnel	0.00	0.00	7.00	7.00	7.00	7.00
<hr/>						
FTE SALARIES & WAGES						
<hr/>						
MANAGER IT	0	0	90,757	90,757	90,757	90,757
GIS PROG/ANALYST	0	0	69,373	69,373	70,760	70,760
IT SYSTEMS ADMINISTRATOR	0	0	74,322	74,322	74,322	74,322
PC/NETWORK SUPPORT I	0	0	60,054	60,054	61,255	61,255
PC/NETWORK SUPPORT II	0	0	191,313	191,313	195,140	195,140
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Total FTE Salaries & Wages	\$0	\$0	\$485,820	\$485,820	\$492,235	\$492,235

TOWN OF GROTON  
FYE 2014  
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Information Technology  
FUNCTION: Information Technology 1011

**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.
- 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 3<sup>rd</sup> party software applications utilized by the Town Departments.
- Administer software contracts and licensing agreements.

**CC7 – Telecommunications**

- Manage, maintain and support LAN 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.

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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Human Resources 1012

Department: Human Resources

FUNCTION DESCRIPTION:

Human Resources provide human resource, training, management development, labor relations, safety, risk management and benefit administration services to departments and individual employees.

GOALS:

To maintain a healthy and qualified workforce by providing high-quality benefits, wellness and training opportunities and conducting highly effective, timely recruitments. To ensure the safety and welfare of all Town employees by providing high quality safety training to help prevent accidents, caring for injured employees through workers compensation and limiting the detrimental effects of accidents through property and casualty insurance.

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FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
Authorized Full Time Positions	267	268	268
Full Time Employees Hired	12	13	10
Full Time Employees Leaving Employment	13	13	11
Part-Time/Seasonal Employees Hired	102	100	95
Collective Bargaining Agreements Negotiated	3	1	4
Grievances Processed	4	10	10
COG Training Programs	3	3	3
Building Safety Inspections	10	17	17
Playground Safety Inspections	18	20	20
Municipal Building Fire Safety Drills	6	6	6
Safety Training (Total Hours)	200	215	215
Workers Comp Claims (Includes BOE)	115	110	110
Total Workers Comp Claims	\$386,115	\$250,000	\$250,000

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**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

DEPARTMENT: Human Resources			FUNCTION: Human Resources 1012		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ -	\$ -	\$ -	\$ 341,011	n/a

**HIGHLIGHTS:**

- This new function has an increase of \$13,232 or 4.03% compared to its corresponding cost center in the FYE 2013 adopted/adjusted budget. (Previous Function 1014 - Administrative Services/ Cost Center 1).

Human Resources	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10141	\$ 328,049	1012	\$ 341,280	4.03%

- The budget increases are primarily due to
  - a \$6,730 increase in Professional Development and Training (5210) due to projected tuition reimbursement costs.
  - a \$5,500 increase in Professional/Technical Services (5290) due to anticipated actuarial costs associated with pension negotiations and the institution of background checks for seasonal and part-time employees

**Final Budget Result:**

During budget deliberations, the Town Council decreased this function by \$269 (a 25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2014: Added .25 of Emergency MGT & Comm Coordinator position which will become a Coordinator Risk & Emergency Management  
Eliminated MGR Labor Rel/Risk MGT position  
Added Director HR/Risk MGT

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
0	0	0	0	4.25	4.25

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: HUMAN RESOURCES  
FUNCTION: HUMAN RESOURCES 1012

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>							
APPROPRIATION							
<hr/>							
Personnel Services	0	0	0	291,437	291,437	291,437	291,437
Operating Expenses	0	0	0	46,333	49,843	49,574	49,574
<hr/>							
Total Appropriation	\$0	\$0	\$0	\$337,770	\$341,280	\$341,011	\$341,011
<hr/>							
COST CENTERS							
<hr/>							
10121 HUMAN RESOURCES	0	0	0	337,770	341,280	341,011	341,011
<hr/>							
Total Cost Centers	\$0	\$0	\$0	\$337,770	\$341,280	\$341,011	\$341,011
<hr/>							
FINANCING PLAN							
<hr/>							
GENERAL FUND	0	0	0	337,770	341,280	341,011	341,011
<hr/>							
Total Financing Plan	\$0	\$0	\$0	\$337,770	\$341,280	\$341,011	\$341,011



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: HUMAN RESOURCES  
FUNCTION: HUMAN RESOURCES 1012

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	0	0	0	270,726	270,726	270,726	270,726
5151 SOCIAL SECURITY	0	0	0	20,711	20,711	20,711	20,711
<b>Total Personnel Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$291,437</b>	<b>\$291,437</b>	<b>\$291,437</b>	<b>\$291,437</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	0	0	0	1,700	1,700	1,700	1,700
5210 PROFESS DEVELOP/TRAI	0	0	0	17,272	14,082	14,082	14,082
5220 UTILITIES/FUEL/MILEA	0	0	0	816	816	816	816
5260 REPAIRS & MAINT-FAC/	0	0	0	425	425	425	425
5290 PROFESS/TECHNICAL SE	0	0	0	21,545	28,245	28,245	28,245
5300 MATERIALS & SUPPLIES	0	0	0	3,500	3,500	3,500	3,500
5318 COMPUTER REPLMNT FEE	0	0	0	1,075	1,075	806	806
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,333</b>	<b>\$49,643</b>	<b>\$49,574</b>	<b>\$49,574</b>
<b>GRAND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$337,770</b>	<b>\$341,280</b>	<b>\$341,011</b>	<b>\$341,011</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: GENERAL SERVICES  
DEPARTMENT: HUMAN RESOURCES  
FUNCTION: HUMAN RESOURCES 1012

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
FULL TIME EMPLOYEE (FTE) ANALYSIS						
-----						
DIRECTOR HR/RISK MGT	0.00	0.00	1.00	1.00	1.00	1.00
EMERGENCY MGT & COMM COOR	0.00	0.00	0.25	0.25	0.25	0.25
EMPLOYEE BENEFITS COORD	0.00	0.00	1.00	1.00	1.00	1.00
HR COORDINATOR	0.00	0.00	1.00	1.00	1.00	1.00
HUMAN RESOURCES ASST	0.00	0.00	1.00	1.00	1.00	1.00
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Total FTE Personnel	0.00	0.00	4.25	4.25	4.25	4.25
FTE SALARIES & WAGES						
-----						
DIRECTOR HR/RISK MGT	0	0	95,409	95,409	95,409	95,409
EMERGENCY MGT & COMM COOR	0	0	15,399	15,399	15,399	15,399
EMPLOYEE BENEFITS COORD	0	0	59,244	59,244	59,244	59,244
HR COORDINATOR	0	0	59,284	59,284	59,284	59,284
HUMAN RESOURCES ASST	0	0	41,390	41,390	41,390	41,390
-----						
Total FTE Salaries & Wages	\$0	\$0	\$270,726	\$270,726	\$270,726	\$270,726

TOWN OF GROTON  
FYE 2014  
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Human Resources  
FUNCTION: Human Resources 1012

**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.

# TOWN OF GROTON

## FUNCTION SUMMARY

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 and water benefit assessment accounts, residential and commercial sewer use charges, commercial solid waste and landfill charges; have custody of moneys, funds and investments of the Town; and to monitor the Town's financial position through an accurate accounting program, debt management and property appraisal.

### GOALS:

To ensure the responsible and effective use of all Town funds by efficiently and accurately monitoring and reporting all financial activity, preparing high quality audit documentation and ensuring compliance with all applicable federal, state and local finance laws. To ensure the Town's tax base is distributed fairly, accurately and equitably through the discovery, data collection and valuation of all property on the Grand List. To assist in the development of the annual budget and provide daily and long-term management of Town finances. To procure commodities and services for all Town departments in a timely manner by utilizing best purchasing practices while complying with all applicable Town resolutions and ordinances, the Town Charter and the Town's Purchasing Manual. To ensure the financial sustainability of the Town's operations by maximizing collections through timely issuance of bills and delinquency notices and accurately monitoring and reporting all collection and refund activity in accordance with all applicable regulations.

### FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
<b>Outputs</b>			
Accounts Payable Checks	7,170	7,200	7,200
Payroll Checks	10,265	10,400	10,425
Pension Checks	2,488	2,592	2,620
Grants Administered	21	22	23
 Real Estate Parcels	 13,018	 12,995	 13,000
Motor Vehicle Accounts (includes Supplemental Motor Vehicle)	30,804	30,586	30,700
Personal Property Accounts	2,143	2,119	2,130
Certificates of Change	3,527	3,570	3,500
 Bid Packages Prepared	 28	 30	 30
Purchase Orders Processed	1,541	1,600	1,600
Change Orders Processed	334	350	350
Capital Assets Processed	81	40	40
 Tax Bills-July	 42,474	 41,448	 44,000
Tax Bills-January	5,531	5,538	5,550
Tax Collection Demands	313	322	340
 <b>Effectiveness Goal</b>			
Number of GAAP audit adjustments related to GF only	4	4	4
Number of weeks to complete the CAFR	26	26	26
Average number of days after receipt of the statement to complete bank reconciliations	N/A	12	12
 Tax Collection Rate	 97.8%	 97.5%	 97.8%
 <b>Efficiency Goal</b>			
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	19	20	21
Number of years to receive Distinguished Budget Presentation Award from GFOA	18	19	20
 Average turnaround in days for conversion of requisitions to purchase Orders	 1.37	 1.50	 1.50
% of Bids/RFP's processed within 4 weeks	96.55%	85%	85%
% of requisitions converted to purchase orders within 3 days	91.2%	95%	95%
 Assessment to Sale Ratio (median ratio of assessments divided by sales prices)	 79%	 70%	 72%

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Finance			FUNCTION: Finance Administration 1013		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,326,299	\$ 1,358,946	\$ 1,345,295	\$ 1,369,750	0.8%

**HIGHLIGHTS:**

- The overall decrease in this budget is \$1,537 or 0.1%. Personnel Services are up \$5,570. Operating Expenses are down \$7,107.
- Personnel Services are up primarily due to anticipated increases in wages, steps, longevity and sick incentives.
- Changes in Operating Expenses are primarily due to:
  - \* reduced printing costs
  - \* tax collection classes for new employee
  - \* the elimination of personal property audits

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$12,341 (\$13,537 for GMEA wage/salary increases less \$1,196 for a 25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2013: A part time Administrative Secretary position (30 hours) was changed to a full time position (35 hours)

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
18	18	19	19	19	19

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/> APPROPRIATION <hr/>							
Personnel Services	1,184,516	1,224,262	1,215,829	1,238,857	1,229,832	1,243,369	1,243,369
Operating Expenses	141,782	134,684	129,466	134,577	127,577	126,381	126,381
Total Appropriation	\$1,326,298	\$1,358,946	\$1,345,295	\$1,373,434	\$1,357,409	\$1,369,750	\$1,369,750

<hr/> COST CENTERS <hr/>							
10130 LEADERSHIP/GEN SUPPT	228,703	232,460	220,507	233,352	231,780	232,682	232,682
10131 ACCOUNTING/TREASURY	317,030	317,681	321,262	326,352	321,987	325,205	325,205
10133 ASSESSMENT	320,228	326,658	322,423	322,968	317,768	321,543	321,543
10135 REVENUE COLLECTION	315,670	334,755	332,051	339,362	338,162	341,739	341,739
10137 PURCHASING	144,667	147,392	149,052	151,400	147,712	148,581	148,581
Total Cost Centers	\$1,326,298	\$1,358,946	\$1,345,295	\$1,373,434	\$1,357,409	\$1,369,750	\$1,369,750

<hr/> FINANCING PLAN <hr/>							
INTEREST INCOME	86,004	88,000	50,000	52,000	52,000	52,000	52,000
TAX COLLECTION SERVICES	208,439	214,692	214,692	202,417	202,417	202,417	202,417
GIS REVENUE	819	700	1,000	1,000	1,000	1,000	1,000
FINANCE DEPT COPIES	1,739	1,300	1,200	1,200	1,200	1,200	1,200
RETURNED CHECK FEES	1,380	1,300	1,100	1,100	1,100	1,100	1,100
AIRCRAFT REGISTRATIONS	18,470	20,000	17,970	18,000	18,000	18,000	18,000
SALE OF FIXED ASSETS	5,455	5,000	17,680	5,000	5,000	5,000	5,000
MISC-UNCLASSIFIED	548	0	0	0	0	0	0
GENERAL FUND	1,003,444	1,027,954	1,041,653	1,092,717	1,076,692	1,089,033	1,089,033
Total Financing Plan	\$1,326,298	\$1,358,946	\$1,345,295	\$1,373,434	\$1,357,409	\$1,369,750	\$1,369,750

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	1,052,197	1,114,240	1,099,316	1,126,583	1,126,583	1,139,060	1,139,060
5104 OVERTIME PAY	6,269	6,726	6,956	4,791	4,791	4,888	4,888
5105 LONGEVITY PAY	6,635	5,470	5,470	5,810	5,810	5,810	5,810
5109 SALARY ADJUSTMENTS	9,741	4,172	13,313	9,025	0	0	0
5110 REGULAR PART TIME	23,452	0	0	0	0	0	0
5112 SICK INCENTIVE	4,428	4,330	4,911	5,124	5,124	5,124	5,124
5116 WAGE CONTINUATION	378	0	0	0	0	0	0
5151 SOCIAL SECURITY	81,416	89,324	85,863	87,524	87,524	88,487	88,487
Total Personnel Services	\$1,184,516	\$1,224,262	\$1,215,829	\$1,238,857	\$1,229,832	\$1,243,369	\$1,243,369
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	44,133	53,165	48,380	51,284	50,284	50,284	50,284
5210 PROFESS DEVELOP/TRAI	4,970	4,860	5,455	5,709	5,209	5,209	5,209
5220 UTILITIES/FUEL/MILEA	1,031	1,255	1,235	1,195	1,195	1,195	1,195
5240 BOARDS & COMMISSIONS	0	50	0	50	50	50	50
5260 REPAIRS & MAINT-PAC/	3,306	3,113	2,699	3,202	3,202	3,202	3,202
5281 OCCUPATIONAL HEALTH	94	145	80	125	125	125	125
5290 PROFESS/TECHNICAL SE	68,768	54,843	52,995	55,143	50,143	50,143	50,143
5300 MATERIALS & SUPPLIES	12,690	11,260	11,167	11,857	11,357	11,357	11,357
5315 VEHICLE REPLACEMENT	688	688	688	688	688	688	688
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	205	228	228	242	242	242	242
5318 COMPUTER REPLMNT FEE	5,597	4,777	4,777	4,782	4,782	3,586	3,586
5400 EQUIP/MACHINRY& FURN	0	0	400	0	0	0	0
5410 COMPUTER EQUIPMENT	0	0	1,062	0	0	0	0
Total Operating Expenses	\$141,782	\$134,684	\$129,466	\$134,577	\$127,577	\$126,381	\$126,381
GRAND TOTAL	\$1,326,298	\$1,358,946	\$1,345,295	\$1,373,434	\$1,357,409	\$1,369,750	\$1,369,750



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
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	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT I	3.00	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)	1.00	1.00	1.00	1.00	1.00	1.00
-----						
Total FTE Personnel	19.00	19.00	19.00	19.00	19.00	19.00
-----						
FTE SALARIES & WAGES						
-----						
DIRECTOR OF FINANCE	112,005	115,365	118,249	118,249	118,249	118,249
TAX COLLECTOR	74,255	74,255	75,740	75,740	75,740	75,740
TREASURER/ACCT MGR	92,680	95,970	98,370	98,370	98,370	98,370
ASSESSOR	85,279	85,278	86,984	86,984	86,984	86,984
PURCHASING AGENT	80,050	82,451	83,747	83,747	83,747	83,747
ACCOUNTANT	68,511	68,511	68,511	68,511	69,881	69,881
ASSISTANT ASSESSOR	52,588	52,584	53,842	53,842	54,919	54,919
DEPUTY TAX COLLECTOR	46,224	46,224	47,330	47,330	48,277	48,277
ASSESS ANALYST ASSOCIATE	50,011	50,014	50,206	50,206	51,210	51,210
ASSESSMENT TECHNICIAN	42,287	45,450	46,541	46,541	47,472	47,472
ADMINISTRATIVE SECRETARY	39,956	29,198	39,517	39,517	39,517	39,517
FINANCIAL ASSISTANT I	127,507	127,503	128,540	128,540	131,111	131,111
FINANCIAL ASSISTANT II	187,850	187,836	189,438	189,438	193,227	193,227
OFFICE ASSISTANT II (35)	45,297	38,675	39,568	39,568	40,359	40,359
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Total FTE Salaries & Wages	\$1,104,500	\$1,099,317	\$1,126,582	\$1,126,582	\$1,139,061	\$1,139,061

TOWN OF GROTON  
FYE 2014 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 this 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 2014 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 and licensing.

**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.



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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Emergency Communications 1014

Department: Emergency Communications

FUNCTION DESCRIPTION:

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.

GOALS:

To support Public Safety in the community by providing high quality, cost efficient public safety communications and dispatch services. To prepare Groton community to respond effectively in the event of an emergency by regularly conducting emergency incident drills and ensuring that all emergency plans are up-to-date and widely available.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
<u>Emergency Communications</u>			
9-1-1 Telephone Calls Received	17,977	19,000	18,000
Non-Emergency Telephone Calls Received	80,600	85,000	85,000
Law Enforcement Type Events	21,426	23,000	22,500
Fire Type Events	4,220	5,000	4,500
Emergency Medical Type Events	11,098	12,000	11,000
Administrative/Other Type Events	5,315	6,000	5,500
Total Calls for Service	42,059	44,000	43,000
Average Time (Seconds) To Answer 911 Calls	3.7	3.7	3.7
Total of 911 Calls Answered In 10 Seconds or Less (State Standard 90%)	99.8%	99.8%	99.8%
<u>Emergency Management</u>			
Full EOC Activations	1	2	1
Statewide Drills	4	4	4
Hazardous Material Spills	117	125	120

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Emergency Communications		FUNCTION: Emergency Communications 1014			
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 2,639,992	\$ 2,837,086	\$ 2,749,569	\$ 1,328,317	(53.2%)

**HIGHLIGHTS:**

- For FYE 14 Function 1014 only contains the cost centers associated with Emergency Communication/Management. This function has a decrease of \$41,470 or 3.02% from its corresponding cost centers in the FYE 13 adopted budget.

Emergency Communications/ Management	Function/ Cost Center	FYE 13	Function/ Cost Center	FYE 14	% Change
	10145	\$ 1,268,009	10145	\$ 1,241,153	-2.12%
	10148	\$ 102,981	10147	\$ 88,367	-14.19%
	Totals	\$ 1,370,990		\$ 1,329,520	-3.02%

- The decrease is primarily the result of the moving of .25 of the Emergency Communications/Management Coordinator to Function 1012 Human Resources to reflect additional Risk Management and Safety responsibilities now assigned to position.
- The \$34,700 decrease in 5220 Utilities/Fuel Mileage reflects a significant reduction in the cost of dispatch phone lines.
- Overtime (5104) was reduced by \$15,000 based on the current year estimate of \$186,000.

**Final Budget Result:**

During budget deliberations, the Town Council reduced this function by \$1,203 (a 25% reduction in the contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2014: Moved .25 of Emergency MGT & Comm Coordinator to Human Resources Function. This position will be become Coordinator Risk & Emergency Management  
 Moved 7 positions to the new Information Technology Function  
 Moved 4 positions to the new Human Resources Function  
 Director of Administrative Services moved to Executive Management Function as an Assistant Town Manager

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
27	27	27	26.87	14.75	14.75



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	2,020,842	2,134,164	2,052,016	1,203,680	1,193,680	1,193,680	1,193,680
Operating Expenses	619,148	702,922	697,553	136,990	135,840	134,637	134,637
<b>Total Appropriation</b>	<b>\$2,639,990</b>	<b>\$2,837,086</b>	<b>\$2,749,569</b>	<b>\$1,340,670</b>	<b>\$1,329,520</b>	<b>\$1,328,317</b>	<b>\$1,328,317</b>
<b>COST CENTERS</b>							
10140 LEADERSHIP/GEN SUPPT	65,786	129,413	117,882	0	0	0	0
10141 HUMAN RESOURCES	321,501	328,049	318,722	0	0	0	0
10143 INFORMATION TECHNOLO	655,601	661,222	665,928	0	0	0	0
10144 SOFTWARE MAINTENANCE	237,840	276,762	263,066	0	0	0	0
10145 EMERGENCY COMMUNICAT	1,191,532	1,268,009	1,227,360	1,252,253	1,241,153	1,239,950	1,239,950
10147 TELECOMMUNICATIONS	70,923	70,650	70,368	0	0	0	0
10148 EMERGENCY MANAGEMENT	96,807	102,981	86,243	88,417	88,367	88,367	88,367
<b>Total Cost Centers</b>	<b>\$2,639,990</b>	<b>\$2,837,086</b>	<b>\$2,749,569</b>	<b>\$1,340,670</b>	<b>\$1,329,520</b>	<b>\$1,328,317</b>	<b>\$1,328,317</b>
<b>FINANCING PLAN</b>							
FEMA REIMBURSEMENT	6,000	0	5,855	0	0	0	0
911 ENHANCEMENT	162,976	165,482	165,158	165,158	165,158	165,158	165,158
NUCLEAR SAFETY DRILL	24,754	24,072	31,626	31,626	31,626	31,626	37,041
EMERGENCY MGMTG (SLA)	12,990	15,196	19,776	20,062	20,062	20,062	20,062
DISPATCH-PARAMEDIC SERV	1,000	1,000	1,000	1,000	1,000	1,000	1,000
N STONINGTON-DISPATCH	52,819	52,819	52,819	52,819	52,819	52,819	52,819
STONIN AMBULANCE DISPATCH	5,000	5,000	5,000	5,000	5,000	5,000	5,000
GROTON UTILITIES DISPATCH	5,000	5,000	0	0	0	0	0
COORD MEDICAL EMERG DIREC	22,079	22,832	22,832	22,832	22,832	22,832	22,832
GIS REVENUE	569	0	0	0	0	0	0
MISC-UNCLASSIFIED	267	0	0	0	0	0	0
LEASE FEES	16,000	13,000	13,000	13,000	13,000	13,000	27,000
GENERAL FUND	2,330,536	2,532,685	2,432,503	1,029,173	1,018,023	1,016,820	997,405
<b>Total Financing Plan</b>	<b>\$2,639,990</b>	<b>\$2,837,086</b>	<b>\$2,749,569</b>	<b>\$1,340,670</b>	<b>\$1,329,520</b>	<b>\$1,328,317</b>	<b>\$1,328,317</b>



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	1,609,820	1,711,926	1,675,449	888,043	888,043	888,043	888,043
5102 PART TIME PERSONNEL	476	2,000	500	0	0	0	0
5104 OVERTIME PAY	182,988	210,528	186,000	205,000	195,000	195,000	195,000
5105 LONGEVITY PAY	8,855	9,415	9,415	8,435	8,435	8,435	8,435
5109 SALARY ADJUSTMENTS	20,141	0	15,572	0	0	0	0
5110 REGULAR PART TIME	32,475	31,898	0	0	0	0	0
5111 PREMIUM PAY/OUT OF C	21,206	14,200	14,200	14,200	14,200	14,200	14,200
5112 SICK INCENTIVE	5,159	2,050	2,800	2,000	2,000	2,000	2,000
5114 PERFORMANCE BONUS	0	0	1,084	0	0	0	0
5117 ALLOWANCES	315	500	500	500	500	500	500
5151 SOCIAL SECURITY	139,407	151,647	146,496	85,502	85,502	85,502	85,502
<b>Total Personnel Services</b>	<b>\$2,020,842</b>	<b>\$2,134,164</b>	<b>\$2,052,016</b>	<b>\$1,203,680</b>	<b>\$1,193,680</b>	<b>\$1,193,680</b>	<b>\$1,193,680</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	1,337	2,150	2,075	300	300	300	300
5210 PROFESS DEVELOP/TRAI	12,247	20,352	25,500	5,000	5,000	5,000	5,000
5220 UTILITIES/FUEL/MILEA	187,002	223,480	191,475	48,950	48,350	48,350	48,350
5260 REPAIRS & MAINT-FAC/	10,705	21,684	31,449	12,100	12,100	12,100	12,100
5261 SOFTWARE MAINT FEES	245,519	281,712	266,917	4,950	4,900	4,900	4,900
5290 PROFESS/TECHNICAL SE	99,460	105,925	119,993	51,200	51,200	51,200	51,200
5300 MATERIALS & SUPPLIES	10,346	11,750	20,125	5,500	5,000	5,000	5,000
5315 VEHICLE REPLACEMENT	1,559	1,559	1,559	549	549	549	549
5316 VEHICLE MAINT FEE	1,100	1,100	1,100	2,500	2,500	2,500	2,500
5317 VEHICLE FUEL	1,949	1,905	1,905	1,131	1,131	1,131	1,131
5318 COMPUTER REPLMNT FEE	36,185	31,305	31,305	4,810	4,810	3,607	3,607
5400 EQUIP/MACHINRY& FURN	4,297	0	2,950	0	0	0	0
5410 COMPUTER EQUIPMENT	7,442	0	1,200	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$619,148</b>	<b>\$702,922</b>	<b>\$697,553</b>	<b>\$136,990</b>	<b>\$135,840</b>	<b>\$134,637</b>	<b>\$134,637</b>
<b>GRAND TOTAL</b>	<b>\$2,639,990</b>	<b>\$2,837,086</b>	<b>\$2,749,569</b>	<b>\$1,340,670</b>	<b>\$1,329,520</b>	<b>\$1,328,317</b>	<b>\$1,328,317</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF ADMIN SERVICES	1.00	0.88	0.00	0.00	0.00	0.00
MANAGER EC/EMER. MGT. DIR	1.00	1.00	1.00	1.00	1.00	1.00
MANAGER IT	1.00	1.00	0.00	0.00	0.00	0.00
MGR LABOR REL/RISK MGT	1.00	1.00	0.00	0.00	0.00	0.00
EMERGENCY MGT & COMM COOR	1.00	1.00	0.75	0.75	0.75	0.75
GIS PROG/ANALYST	1.00	1.00	0.00	0.00	0.00	0.00
IT SYSTEMS ADMINISTRATOR	1.00	1.00	0.00	0.00	0.00	0.00
EMPLOYEE BENEFITS COORD	1.00	1.00	0.00	0.00	0.00	0.00
HR COORDINATOR	1.00	1.00	0.00	0.00	0.00	0.00
PC/NETWORK SUPPORT I	1.00	1.00	0.00	0.00	0.00	0.00
PC/NETWORK SUPPORT II	3.00	3.00	0.00	0.00	0.00	0.00
TELECOMMUNICATOR III	11.00	11.00	11.00	11.00	11.00	11.00
TELECOMMUNICATOR IV	2.00	2.00	2.00	2.00	2.00	2.00
HUMAN RESOURCES ASST	1.00	1.00	0.00	0.00	0.00	0.00
Total FTE Personnel	27.00	26.88	14.75	14.75	14.75	14.75
FTE SALARIES & WAGES						
DIR OF ADMIN SERVICES	112,005	100,945	0	0	0	0
MANAGER EC/EMER. MGT. DIR	86,101	88,684	89,576	89,576	89,576	89,576
MANAGER IT	85,525	88,544	0	0	0	0
MGR LABOR REL/RISK MGT	77,820	55,410	0	0	0	0
EMERGENCY MGT & COMM COOR	55,989	59,190	46,196	46,196	46,196	46,196
GIS PROG/ANALYST	68,015	68,013	0	0	0	0
IT SYSTEMS ADMINISTRATOR	71,910	74,067	0	0	0	0
EMPLOYEE BENEFITS COORD	56,506	58,438	0	0	0	0
HR COORDINATOR	56,506	58,478	0	0	0	0
PC/NETWORK SUPPORT I	60,054	60,054	0	0	0	0
PC/NETWORK SUPPORT II	189,841	189,834	0	0	0	0
TELECOMMUNICATOR III	600,331	612,340	628,054	628,054	628,054	628,054
TELECOMMUNICATOR IV	118,550	121,127	124,217	124,217	124,217	124,217
HUMAN RESOURCES ASST	39,150	40,326	0	0	0	0
Total FTE Salaries & Wages	\$1,678,303	\$1,675,449	\$888,043	\$888,043	\$888,043	\$888,043

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: General Services

DEPARTMENT: Emergency Communication  
FUNCTION: Emergency Communication 1014

**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.
- Provide both required and recommended in-service training to Telecommunicator's 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.

**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.

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TOWN OF GROTON  
FUNCTION SUMMARY

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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.

GOALS:

To ensure the safety and security of the community, by patrolling the town, investigating criminal incidents, holding crime prevention activities, enforcing animal control statues and maintaining accurate records. To provide a safe environment for vehicular and pedestrian traffic by enforcing traffic statues, and raising public awareness through education. To ensure high quality standards in public safety by providing ongoing training to all police officers in various law enforcement training categories. To respond to specialized policing needs in the community by providing marine patrol, K-9 unit, motor patrol, accident reconstruction team and dive team services.

FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
Calls for Service from the community	25,271	26,720	27,104
Instruct DARE program	320	352	352
Encompasses All 5 <sup>th</sup> & 7 <sup>th</sup> Grade Classes	(180 / 140)	(198 / 154)	(198 / 154)
Detective Division Criminal Investigations / Search Warrants / Ex Parte Warrants	166 / 27 / 20	173 / 30 / 28	181 / 32 / 28
School Resource Officer (SRO) Cases / Arrests	22 / 26	64 / 22	67 / 25
Physical/Sex Assault of Children Sex Assault of Adult Inv.	39	40	41
Drug Unit Total Arrests	59	60	62
Drug Unit Search & Seizure Warrants	13	15	16
Drug Unit Vehicle / Gun Seizures	7 / 2	8 / 2	8 / 4
Shellfish permits issued	658	745	760
Pistol Permits	102	97	105
Vendor Permits	25	26	28
Applicant Fingerprints	417	450	455
Background Checks	1063	440	430
Accident Investigations	968	1,002	995
Criminal Arrests	755	762	765
Motor Vehicle Arrests/Infractions	409 / 1,593	518 / 1,724	525 / 1,724
DUI Roadblocks	2	2	2
Community education & safety programs	62	38	45
Community oriented meetings	14	12	14
Investigation of Canine / Feline Bites / Other	77 / 46 / 0	92 / 22 / 0	94 / 22 / 0
Capture & impoundments Canine / Feline/ Other	265 / 253 / 7	290 / 280 / 5	300 / 290 / 5
Total Animal Related Investigations	1,544	1,436	1,505
Animal Care & Safety Presentations	2	2	2

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Police

FUNCTION: Public Safety 1024

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 6,264,887	\$ 6,602,191	\$ 6,342,326	\$ 6,642,955	0.6%

**HIGHLIGHTS:**

- The overall increase in this budget is \$79,456 or 1.2%. Personnel services are up \$46,362. Operating expenses are up \$33,094.
- Personnel Services are up primarily due to step increases and a 2% contractual across the board wage increase. These increases affect regular full time (5101), overtime pay (5104) and shift replacement (5107).
- A negative salary adjustment (5109) in the amount of \$48,000 has been made to reflect anticipated annual turnover rates. This reduction is shown in Cost Center 3 (budget vs. actual).
- Increases in operating expenses include:
  - Vehicle replacement (5315) increased \$10,004
  - Vehicle maintenance (5316) increased \$3,800
  - Vehicle fuel (5317) increased \$17,558
  - Professional technical services (5290) increased due to the request to restore partial funding (\$2,500) for the Maritime Academy.
- Prior to FYE 2003, police services at construction/road projects were included in the Public Safety function and due to the uncertainty of how much outside police work would occur during the last quarter of a fiscal year, a fourth quarter transfer would be requested so that this function would not be overdrawn. In FYE 2003, an Outside Police Work fund was created so that the Public Safety function would not be negatively impacted by the uncertainty of when police outside work would be requested. In addition to being billed for the use of a police officer, vendors are also billed if a police vehicle is involved as well as a 10% administrative fee. For FYE 2014 the revenue realized in FYE 2012 that is associated with the 10% administrative fee is being applied in the financing plan as a Payment from Other Funds.

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$2,071 (\$4,631 for GMEA wage/salary increases less \$2,560 for a 25% reduction in contribution to the computer replacement fund). The RTM reduced this function by \$40,763.

**PERSONNEL CHANGES/HISTORY:**

FYE 2014: Requested one new patrol officer for 1/2 of the year which has been cut by the Town Manager

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
72	72	72	72	73	72

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	5,720,412	6,025,283	5,773,901	6,171,767	6,071,645	6,076,276	6,038,013
Operating Expenses	544,474	576,908	568,425	613,302	610,002	607,442	604,942
<b>Total Appropriation</b>	<b>\$6,264,886</b>	<b>\$6,602,191</b>	<b>\$6,342,326</b>	<b>\$6,785,069</b>	<b>\$6,681,647</b>	<b>\$6,683,718</b>	<b>\$6,642,955</b>
<b>COST CENTERS</b>							
10240 LEADERSHIP/GEN SUPPO	552,142	615,427	605,240	627,637	621,637	625,765	625,765
10241 TRAINING	164,039	196,337	186,067	202,571	202,571	202,571	202,571
10242 YOUTH BUREAU	327,188	337,881	325,354	343,213	343,213	343,213	343,213
10243 PATROL	4,555,781	4,677,122	4,473,967	4,805,955	4,715,842	4,714,187	4,685,924
10244 ASSEMBLY SAFETY	51,939	50,699	48,380	51,729	48,729	48,729	43,729
10245 ALCOHOL ENFORCEMENT	391	10,090	15,953	10,295	10,295	10,295	10,295
10246 POLICE CANINE	29,479	37,487	33,424	38,073	38,073	38,073	33,073
10247 COMM ORIENTED POLICI	10,715	0	0	2,500	2,500	2,500	0
10248 CRIMINAL INVEST/EVID	447,931	569,786	546,382	580,204	576,895	576,559	576,559
10249 ANIMAL CONTROL	103,646	107,362	107,559	122,892	121,892	121,826	121,826
1024A MAJOR CRIMES	400	0	0	0	0	0	0
1024B MAJOR EVENTS	21,235	0	0	0	0	0	0
<b>Total Cost Centers</b>	<b>\$6,264,886</b>	<b>\$6,602,191</b>	<b>\$6,342,326</b>	<b>\$6,785,069</b>	<b>\$6,681,647</b>	<b>\$6,683,718</b>	<b>\$6,642,955</b>
<b>FINANCING PLAN</b>							
OTHER LICENSES/PERMITS	8,600	4,245	6,640	6,500	6,500	6,500	6,500
COURT FINES	16,478	13,800	14,700	14,900	14,900	14,900	14,900
PARKING TICKETS	2,650	2,850	2,460	2,700	2,700	2,700	2,700
FEDERAL FUNDS	625	0	0	0	0	0	0
FEMA REIMBURSEMENT	14,147	0	32,010	0	0	0	0
MISC STATE REVENUE	8,444	7,500	8,575	8,500	8,500	8,500	8,500
ACCIDENT REPORTS	1,587	1,674	1,422	1,620	1,620	1,620	1,620
MISC-UNCLASSIFIED	33	0	1,310	0	0	0	0
ANIMAL CONTROL FEES	3,805	4,450	6,305	6,550	6,550	6,550	6,550
PAYMENTS FROM OTHER FUNDS	0	0	0	0	51,074	51,074	51,074
GENERAL FUND	6,208,517	6,567,672	6,268,904	6,744,299	6,589,803	6,591,874	6,551,111
<b>Total Financing Plan</b>	<b>\$6,264,886</b>	<b>\$6,602,191</b>	<b>\$6,342,326</b>	<b>\$6,785,069</b>	<b>\$6,681,647</b>	<b>\$6,683,718</b>	<b>\$6,642,955</b>



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	4,382,425	4,708,986	4,496,620	4,828,029	4,803,126	4,807,223	4,807,223
5102 PART TIME PERSONNEL	116,526	117,536	111,161	117,536	117,536	117,536	108,536
5104 OVERTIME PAY	416,874	481,386	461,519	490,809	475,000	475,205	465,205
5105 LONGEVITY PAY	29,370	31,475	29,435	30,100	30,100	30,100	30,100
5106 COLLEGE INCENTIVE PA	92,289	91,103	86,576	92,184	92,184	92,184	92,184
5107 SHIFT REPLACEMENT OT	273,250	309,852	303,266	316,049	310,000	310,000	310,000
5108 OUTSIDE POLICE WORK	476	0	0	0	0	0	0
5109 SALARY ADJUSTMENTS	124,980	0	303	0	(48,000)	(48,000)	(67,263)
5111 PREMIUM PAY/OUT OF C	63,626	43,796	50,324	45,014	40,014	40,014	40,014
5112 SICK INCENTIVE	31,726	32,852	28,391	33,411	33,411	33,411	33,411
5115 SHIFT PREMIUM	66,073	73,288	76,777	79,288	79,288	79,288	79,288
5116 WAGE CONTINUATION	343	0	158	0	0	0	0
5117 ALLOWANCES	28,226	32,685	30,183	33,070	33,070	33,070	33,070
5151 SOCIAL SECURITY	89,421	94,074	91,088	98,027	97,666	97,995	97,995
5154 UNEMPLOYMENT COMPENS	4,807	8,250	8,100	8,250	8,250	8,250	8,250
<b>Total Personnel Services</b>	<b>\$5,720,412</b>	<b>\$6,025,283</b>	<b>\$5,773,901</b>	<b>\$6,171,767</b>	<b>\$6,071,645</b>	<b>\$6,076,276</b>	<b>\$6,038,013</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	2,702	4,800	4,490	4,800	4,800	4,800	4,800
5210 PROFESS DEVELOP/TRAI	41,088	38,917	37,200	38,917	38,917	38,917	38,917
5220 UTILITIES/FUEL/MILEA	21,971	30,550	30,129	30,550	31,150	31,150	31,150
5260 REPAIRS & MAINT-FAC/	15,103	20,500	19,481	22,111	21,111	21,111	21,111
5281 OCCUPATIONAL HEALTH	3,337	2,900	2,376	2,900	2,500	2,500	2,500
5290 PROFESS/TECHNICAL SE	66,037	79,225	75,848	82,861	80,361	80,361	77,861
5300 MATERIALS & SUPPLIES	107,547	107,527	106,662	107,527	107,527	107,527	107,527
5310 VEHICLE OPER/MAINT	1,787	3,500	3,250	3,500	3,500	3,500	3,500
5315 VEHICLE REPLACEMENT	39,255	43,162	43,162	53,166	53,166	53,166	53,166
5316 VEHICLE MAINT FEE	68,500	71,000	71,000	74,800	74,800	74,800	74,800
5317 VEHICLE FUEL	153,972	164,372	164,372	181,930	181,930	181,930	181,930
5318 COMPUTER REPLMNT FEE	11,225	10,455	10,455	10,240	10,240	7,680	7,680
5400 EQUIP/MACHINRY& FURN	11,556	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	394	0	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$544,474</b>	<b>\$576,908</b>	<b>\$568,425</b>	<b>\$613,302</b>	<b>\$610,002</b>	<b>\$607,442</b>	<b>\$604,942</b>
<b>GRAND TOTAL</b>	<b>\$6,264,886</b>	<b>\$6,602,191</b>	<b>\$6,342,326</b>	<b>\$6,785,069</b>	<b>\$6,681,647</b>	<b>\$6,683,718</b>	<b>\$6,642,955</b>



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
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
PATROL SERGEANT	9.00	9.00	9.00	9.00	9.00	9.00
PATROL OFFICER	41.00	41.00	42.00	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
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	72.00	72.00	73.00	72.00	72.00	72.00
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FTE SALARIES & WAGES						
-----						
CHIEF OF POLICE	103,000	106,090	107,949	107,949	107,949	107,949
DEPUTY CHIEF	94,638	97,477	99,120	99,120	99,120	99,120
POLICE CAPTAIN	90,131	93,000	95,111	95,111	95,111	95,111
POLICE LIEUTENANT	315,266	234,517	321,058	321,058	321,058	321,058
DETECTIVE LIEUTENANT	78,817	78,770	80,654	80,654	80,654	80,654
PATROL SERGEANT	656,076	588,584	669,644	669,644	669,644	669,644
PATROL OFFICER	2,495,034	2,441,643	2,569,120	2,544,218	2,544,218	2,544,218
DETECTIVE	335,544	331,594	344,707	344,707	344,707	344,707
YOUTH OFFICER	269,525	263,117	275,767	275,767	275,767	275,767
ANIMAL CONTROL OFFICER	58,704	58,635	60,038	60,038	60,038	60,038
OFFICE ASSISTANT II (40)	150,274	150,363	151,824	151,824	154,860	154,860
OFFICE ASST. III (40)	53,344	52,832	53,035	53,035	54,096	54,096
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Total FTE Salaries & Wages	\$4,700,352	\$4,496,621	\$4,828,028	\$4,803,126	\$4,807,223	\$4,807,223

TOWN OF GROTON  
FYE 2014 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 assaults.
- Investigate 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 2014 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.
- Conduct motor vehicle enforcement.
- 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.

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Safety

DEPARTMENT: Police  
FUNCTION: Public Safety 1024

- 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.

**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.
- Conduct outreach, 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.

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## TOWN OF GROTON

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### 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 nearly \$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 approximately 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 nearly 187 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 indirect support to the Land Use Commissions, Board of Education and political subdivisions. The Department also manages major construction and renovation projects for other departments.

#### GOALS:

To maintain the integrity of Town roads and streets by providing snowplowing, sweeping, patching, curb repair and replacement, drainage and roadside maintenance. To provide usable governmental, public, and operational space throughout the Town of Groton. To provide technical support to the Town and to manage capital construction and maintenance projects. To provide excellent customer service to the Groton community, by responding to all customer inquiries.

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#### FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
Purchase requisitions processed	357	390	360
Work orders processed	3,645	4,210	4,000
Citizen requests (number)	493	420	500
Cash transactions/\$	1,840/\$164,519	1,529/\$175,483	1,500/\$175,000
Snow removal/sanding call-outs	6	15	12
Transfer Station annual permits sold for fee	650	627	635
Total Transfer Station annual permits issued	714	701	700
Transfer Station daily passes sold	4,152	4,101	4,000
Transfer Station trip tickets sold	93	92	90
Bulky waste transported to out-of-town site (tons)	418	350	380

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works			FUNCTION: Public Works 1035		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
PUBLIC WORKS TOTAL	\$ 6,011,076	\$ 6,304,681	\$ 6,317,279	\$ 6,331,130	0.4%

**HIGHLIGHTS:**

- The overall increase in this budget is \$126,520 or 2.0%. Personnel services are up \$89,029. Operating expenses are up \$37,491.
- The primary reason for the Personnel Services increase is due to salary increases; contractual step increases; and the placement of the Town Council FYE 2013 budget cut in the (5109) Salary Adjustment budget line.
- Engineering - Programs funds for AutoCAD hardware and an additional license (\$6,300)
- Public Buildings
  - Programs \$7,920 for firing range cleaning and HVAC certifications for the range.
  - Program Funds for:
    - Police Station – Web Based DDC (Direct Digital Controls) - \$18,000
    - Library – Duct and Ceiling Tile Cleaning - \$14,000
    - Transfer Station – Replace Equipment Storage Garage Overhead Doors - \$6,500
- Snow/Ice Control
  - Overtime has been averaged by throwing out high/low from the last 5 years (\$137,282).
  - Treated salt prices are estimated at \$83.82/ton
- Street Lighting
  - Groton Utilities and CL&P are projecting a 0% rate increase.
  - TransCanada rates are locked in until 2017.
- Residential Transfer Station
  - Days and hours of operation will remain the same.
- Southeastern Connecticut Regional Resources Recovery Authority (SCRRA) will continue to assume the cost of the removal and disposal of several items collected at our Transfer Station.
- Fleet Maintenance - Projects labor charges for Outside Agencies' vehicle maintenance as a reduction (\$26,067) in the personnel line item. (5119 - salary reimbursement)
- Vacated School Buildings - continue to maintain 3 former school facilities totaling 100,000 square feet.
- Utilities - All Utilities except Aquarion (which involves very minor usage by Town facilities) are expected to keep their rates stable for FYE 2014. Fuel Oil is budgeted at \$3.25 /gallon for FYE 2014 compared to \$3.18/ gallon for FYE 2013. The fuel oil price/gallon is locked in for FYE 2013 but not for FYE 2014.

**Final Budget Result:**

During budget deliberations, the Town Council reduced this function by \$113,922 to \$6,317,279 which is the amount of the FYE 2013 Estimate. It then increased it by \$13,851 (\$15,497 for GMEA wage/salary increases less \$1,646 for a 25% reduction in contribution to the computer replacement fund). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

- FYE 2012: Eliminated vacant Equipment Operator  
 FYE 2013: Administrative Assistant vacant position changed to Office Assistant II  
 Certified Maintenance Technician II vacant position changed to Maintenance Worker  
 FYE 2014: Solid Waste/Transfer Station Coordinator changed to a Foreman - Transfer Station position  
 Public Works Equipment Supervisor changed to Public Buildings & Fleet Supervisor

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
53.25	52.25	52.25	52.25	52.25	52.25



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	3,380,781	3,508,445	3,510,232	3,615,589	3,597,474	3,543,210	3,543,210
Operating Expenses	2,630,294	2,796,236	2,756,737	2,992,764	2,833,727	2,787,920	2,787,920
<b>Total Appropriation</b>	<b>\$6,011,075</b>	<b>\$6,304,681</b>	<b>\$6,266,969</b>	<b>\$6,608,353</b>	<b>\$6,431,201</b>	<b>\$6,331,130</b>	<b>\$6,331,130</b>

<b>COST CENTERS</b>							
10350 LEADERSHIP/GEN SUPPT	526,420	460,701	488,365	501,695	501,195	472,152	472,152
10351 ENGINEERING	464,639	478,554	478,101	495,638	488,138	475,015	475,015
10352 PUBLIC BUILDINGS	1,111,338	1,115,974	1,125,320	1,282,351	1,240,173	1,199,292	1,199,292
10355 ROADS & STREETS	1,838,037	1,937,567	1,905,889	1,966,321	1,915,171	1,905,796	1,905,796
10356 SNOW/ICE CONTROL	152,100	294,081	242,789	291,908	285,293	276,793	276,793
10357 STREET LIGHTING	260,558	275,932	273,362	277,620	277,620	277,620	277,620
10358 POST CLOSURE MAINT/M	97,842	72,002	71,982	104,249	104,249	104,249	104,249
10359 RESIDENTIAL TRANSFER	433,990	450,868	451,617	491,601	453,192	453,126	453,126
1035A FLEET MAINTENANCE	441,362	491,680	495,049	446,225	442,425	443,342	443,342
1035B VACATED SCHOOL STRUC	53,661	52,965	50,947	52,014	52,014	52,014	52,014
1035C UTILITIES	631,128	674,357	683,548	698,731	671,731	671,731	671,731
<b>Total Cost Centers</b>	<b>\$6,011,075</b>	<b>\$6,304,681</b>	<b>\$6,266,969</b>	<b>\$6,608,353</b>	<b>\$6,431,201</b>	<b>\$6,331,130</b>	<b>\$6,331,130</b>

<b>FINANCING PLAN</b>							
STATE GRANTS	48,006	15,660	80,077	15,660	15,660	15,660	15,660
FEMA REIMBURSEMENT	91,291	0	360,868	0	0	0	0
HIGHWAY ILLUMINATION	1,619	1,619	1,619	1,619	1,619	1,619	1,619
TOWN HIGHWAY AID	189,622	189,622	183,913	367,825	367,825	367,825	367,825
SNOW/ICE CONTROL SVCS	0	74,837	74,834	74,837	74,837	74,837	74,837
MISC-UNCLASSIFIED	75,766	5,000	5,000	5,000	5,000	5,000	5,000
DISPOSAL FEES	154,466	195,901	199,240	199,240	199,240	199,240	199,240
LEASE FEES	98,813	95,905	107,150	95,905	95,905	95,905	109,090
GENERAL FUND	5,351,492	5,726,137	5,254,268	5,848,267	5,671,115	5,571,044	5,557,859
<b>Total Financing Plan</b>	<b>\$6,011,075</b>	<b>\$6,304,681</b>	<b>\$6,266,969</b>	<b>\$6,608,353</b>	<b>\$6,431,201</b>	<b>\$6,331,130</b>	<b>\$6,331,130</b>



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTH FYE 2014
-----							
PERSONNEL SERVICES							
-----							
5101 REGULAR FULL TIME	2,895,520	3,079,553	3,031,569	3,122,181	3,122,181	3,136,559	3,136,559
5104 OVERTIME PAY	110,816	183,045	179,440	190,915	174,895	159,913	159,913
5105 LONGEVITY PAY	23,953	23,375	23,375	24,623	24,623	24,623	24,623
5109 SALARY ADJUSTMENTS	73,730	(50,812)	7,137	0	0	(54,761)	(54,761)
5111 PREMIUM PAY/OUT OF C	25,767	26,801	26,612	27,209	26,209	26,209	26,209
5112 SICK INCENTIVE	3,340	6,482	6,482	5,154	5,154	5,154	5,154
5116 WAGE CONTINUATION	5,310	0	0	0	0	0	0
5117 ALLOWANCES	9,916	12,000	9,933	13,095	12,000	12,000	12,000
5119 SALARY REIMBURSEMENT	0	(28,638)	(25,153)	(26,067)	(26,067)	(26,067)	(26,067)
5151 SOCIAL SECURITY	232,429	256,639	250,837	258,479	258,479	259,580	259,580
-----							
Total Personnel Services	\$3,380,781	\$3,508,445	\$3,510,232	\$3,615,589	\$3,597,474	\$3,543,210	\$3,543,210
-----							
OPERATING EXPENSES							
-----							
5201 POSTAGE/PRINT/ADVERT	5,109	5,060	3,859	6,650	5,150	5,150	5,150
5210 PROFESS DEVELOP/TRAI	5,281	8,126	6,963	10,251	9,001	9,001	9,001
5220 UTILITIES/FUEL/MILEA	1,006,811	1,079,049	1,081,168	1,092,787	1,065,787	1,065,787	1,065,787
5230 PYMNTS/CONTRIBUTIONS	2,071	3,363	3,339	3,965	3,965	3,965	3,965
5260 REPAIRS & MAINT-FAC/	145,905	184,239	164,055	249,255	211,255	179,255	179,255
5261 SOFTWARE MAINT FBES	3,185	3,185	3,185	9,850	4,550	4,550	4,550
5281 OCCUPATIONAL HEALTH	44,801	66,787	50,980	70,617	66,617	66,617	66,617
5290 PROFESS/TECHNICAL SE	635,176	637,412	674,564	683,523	636,203	634,042	634,042
5300 MATERIALS & SUPPLIES	273,424	309,686	269,820	290,107	290,107	280,107	280,107
5315 VEHICLE REPLACEMENT	112,936	113,278	113,278	111,133	111,133	111,133	111,133
5316 VEHICLE MAINT FEE	206,700	207,700	207,700	247,000	247,000	247,000	247,000
5317 VEHICLE FUEL	153,329	170,401	170,401	147,741	147,741	147,741	147,741
5318 COMPUTER REPLMNT FEE	7,030	6,450	6,450	6,585	6,585	4,939	4,939
5400 EQUIP/MACHINRY& FURN	28,536	1,500	975	59,500	24,833	24,833	24,833
5410 COMPUTER EQUIPMENT	0	0	0	3,800	3,800	3,800	3,800
-----							
Total Operating Expenses	\$2,630,294	\$2,796,236	\$2,756,737	\$2,992,764	\$2,833,727	\$2,787,920	\$2,787,920
-----							
GRAND TOTAL	\$6,011,075	\$6,304,681	\$6,266,969	\$6,608,353	\$6,431,201	\$6,331,130	\$6,331,130

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>						
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
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	2.50	2.50	2.50	2.50	2.50
PUBLIC BLDG & FLEET SUPV	0.00	1.00	1.00	1.00	1.00	1.00
FOREMAN	2.00	3.00	3.00	3.00	3.00	3.00
SOLID WASTE/TRAN STA COOR	1.00	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS SUPER EQUIP	1.00	0.00	0.00	0.00	0.00	0.00
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	3.00	3.00	3.00	3.00	3.00
CHIEF EQUIPMENT MECHANIC	2.00	1.00	1.00	1.00	1.00	1.00
CERTIFIED MAINT TECH II	3.00	3.00	3.00	3.00	3.00	3.00
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
MAINTENANCE WORKER	1.00	1.00	1.00	1.00	1.00	1.00
MAINTAINER	2.00	2.00	2.00	2.00	2.00	2.00
EQUIPMENT OPERATOR	14.00	14.00	14.00	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
<b>Total FTE Personnel</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>	<b>52.25</b>
<b>FTE SALARIES &amp; WAGES</b>						
DIRECTOR OF PUBLIC WORKS	83,377	85,879	88,026	88,026	88,026	88,026
ASSIST DIR PUBLIC WORKS	85,334	87,894	88,871	88,871	88,871	88,871
SUPER TECHNICAL SERVICES	89,742	89,742	89,742	89,742	89,742	89,742
SUPERVISOR, ADMIN PW	73,820	64,154	64,233	64,233	64,233	64,233
CIVIL ENGINEER PE	80,117	80,117	80,117	80,117	81,719	81,719
PROJECT MGMT SPECIALIST	176,654	176,659	178,502	178,502	182,072	182,072
ENGINEERING TECH II	132,246	132,246	132,755	132,755	135,410	135,410
INSPECTOR II	66,123	66,123	66,378	66,378	67,705	67,705
MATERIAL CONTROL SPEC	109,866	109,866	110,288	110,288	112,494	112,494
FINANCIAL ASSISTANT I	44,426	44,426	44,597	44,597	45,489	45,489
OFFICE ASSISTANT II (35)	105,606	94,307	106,270	106,270	108,395	108,395
PUBLIC BLDG & FLEET SUPV	0	81,342	81,342	81,342	81,342	81,342
FOREMAN	126,226	187,322	189,651	189,651	189,650	189,650
SOLID WASTE/TRAN STA COOR	58,204	0	0	0	0	0
PUBLIC WORKS SUPER EQUIP	79,746	0	0	0	0	0
PUBLIC WORKS SUPER R&S	79,746	79,747	79,747	79,747	79,747	79,747
FLOOR LEADER	51,165	66,311	69,882	69,882	69,882	69,882
EQUIPMENT MECHANIC	116,896	165,016	170,845	170,845	170,845	170,845
CHIEF EQUIPMENT MECHANIC	123,833	63,149	64,660	64,660	64,660	64,660
CERTIFIED MAINT TECH II	172,411	175,843	180,050	180,050	180,050	180,050
LANDFILL OPERATOR	58,448	59,613	61,039	61,039	61,039	61,039
HEAVY EQUIP OPERATOR	168,667	172,037	176,152	176,152	176,152	176,152
MAINTENANCE WORKER	40,643	54,122	55,416	55,416	55,416	55,416
MAINTAINER	99,620	76,131	90,010	90,010	90,010	90,010
EQUIPMENT OPERATOR	712,628	719,228	750,912	750,912	750,912	750,912
CUSTODIAN	49,171	50,149	51,349	51,349	51,349	51,349
SOLID WASTE INSPECTOR	49,171	50,149	51,349	51,349	51,349	51,349
<b>Total FTE Salaries &amp; Wages</b>	<b>\$3,033,889</b>	<b>\$3,031,569</b>	<b>\$3,122,182</b>	<b>\$3,122,182</b>	<b>\$3,136,559</b>	<b>\$3,136,559</b>

TOWN OF GROTON  
FYE 2014 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.
- Prepare annual departmental budget and ensure its implementation.
- Provide recommendations to the Town Manager, Town & Regional Boards & Commissions, and elected officials on public works issues.
- Implement policies adopted by the Town Council and set departmental goals and vision.
- 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 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 Town 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 approximately 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.

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Public Works

DEPARTMENT: Public Works  
FUNCTION: Public Works 1035

- Support town departments in non-road work in the areas of furniture moving, storage of records, moving of voting machines.

**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 several 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 63,000 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).



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## TOWN OF GROTON

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### 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 and makes recommendations concerning zoning, subdivision, and site development, general land use, environmental protection, and municipal growth and development. Inspection Services is charged with enforcement of the State of Connecticut Building Code, 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 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 and promotes affordable housing through our Housing Rehabilitation Loan Program to bring homes into code compliance.

The Department provides staff and operational support; the Town's 14 Land Use and Development Commission's and a number of other special boards and task forces as required.

#### GOALS:

To foster and encourage the attraction and growth of successful business opportunities within Groton by retaining and expanding high quality businesses that offer diverse, attractive employment opportunities and contribute to the quality of life in Groton. To preserve the community aesthetics, and high quality of life in Groton. To enhance the unique character of the community and maintain the high quality of life in Groton by regularly reviewing and updating plans and respond to changes in the built and natural environment. To provide activities and services that benefit low-and moderate-income persons and neighborhoods, monitoring compliance with CDBG regulations and procedures and working with the Neighborhood Revitalization Zone project. To improve the built environment and ensure building and occupant safety.

#### FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
<u>Development Review:</u>			
Number of building permit applications reviewed:	555	515	500
Building			
Single-family residential	12	10	8
Commercial	60	52	50
Renovation	401	365	372
Trade	772	723	735
Value of building permits issued	\$15,235,881	\$14,676,632	\$13,961,466
Building Inspections	3,100	2,900	3,000
Historic District Commission COA's	46	40	42
Total number of land use applications reviewed	95	60	70
Value of fees collected	\$16,180	\$8,800	\$10,000
Site inspections related to land use/development	582	597	600
Long Range Projects completed	6	4	5
<u>Enforcement Services</u>			
Violations corrected through; Voluntary compliance	32	30	30
Violations corrected through; Forced compliance	9	10	10
<u>Economic Development</u>			
Number of businesses contacted	55	55	60
<u>Community Development</u>			
Number of contracts administered	6	5	3
Grant dollars awarded (CD Housing Rehab)	\$182,921	\$150,000	\$80,000



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Planning & Development

FUNCTION: Planning & Develop Svcs 1046

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,107,277	\$ 1,195,448	\$ 1,181,696	\$ 1,151,201	(3.7%)

**HIGHLIGHTS:**

- The overall increase in this budget is \$18,390, or 1.5%. Personnel services are up \$20,403. Operating expenses are down \$2,013.
- The FYE 2014 Work Program includes 5 major projects - Mystic Streetscape Phase II construction, Thomas Road Bikeway Construction, continuation of the POCD/MCP update, Energy Efficiency Implementation, and Blight Code Implementation.
- Anticipated grant reimbursement for Streetscape and Bikeway projects for FYE 2014 is \$17,176.
- Because of the decrease in time spent on services to subdivisions, we have allocated this portion of salary to other cost centers in the FYE 2014 request to better represent areas where personnel are working.

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$11,647 (\$12,865 for GMEA wage/salary increases less \$1,218 for a 25% reduction in contribution to the computer replacement fund). The RTM reduced this function by \$74,284.

**PERSONNEL CHANGES/HISTORY:**

FYE 2013: Inspection Services Technician funded for 6 months

FYE 2014: The Inspection Services Technician is funded for a full year.

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
16.00	16.00	16.00	16.00	16.00	16.00



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	1,048,201	1,122,044	1,114,755	1,138,968	1,142,447	1,155,312	1,087,423
Operating Expenses	59,077	73,404	66,941	72,791	71,391	70,173	63,778
<b>Total Appropriation</b>	<b>\$1,107,278</b>	<b>\$1,195,448</b>	<b>\$1,181,696</b>	<b>\$1,211,759</b>	<b>\$1,213,838</b>	<b>\$1,225,485</b>	<b>\$1,151,201</b>
<b>COST CENTERS</b>							
10460 LEADERSHIP/GEN SUPPT	168,960	181,438	178,486	180,595	181,094	182,516	114,926
10461 PLAN REVIEW	195,999	196,318	196,048	207,006	207,006	209,938	209,938
10462 INSPECTION SERVICES	201,308	211,927	211,798	231,301	231,301	233,863	233,863
10463 ENFORCEMENT	81,845	93,226	93,940	97,376	97,376	98,755	98,755
10464 COMMUNITY DEVELOPMEN	56,551	84,809	84,604	72,790	72,790	73,864	73,864
10465 ECON DEV/MARKETING	72,946	85,020	86,050	97,933	100,919	101,091	94,696
10466 LONG RANGE PLANNING	198,549	204,956	204,221	207,519	209,013	209,654	209,654
10467 SERVICES TO SUBDIVIS	10,679	10,973	10,973	0	0	0	0
10468 LAND USE & DEV COM S	120,441	126,781	115,576	117,239	114,339	115,804	115,505
<b>Total Cost Centers</b>	<b>\$1,107,278</b>	<b>\$1,195,448</b>	<b>\$1,181,696</b>	<b>\$1,211,759</b>	<b>\$1,213,838</b>	<b>\$1,225,485</b>	<b>\$1,151,201</b>
<b>FINANCING PLAN</b>							
BLDG AND RELATED PERMITS	148,286	184,869	137,658	128,328	128,328	128,328	128,328
BLDG PERMITS-EDUC FEE	157	150	120	100	100	100	100
STATE LAND USE-PLNG	482	140	140	150	150	150	150
STATE GRANTS	62,178	39,140	27,888	17,176	17,176	17,176	17,176
PLANNING APPLICATION FEES	16,300	16,000	8,800	10,000	10,000	10,000	10,000
MAPS/COPIES/DOCUMENTS	971	1,000	1,000	1,000	1,000	1,000	1,000
GENERAL FUND	878,904	954,149	1,006,090	1,055,005	1,057,084	1,068,731	994,447
<b>Total Financing Plan</b>	<b>\$1,107,278</b>	<b>\$1,195,448</b>	<b>\$1,181,696</b>	<b>\$1,211,759</b>	<b>\$1,213,838</b>	<b>\$1,225,485</b>	<b>\$1,151,201</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	959,990	1,024,212	1,010,269	1,045,485	1,050,109	1,061,974	1,061,974
5104 OVERTIME PAY	10,607	11,514	7,094	8,204	6,704	6,790	6,491
5105 LONGEVITY PAY	3,851	4,096	4,096	4,340	4,340	4,340	4,340
5109 SALARY ADJUSTMENTS	0	0	14,076	0	0	0	(67,590)
5151 SOCIAL SECURITY	73,753	82,222	79,220	80,939	81,294	82,208	82,208
<b>Total Personnel Services</b>	<b>\$1,048,201</b>	<b>\$1,122,044</b>	<b>\$1,114,755</b>	<b>\$1,138,968</b>	<b>\$1,142,447</b>	<b>\$1,155,312</b>	<b>\$1,087,423</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	19,049	24,800	16,950	22,850	21,850	21,850	20,350
5210 PROFESS DEVELOP/TRAI	9,594	9,700	9,615	9,795	9,395	9,395	8,500
5220 UTILITIES/FUEL/MILEA	4,147	3,470	3,848	3,850	3,850	3,850	3,850
5260 REPAIRS & MAINT-FAC/	1,246	2,055	2,015	1,955	1,955	1,955	1,955
5281 OCCUPATIONAL HEALTH	682	1,175	875	1,300	1,300	1,300	1,300
5290 PROFESS/TECHNICAL SE	615	6,650	8,100	7,000	7,000	7,000	3,000
5300 MATERIALS & SUPPLIES	5,068	5,000	4,850	5,900	5,900	5,900	5,900
5315 VEHICLE REPLACEMENT	4,303	4,303	4,303	4,331	4,331	4,331	4,331
5316 VEHICLE MAINT FEE	2,725	2,600	2,600	2,600	2,600	2,600	2,600
5317 VEHICLE FUEL	6,588	8,781	8,781	8,340	8,340	8,340	8,340
5318 COMPUTER REPLMNT FEE	5,060	4,870	4,870	4,870	4,870	3,652	3,652
5410 COMPUTER EQUIPMENT	0	0	134	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$59,077</b>	<b>\$73,404</b>	<b>\$66,941</b>	<b>\$72,791</b>	<b>\$71,391</b>	<b>\$70,173</b>	<b>\$63,778</b>
<b>GRAND TOTAL</b>	<b>\$1,107,278</b>	<b>\$1,195,448</b>	<b>\$1,181,696</b>	<b>\$1,211,759</b>	<b>\$1,213,838</b>	<b>\$1,225,485</b>	<b>\$1,151,201</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
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
INSPECTION SERVICES TECH	1.00	1.00	1.00	1.00	1.00	1.00
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	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
OFFICE ASSISTANT III (35)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	16.00	16.00	16.00	16.00	16.00	16.00
FTE SALARIES & WAGES						
DIR PLANNING & DEV	98,959	101,928	103,187	103,187	103,187	103,187
MGR INSPECTION SERVICES	81,006	83,841	85,455	85,455	85,455	85,455
MGR PLANNING SERVICES	74,811	75,218	76,722	76,722	76,722	76,722
PROG/PROJ MGR-PLANNING	76,848	79,153	79,775	79,775	79,775	79,775
PLANNER II - ENVIRONMENTAL	71,307	71,307	71,307	71,307	72,733	72,733
PLANNER II - NEIGHBORHOOD	70,554	70,557	71,307	71,307	72,733	72,733
PLANNER II - LAND	71,307	71,307	71,307	71,307	72,733	72,733
ECONOMIC DEVEL SPECIALIST	72,356	62,062	64,805	69,430	69,430	69,430
INSPECTION SERVICES TECH	20,939	20,939	42,361	42,361	42,361	42,361
SENIOR BUILDING INSPECTOR	71,490	71,490	71,765	71,765	73,200	73,200
INSPECTOR II - CODE	64,365	64,362	65,903	65,903	67,221	67,221
INSPECTOR II	66,123	66,123	66,378	66,378	67,705	67,705
OFFICE ASSISTANT II (35)	127,429	127,404	129,563	129,563	132,154	132,154
OFFICE ASSISTANT III (35)	44,596	44,580	45,649	45,649	46,562	46,562
Total FTE Salaries & Wages	\$1,012,089	\$1,010,271	\$1,045,485	\$1,050,110	\$1,061,973	\$1,061,973

TOWN OF GROTON  
FYE 2014 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, inland wetland permits, and stormwater management plans.
- 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, CONNDOT, 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, i.e. Community Development Block Grant funds, Home Investment Partnerships.
- Staff Community Development Advisory Committee (CDAC), Neighborhood Revitalization Zone (NRZ) Committee, and Fair Rent Commission.

TOWN OF GROTON  
FYE 2014 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.

**CC5 – 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 Subase, 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 efficiency and 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.

**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 agendas, 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, Subase Superfund Cleanup Technical Review Committee, Town Council, RTM, Energy Efficiency and Conservation Committee, 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.



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## TOWN OF GROTON

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### FUNCTION SUMMARY

Function: Human Services 1051

Department: Human Services

#### FUNCTION DESCRIPTION:

The Human Services Department provides information and referral, counseling, case management and advocacy services, emergency allocations of food; household and personal hygiene items and financial assistance, via donated and grant monies, for utility, fuel, rent and other needs, based upon availability of funds.

The department provides guidance on housing issues, employment, budgeting, and 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 and youth and open-ended counseling and support services to parents and caregivers.

Community volunteers assist Human Services staff with the department's annual holiday distributions of food and gifts, which are available to income-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 which offers ease of access in a community-based location on the SEAT bus route.

#### GOALS:

To promote self-sufficiency and help to those in need of temporary assistance with housing, food and other basic necessities by providing direct financial assistance, case management, advocacy crisis intervention and information/referral services. To achieve and maintain healthy, positive relationships within families by providing parents and caregivers one-to-one parent education, counseling, advocacy, crisis management and support services. Provide prevention and intervention services to at-risk youth ages 5-18 by providing counseling and support groups.

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#### FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
Social Services Caseload (duplicated #)	1,225	1,225	1,230
Elderly/Totally Disabled Tax Relief Program (cases)	598	600	600
Food Locker Distributions – GSS (people served)	1,250	1,265	1,270
Holiday Distributions – GSS (Households served)	870	880	900
Evictions –GSS	27	30	30
Spicer/Perkins/GAP/GEEF/DTF/OPFUEL/WARMUP/ EFSP/Donated Gift cards (total cases)	456	460	470
Information/Referral contacts – GSS/FSC/YFS	2,500	2,500	2,500
Individual clients counseled- YFS and FSC	120	125	130
Juvenile Review Board cases	13	25	35

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TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Human Services			FUNCTION: Human Services 1051		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 539,259	\$ 567,301	\$ 567,297	\$ 582,392	2.7%
<p><b>HIGHLIGHTS:</b></p> <ul style="list-style-type: none"> <li>- The overall increase in this budget is \$6,657 or 1.2%. Personnel services are up \$7,187. Operating expenses are down \$530.</li> <li>- Personnel Services is up primarily due to contractual step and wage increases.</li> <li>- Many residents are continuing to face difficult 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.</li> <li>- Donations of food, clothing and other items, valued at over \$350,000 annually, are managed and disbursed by department staff.</li> </ul> <p><b>Final Budget Result:</b></p> <p>During budget deliberations, the Town Council increased this function by \$8,434 (\$8,798 for GMEA wage/salary increases less \$364 for a 25% reduction in contribution to the computer replacement fund). The RTM sustained these changes.</p>					
<p><b>PERSONNEL CHANGES/HISTORY:</b></p> <ul style="list-style-type: none"> <li>- No personnel changes have been proposed.</li> </ul>					
FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
8.00	8.00	8.00	8.00	8.00	8.00

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	514,892	542,613	543,769	549,800	549,800	558,598	558,598
Operating Expenses	24,367	24,688	23,528	24,658	24,158	23,794	23,794
<b>Total Appropriation</b>	<b>\$539,259</b>	<b>\$567,301</b>	<b>\$567,297</b>	<b>\$574,458</b>	<b>\$573,958</b>	<b>\$582,392</b>	<b>\$582,392</b>
<b>COST CENTERS</b>							
10510 LEADERSHIP/GEN SUPPT	213,346	215,368	215,208	218,377	218,127	219,762	219,762
10511 CASE MGMT/FIN ASSIST	154,699	180,280	180,436	184,315	184,065	187,715	187,715
10514 CRISIS INTER/COUNSEL	106,337	106,721	106,721	106,796	106,796	108,720	108,720
10515 SUPPORT SERV/COM ED/	64,877	64,932	64,932	64,970	64,970	66,195	66,195
<b>Total Cost Centers</b>	<b>\$539,259</b>	<b>\$567,301</b>	<b>\$567,297</b>	<b>\$574,458</b>	<b>\$573,958</b>	<b>\$582,392</b>	<b>\$582,392</b>
<b>FINANCING PLAN</b>							
MISC STATE REVENUE	1,120	7,550	7,382	7,382	7,382	7,382	7,382
TVCCA-SUPP HOUS PROG	9,000	9,000	9,000	9,000	9,000	9,000	9,000
YOUTH SERVICE BUREAU	31,444	31,434	31,434	31,434	31,434	31,434	31,434
LEASE FEES	1,100	1,100	1,100	1,100	1,100	1,100	1,100
GENERAL FUND	496,595	518,217	518,381	525,542	525,042	533,476	533,476
<b>Total Financing Plan</b>	<b>\$539,259</b>	<b>\$567,301</b>	<b>\$567,297</b>	<b>\$574,458</b>	<b>\$573,958</b>	<b>\$582,392</b>	<b>\$582,392</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	440,417	467,984	469,057	474,449	474,449	481,972	481,972
5105 LONGEVITY PAY	2,905	3,570	3,570	3,780	3,780	3,780	3,780
5110 REGULAR PART TIME	32,625	32,500	32,500	32,500	32,500	33,150	33,150
5116 WAGE CONTINUATION	3,609	0	0	0	0	0	0
5151 SOCIAL SECURITY	35,336	38,559	38,642	39,071	39,071	39,696	39,696
<b>Total Personnel Services</b>	<b>\$514,892</b>	<b>\$542,613</b>	<b>\$543,769</b>	<b>\$549,800</b>	<b>\$549,800</b>	<b>\$558,598</b>	<b>\$558,598</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	2,170	1,500	1,340	1,500	1,500	1,500	1,500
5210 PROFESS DEVELOP/TRAI	352	350	350	350	100	100	100
5220 UTILITIES/FUEL/MILEA	152	270	270	270	270	270	270
5260 REPAIRS & MAINT-FAC/	475	475	475	475	475	475	475
5290 PROFESS/TECHNICAL SE	14,284	14,284	14,284	14,284	14,284	14,284	14,284
5300 MATERIALS & SUPPLIES	3,843	4,300	4,300	4,300	4,300	4,300	4,300
5315 VEHICLE REPLACEMENT	193	193	193	193	193	193	193
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	498	456	456	531	531	531	531
5318 COMPUTER REPLMNT FEE	1,650	1,560	1,560	1,455	1,455	1,091	1,091
5410 COMPUTER EQUIPMENT	450	0	0	0	0	0	0
5609 EVICTIONS	0	1,000	0	1,000	750	750	750
<b>Total Operating Expenses</b>	<b>\$24,367</b>	<b>\$24,688</b>	<b>\$23,528</b>	<b>\$24,658</b>	<b>\$24,158</b>	<b>\$23,794</b>	<b>\$23,794</b>
<b>GRAND TOTAL</b>	<b>\$539,259</b>	<b>\$567,301</b>	<b>\$567,297</b>	<b>\$574,458</b>	<b>\$573,958</b>	<b>\$582,392</b>	<b>\$582,392</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>						
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
<b>Total FTE Personnel</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>FTE SALARIES &amp; WAGES</b>						
DIR OF HUMAN SERVICES	93,101	95,894	98,292	98,292	98,292	98,292
SOCIAL WORKER II	165,840	166,914	169,553	169,553	172,944	172,944
COUNSELOR II	113,756	113,756	113,756	113,756	116,031	116,031
FINANCIAL ASSISTANT II	48,066	48,066	48,251	48,251	49,216	49,216
OFFICE ASSISTANT II (35)	44,426	44,426	44,597	44,597	45,489	45,489
<b>Total FTE Salaries &amp; Wages</b>	<b>\$465,190</b>	<b>\$469,057</b>	<b>\$474,449</b>	<b>\$474,449</b>	<b>\$481,972</b>	<b>\$481,972</b>

TOWN OF GROTON  
FYE 2014 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.
- Includes costs associated with 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.

**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.

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Human Services

DEPARTMENT: Human Services  
FUNCTION: Human Services 1051

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.





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## TOWN OF GROTON

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### 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.

#### GOALS:

To serve the general public by ordering, processing and circulating material of various types. To support the lifelong educational and entertainment needs of residents of all ages, by providing materials, informational resources, research assistance, and programs. To inform the Groton community about local government services, programs and issues via local cable television and internet outlets by managing and programming the local governments' access channel and providing media support to the library and other Town departments.

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#### FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Circulation	368,587	365,000	365,000
Items added to collection	12,145	12,400	12,400
Registered borrowers	33,051	34,500	34,500
Information requests	29,796	33,852	33,000
Programs/attendance	490/13,399	500/16,000	500/16,000
Public computer users	76,247	83,000	83,000
Library web page use	186,951	190,000	190,000
Video programs produced	133	140	145
Hours video programs aired on municipal cable channel	4,833	4,800	4,850

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TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Library

FUNCTION: Groton Public Library 1063

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,641,060	\$ 1,696,784	\$ 1,659,393	\$ 1,696,662	(0.0%)

**HIGHLIGHTS:**

- The overall decrease in this budget is \$15,402 or 0.9%. Personnel services are down \$14,576. Operating expenses are down \$826.
- Personnel services is primarily down due to replacing a Librarian with a Library Associate position in FYE 2013.
- Operating expenses remain level. Savings in Materials and Supplies (5300) offset the increase in Professional/Technical Services (5290) for customized book ordering. Customized book ordering streamlines the process and the time savings allows fewer librarians to complete the task.

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$15,280 (\$19,141 GMEA less \$3,861 CRF). The RTM sustained these changes.

**PERSONNEL CHANGES/HISTORY:**

FYE 2013 - Replaced a Librarian position with a Library Associate position

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 MANAGER
20.00	20.00	20.00	20.00	20.00	20.00

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	1,381,849	1,439,477	1,408,086	1,424,901	1,424,901	1,444,042	1,444,042
Operating Expenses	259,213	257,307	251,307	256,481	256,481	252,620	252,620
<b>Total Appropriation</b>	<b>\$1,641,062</b>	<b>\$1,696,784</b>	<b>\$1,659,393</b>	<b>\$1,681,382</b>	<b>\$1,681,382</b>	<b>\$1,696,662</b>	<b>\$1,696,662</b>
<b>COST CENTERS</b>							
10630 LEADERSHIP/GEN SUPPT	215,409	207,373	201,265	206,920	206,920	204,713	204,713
10632 CIRCULATION/TECHNICA	480,377	523,174	516,193	528,092	528,092	534,225	534,225
10633 AV/VIDEO SVCS	117,152	126,625	126,622	127,804	127,804	129,522	129,522
10635 PUBLIC SERVICES	828,124	839,612	815,313	818,566	818,566	828,202	828,202
<b>Total Cost Centers</b>	<b>\$1,641,062</b>	<b>\$1,696,784</b>	<b>\$1,659,393</b>	<b>\$1,681,382</b>	<b>\$1,681,382</b>	<b>\$1,696,662</b>	<b>\$1,696,662</b>
<b>FINANCING PLAN</b>							
LIBRARY FINES	26,767	28,000	27,000	28,000	28,000	28,000	28,000
LIBR LOST & DAMAGED	3,143	3,000	3,000	3,000	3,000	3,000	3,000
LIBRARY FEES	14,053	15,000	15,000	15,000	15,000	15,000	15,000
LIBRARY COPIER FEES	6,152	6,000	5,500	6,000	6,000	6,000	6,000
MISC-UNCLASSIFIED	500	0	0	0	0	0	0
GENERAL FUND	1,590,447	1,644,784	1,608,893	1,629,382	1,629,382	1,644,662	1,644,662
<b>Total Financing Plan</b>	<b>\$1,641,062</b>	<b>\$1,696,784</b>	<b>\$1,659,393</b>	<b>\$1,681,382</b>	<b>\$1,681,382</b>	<b>\$1,696,662</b>	<b>\$1,696,662</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	1,077,128	1,116,119	1,095,552	1,100,971	1,100,971	1,118,229	1,118,229
5102 PART TIME PERSONNEL	168,815	184,255	167,000	186,179	186,179	186,179	186,179
5104 OVERTIME PAY	2,379	3,600	3,700	3,600	3,600	3,672	3,672
5105 LONGEVITY PAY	8,680	8,610	8,050	8,295	8,295	8,295	8,295
5109 SALARY ADJUSTMENTS	4,971	0	9,122	0	0	0	0
5110 REGULAR PART TIME	22,639	22,547	22,547	22,547	22,547	22,998	22,998
5112 SICK INCENTIVE	1,617	2,050	1,950	2,050	2,050	2,050	2,050
5151 SOCIAL SECURITY	95,312	102,296	100,056	101,259	101,259	102,619	102,619
5154 UNEMPLOYMENT COMPENS	308	0	109	0	0	0	0
Total Personnel Services	\$1,381,849	\$1,439,477	\$1,408,086	\$1,424,901	\$1,424,901	\$1,444,042	\$1,444,042
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	5,760	7,500	5,500	6,000	6,000	6,000	6,000
5210 PROFESS DEVELOP/TRAI	2,727	3,215	3,215	3,255	3,255	3,255	3,255
5220 UTILITIES/FUEL/MILEA	827	1,100	1,100	1,000	1,000	1,000	1,000
5260 REPAIRS & MAINT-FAC/	6,520	3,800	3,800	3,800	3,800	3,800	3,800
5261 SOFTWARE MAINT FEES	1,580	1,745	1,745	1,000	1,000	1,000	1,000
5290 PROFESS/TECHNICAL SE	42,830	44,515	44,515	49,860	49,860	49,860	49,860
5300 MATERIALS & SUPPLIES	179,374	178,250	174,250	174,350	174,350	174,350	174,350
5315 VEHICLE REPLACEMENT	875	875	875	875	875	875	875
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	527	562	562	596	596	596	596
5318 COMPUTER REPLMNT FEE	15,860	15,445	15,445	15,445	15,445	11,584	11,584
5400 EQUIP/MACHINRY& FURN	1,033	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	1,000	0	0	0	0	0	0
Total Operating Expenses	\$259,213	\$257,307	\$251,307	\$256,481	\$256,481	\$252,620	\$252,620
GRAND TOTAL	\$1,641,062	\$1,696,784	\$1,659,393	\$1,681,382	\$1,681,382	\$1,696,662	\$1,696,662

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
FULL TIME EMPLOYEE (FTE) ANALYSIS						
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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	7.00	7.00	7.00	7.00
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
LIBRARY ASSOCIATE	0.00	0.00	1.00	1.00	1.00	1.00
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	87,789	89,236	89,236	89,236	89,236
MGR OF LIBRARY PUBLIC SVC	68,842	70,907	71,376	71,376	71,376	71,376
MGR LIB TECH SVCS & CIRC	72,947	75,566	77,455	77,455	77,455	77,455
LIBRARIAN	468,556	447,478	406,439	406,439	414,568	414,568
MUNICIPAL VIDEO SPECIALST	65,876	65,876	65,876	65,876	67,194	67,194
LIBRARY ASSISTANT (35)	72,824	72,895	74,564	74,564	76,055	76,055
LIBRARY ASSOCIATE	0	0	39,139	39,139	39,922	39,922
ASSISTANT LIBRARIAN CIRC	52,562	52,562	52,764	52,764	53,819	53,819
MUNICIPAL VIDEO TECH	39,190	39,187	40,125	40,125	40,928	40,928
ADMINISTRATIVE ASST (35)	50,014	50,014	50,206	50,206	51,210	51,210
OFFICE ASSISTANT II (35)	133,267	133,279	133,791	133,791	136,467	136,467
-----						
Total FTE Salaries & Wages	\$1,109,309	\$1,095,552	\$1,100,971	\$1,100,971	\$1,118,229	\$1,118,229

TOWN OF GROTON  
FYE 2014 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.

**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.
- 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.

**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 and software.
- Provide research assistance for individuals and groups.
- Provide outreach services to the community.
- 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.



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## TOWN OF GROTON

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### 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. Both Recreation Services and Senior Services divisions provide additional programming opportunity through the use of Recreation and Senior activities Special Division, (Function 3240). 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.

The department is also responsible for Shennecossett Golf Course (Function 2010).

#### GOALS:

To enhance the health, skill development, enjoyment and socialization of Groton's residents by offering diverse, safe and quality recreational opportunities to the entire community. To provide for the aging in a place and recreation of individuals ages 55 and older by offering quality programs in socialization, nutrition, health and social services, recreation and transportation. To provide safe and inviting parks, grounds and athletic fields by maintaining, enhancing and protecting public open space in a timely, cost effective manner.

#### FUNCTION ACTIVITIES:

	Actual	Estimate	Anticipated
	<u>FYE 2012</u>	<u>FYE 2013</u>	<u>FYE 2014</u>
<b>Recreational Services Division:</b>			
Total program sections offered	751	611	600
Enrollment Per Section	8.2	9.8	10.0
Program enrollments	6,171	6,000	6,000
Tax supported expenditures (per capita 39,401)	\$8.77	\$7.60	\$7.90
<b>Senior Services Division:</b>			
Transportation/Rides	5,271 / 182	5,445 / 150	5,500 / 150
Kitchen meals served	12,456	12,550	12,550
MOW meals served	16,270	14,885	14,900
Recreation registrations	2,678	2,860	3,200
Benefit/Services participants	-	1,048	1,100
Health/Wellness participants/program	1,713 / 19	1,926 / 20	2,000 / 22
Volunteer hours	8,505	8,500	8,600
<b>Parks &amp; Forestry Division:</b>			
Maintenance measured in man-hours	16,618	16,450	16,450
Number of facilities	73	73	74
Number of acres/acres maintained	1,237 / 143	1,237 / 143	1,237 / 150



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Parks and Recreation			FUNCTION: Parks & Recreation 1064		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,814,829	\$ 1,839,859	\$ 1,781,159	\$ 1,820,966	(1.0%)

**Highlights:**

- The overall decrease in this budget is \$5,175 or 0.3%. Personnel Services are down \$3,704 and Operating expenses are down \$1,471.
- Personnel Services are down due to a negative salary adjustment of \$11,977 to reflect 1/4 of the Program Supervisor position being funded by Function 3240.
- The Senior Center has proposed to increase its hours of operation to better serve working "50 something's". The cost for staffing and additional programs are included in Function 3240.
- The cost of the Meals on Wheels program has increased \$6,760 to pay volunteers/drivers/delivery mileage for using their vehicles to deliver meals to assist with volunteer driver retention.
- Parks Maintenance has taken over the responsibility of shoveling sidewalks and clearing around town buildings.

**Final Budget Result:**

During budget deliberations, the Town Council increased this budget by \$9,815 (\$10,935 GMEA less \$1,120 CRF). The RTM reduced this function by \$23,533.

**PERSONNEL CHANGES/HISTORY:**

FYE 2013: 25% of Golf Course Superintendent salary transferred to Parks and Recreation.

13% of the Director of Administrative Services time is included in the FYE 2013 Estimate while he was Acting Director of Parks and Recreation

FYE 2014: A Program Supervisor Recreation position will become a Recreation Supervisor-Marketing & Events position

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 MANAGER
20.50	20.50	20.75	20.88	20.75	20.75

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>							
APPROPRIATION							
Personnel Services	1,466,339	1,520,945	1,421,459	1,543,684	1,517,241	1,528,176	1,514,418
Operating Expenses	348,495	318,914	359,700	346,062	317,443	316,323	306,548
Total Appropriation	\$1,814,834	\$1,839,859	\$1,781,159	\$1,889,746	\$1,834,684	\$1,844,499	\$1,820,966

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COST CENTERS							
10640 LEADERSHIP/GEN SUPPT	194,172	211,180	217,379	218,841	216,291	216,149	216,149
10641 SUMMER PLAYGROUND PR	54,236	14,562	14,561	14,713	14,713	15,007	15,007
10642 PROGRAMS & EVENTS	291,390	279,684	270,205	295,381	282,004	286,593	286,593
10643 SPECIAL NEEDS PROGRA	0	14,562	14,561	14,713	14,713	15,007	15,007
10644 SR FOOD CONCESSION	0	84,602	58,655	86,571	86,571	86,571	86,571
10645 SR TRANSPORTATION PR	169,613	173,357	162,079	172,476	172,476	173,527	159,769
10646 SR PROGRAMS & SERVIC	465,681	383,688	377,192	392,584	369,429	372,138	372,138
10647 SCHOOL GROUNDS & ATH	84,500	0	0	0	0	0	0
10648 PARKS MAINTENANCE	517,073	643,572	640,888	659,031	643,931	644,693	636,443
10649 FORESTRY & TRAILS	21,997	0	0	0	0	0	0
1064A COMMUNITY EVENTS	16,172	34,652	25,639	35,436	34,556	34,814	33,289
Total Cost Centers	\$1,814,834	\$1,839,859	\$1,781,159	\$1,889,746	\$1,834,684	\$1,844,499	\$1,820,966

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FINANCING PLAN							
FEMA REIMBURSEMENT	363	0	16,155	0	0	0	0
BOE-FHS/GRND MOWING	48,875	50,341	51,341	51,852	51,852	51,852	51,852
SENIOR CTR FEES	39,207	42,540	41,000	45,540	41,000	41,000	41,000
PARK CONCESSION & RENTALS	1,200	1,500	1,200	1,200	1,200	1,200	1,200
PARK & RECREATION RENTALS	3,190	3,000	3,000	3,000	3,000	3,000	3,000
MISC-UNCLASSIFIED	77	0	2,700	0	0	0	0
LEASE FEES	1,210	0	1,400	1,550	1,550	1,550	1,550
GENERAL FUND	1,720,712	1,742,478	1,664,363	1,786,604	1,736,082	1,745,897	1,722,364
Total Financing Plan	\$1,814,834	\$1,839,859	\$1,781,159	\$1,889,746	\$1,834,684	\$1,844,499	\$1,820,966

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	1,043,462	1,130,950	1,070,683	1,140,651	1,140,651	1,150,312	1,150,312
5102 PART TIME PERSONNEL	156,107	134,017	125,600	140,551	126,185	126,185	126,185
5103 SEASONAL PERSONNEL	44,188	43,400	43,465	43,400	43,400	43,400	43,400
5104 OVERTIME PAY	9,594	9,708	8,565	10,235	10,235	10,246	10,246
5105 LONGEVITY PAY	4,652	4,983	4,793	5,131	5,131	5,131	5,131
5109 SALARY ADJUSTMENTS	7,041	0	40	0	(11,977)	(11,977)	(25,735)
5110 REGULAR PART TIME	91,736	84,891	60,244	87,129	87,129	87,614	87,614
5111 PREMIUM PAY/OUT OF C	1,941	750	750	750	750	750	750
5112 SICK INCENTIVE	50	0	50	50	50	50	50
5116 WAGE CONTINUATION	506	0	0	0	0	0	0
5117 ALLOWANCES	1,160	1,480	1,480	1,480	1,380	1,380	1,380
5151 SOCIAL SECURITY	100,161	107,766	100,645	109,307	109,307	110,085	110,085
5154 UNEMPLOYMENT COMPENS	5,741	3,000	5,144	5,000	5,000	5,000	5,000
Total Personnel Services	\$1,466,339	\$1,520,945	\$1,421,459	\$1,543,684	\$1,517,241	\$1,528,176	\$1,514,418
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	12,247	9,730	8,930	8,930	7,900	7,900	7,400
5210 PROFESS DEVELOP/TRAI	3,842	7,684	7,000	8,304	7,804	7,804	7,804
5220 UTILITIES/FUEL/MILEA	3,828	5,534	5,150	5,134	5,134	5,134	5,134
5230 PYMNTS/CONTRIBUTIONS	0	1,140	1,149	0	0	0	0
5240 BOARDS & COMMISSIONS	0	100	0	100	100	100	100
5260 REPAIRS & MAINT-FAC/	3,459	6,230	6,150	6,230	5,730	5,730	5,730
5281 OCCUPATIONAL HEALTH	2,735	4,355	4,055	3,855	2,955	2,955	2,955
5290 PROFESS/TECHNICAL SE	103,648	89,195	113,080	106,694	96,755	96,755	90,630
5300 MATERIALS & SUPPLIES	72,455	93,550	100,040	93,550	84,800	84,800	81,650
5310 VEHICLE OPER/MAINT	10,644	10,105	11,105	10,605	9,605	9,605	9,605
5315 VEHICLE REPLACEMENT	24,777	24,777	24,777	23,010	23,010	23,010	23,010
5316 VEHICLE MAINT FEE	14,800	15,500	15,500	17,500	17,500	17,500	17,500
5317 VEHICLE FUEL	42,032	47,019	47,019	51,670	51,670	51,670	51,670
5318 COMPUTER REPLMNT FEE	4,740	3,995	3,995	4,480	4,480	3,360	3,360
5400 EQUIP/MACHINRY& FURN	10,798	0	11,325	6,000	0	0	0
5410 COMPUTER EQUIPMENT	38,490	0	425	0	0	0	0
Total Operating Expenses	\$348,495	\$318,914	\$359,700	\$346,062	\$317,443	\$316,323	\$306,548
GRAND TOTAL	\$1,814,834	\$1,839,859	\$1,781,159	\$1,889,746	\$1,834,684	\$1,844,499	\$1,820,966

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

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

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF ADMIN SERVICES	0.00	0.13	0.00	0.00	0.00	0.00
DIRECTOR OF PARKS & REC	1.00	1.00	1.00	1.00	1.00	1.00
MGR GOLF COURSE & PARKS	0.00	0.25	0.25	0.25	0.25	0.25
GOLF COURSE SUPER	0.25	0.00	0.00	0.00	0.00	0.00
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	3.00	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
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	2.00	2.00	2.00	2.00	2.00
MAINTAINER	1.50	2.50	2.50	2.50	2.50	2.50
Total FTE Personnel	20.75	20.88	20.75	20.75	20.75	20.75
FTE SALARIES & WAGES						
DIR OF ADMIN SERVICES	0	14,421	0	0	0	0
DIRECTOR OF PARKS & REC	87,790	71,250	96,820	96,820	96,820	96,820
MGR GOLF COURSE & PARKS	0	19,324	19,644	19,644	19,644	19,644
GOLF COURSE SUPER	18,761	0	0	0	0	0
MGR RECREATION SERVICES	71,854	74,161	76,015	76,015	76,015	76,015
SR CENTER SUPERVISOR	67,393	69,414	70,099	70,099	70,099	70,099
PROGRAM SUPER SR CENTER	106,702	106,700	107,741	107,741	109,896	109,896
PROGRAM SUPER REC	154,405	121,453	156,337	156,337	159,463	159,463
OFFICE ASST/MAIL COURIER	37,933	37,947	38,840	38,840	39,617	39,617
FOOD SERVICE SUPERVISOR	40,376	41,487	42,575	42,575	42,575	42,575
OFFICE ASSISTANT II (35)	133,279	133,279	133,791	133,791	136,467	136,467
OFFICE ASSISTANT III (35)	46,228	46,228	46,406	46,406	47,334	47,334
FOREMAN	63,414	65,513	67,150	67,150	67,150	67,150
EQUIPMENT MECHANIC	58,448	59,613	61,039	61,039	61,039	61,039
GROUNDKEEPER	156,312	106,288	108,831	108,831	108,831	108,831
MAINTAINER	71,834	103,606	115,364	115,364	115,364	115,364
Total FTE Salaries & Wages	\$1,114,728	\$1,070,682	\$1,140,651	\$1,140,651	\$1,150,314	\$1,150,314

TOWN OF GROTON  
FYE 2014 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**

- Includes full time personnel associated with Summer Camp programs.
- Other operating costs are found in the Recreation and Senior Activities Fund- Function 32402.

**CC2 – Programs and Events**

- Includes full time personnel associated with Recreation programs.
- Other operating costs are found in the Recreation and Senior Activities Fund- Function 32401.

**CC3 – Special Needs**

- Includes full time personnel associated with Summer Camps and Recreation programs for people with Special Needs.
- Other operating costs are found in the Recreation and Senior Activities Fund- Function 32403.

**CC4 – Senior Food Concession**

- Includes full time, regular part-time personnel and part-time office/accounting support associated with the Senior Food Concession; i.e. meals prepared and served at the senior center.
- Other part-time personnel and operating costs are found in Revenue and Senior Activities Fund Function 32406.

**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.
- 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 Meals on Wheels 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.
- Support the Groton Senior Citizen's Club and their programs and services.

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Community Services

DEPARTMENT: Parks & Recreation  
FUNCTION: Parks & Recreation 1064

- 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.
- Expand programs and events for "50 Something's".

**CC8 – Parks Maintenance**

- Provide mowing to school grounds through contractual services and coordinate 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.
- Maintain 74 town properties.
- 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.
- Inspect and maintain play structures to accepted standards. Maintain systematic replacement plan.
- 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**

- Offer community-focused events that bring citizens and families together.
- Conduct annual community-wide celebrations including:
  - Fourth of July Parade
  - Thames River Fireworks entertainment at Fort Griswold
  - Groton's Fall Festival
  - Holiday Lights Parade





TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals

FUNCTION: Insurance & Claims 1070

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 430,963	\$ 520,150	\$ 511,793	\$ 538,784	3.6%

**HIGHLIGHTS:**

- The overall increase in this budget is \$18,634 or 3.6%. Final rates (excluding unemployment) are determined in June, based on actual experience. The proposed budget reflects our current best estimate of insurance costs for FYE 2014.

**Final Budget Result:**

During budget deliberations, no changes were made to this function.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: NON-DEPARTMENTALS  
DEPARTMENT: NON-DEPARTMENTALS  
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	13,670	21,000	1,000	21,000	21,000	21,000	21,000
Operating Expenses	417,293	499,150	510,793	517,784	517,784	517,784	517,784
<b>Total Appropriation</b>	<b>\$430,963</b>	<b>\$520,150</b>	<b>\$511,793</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>
<b>COST CENTERS</b>							
10700 GENERAL LIABILITY	322,885	360,000	344,433	370,265	370,265	370,265	370,265
10701 MV LIA & PHY DAMAGE	53,764	67,850	70,893	76,209	76,209	76,209	76,209
10702 PUBLIC OFFICIAL LIAB	35,273	38,000	35,473	38,133	38,133	38,133	38,133
10703 SHELLFISH COMMISSION	2,967	3,300	2,956	3,177	3,177	3,177	3,177
10705 ADMIN & CLAIM PAYMEN	2,404	30,000	57,038	30,000	30,000	30,000	30,000
10706 UNEMPLOYMENT	13,670	21,000	1,000	21,000	21,000	21,000	21,000
<b>Total Cost Centers</b>	<b>\$430,963</b>	<b>\$520,150</b>	<b>\$511,793</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>
<b>FINANCING PLAN</b>							
GENERAL FUND	430,963	520,150	511,793	538,784	538,784	538,784	538,784
<b>Total Financing Plan</b>	<b>\$430,963</b>	<b>\$520,150</b>	<b>\$511,793</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>	<b>\$538,784</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: NON-DEPARTMENTALS  
DEPARTMENT: NON-DEPARTMENTALS  
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
PERSONNEL SERVICES							
-----							
5154 UNEMPLOYMENT COMPENS	13,670	21,000	1,000	21,000	21,000	21,000	21,000
Total Personnel Services	\$13,670	\$21,000	\$1,000	\$21,000	\$21,000	\$21,000	\$21,000
-----							
OPERATING EXPENSES							
-----							
5280 INSURANCE/RISK MGMT	414,889	469,150	453,755	487,784	487,784	487,784	487,784
5285 BUILDNG & PROPERTY D	0	10,000	42,038	10,000	10,000	10,000	10,000
5289 INSURANCE CLAIM PAYM	2,404	15,000	15,000	15,000	15,000	15,000	15,000
5290 PROFESS/TECHNICAL SE	0	5,000	0	5,000	5,000	5,000	5,000
Total Operating Expenses	\$417,293	\$499,150	\$510,793	\$517,784	\$517,784	\$517,784	\$517,784
GRAND TOTAL	\$430,963	\$520,150	\$511,793	\$538,784	\$538,784	\$538,784	\$538,784

TOWN OF GROTON  
FYE 2014 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.

**CC3 – Shellfish Commission**

- Insurance costs.

**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 claims area.



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals			FUNCTION: Self Funded Plans 1071		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM ADOPTED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 8,157,813	\$ 8,125,541	\$ 8,125,541	\$ 8,300,000	2.1%

**HIGHLIGHTS:**

- Benefit costs charged to the General Fund are included in this function:
- The overall increase in this budget is \$401,152 or 4.9%.
- Employee Benefits (#10710) represents contributions from the General Fund to the Retirement Fund, to the Health Insurance Fund for self-insured active employees and retirees, and to the Worker's Compensation Trust Fund. It also includes the premium cost for life insurance benefits. (Cost Center increase of 5.3%)
- Retiree Health Benefits (#10711) represents the cost to the Town of premium based retiree health benefits. The decrease is attributable to adjustments in retiree contributions. (Cost Center decrease of 3.1%)
- Heart & Hypertension (#10712) represents the amortized annual cost to cover current Heart and Hypertension claims for police officers and their spouses. (Cost Center increase of 0.4%)
- 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. (Cost Center increase of 8.7%)

**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, the Town Council reduced contributions to Employee Health Insurance by \$169,061, Retiree Health Benefits by \$16,813, and OPEB Liability by \$40,819. The RTM sustained these changes.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: NON-DEPARTMENTALS  
DEPARTMENT: NON-DEPARTMENTALS  
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	8,157,813	8,125,541	8,125,541	8,635,175	8,526,693	8,300,000	8,300,000
Total Appropriation	\$8,157,813	\$8,125,541	\$8,125,541	\$8,635,175	\$8,526,693	\$8,300,000	\$8,300,000
<b>COST CENTERS</b>							
10710 EMPLOYER BENEFITS	6,187,856	6,171,799	6,171,799	6,618,334	6,502,176	6,333,115	6,333,115
10711 RETIREE HEALTH BENEF	671,773	660,752	660,752	631,887	640,006	623,193	623,193
10712 HEART & HYPERTENSION	219,484	225,647	225,647	224,548	224,548	224,548	224,548
10713 OPEB LIABILITY	1,078,700	1,067,343	1,067,343	1,160,406	1,159,963	1,119,144	1,119,144
Total Cost Centers	\$8,157,813	\$8,125,541	\$8,125,541	\$8,635,175	\$8,526,693	\$8,300,000	\$8,300,000
<b>FINANCING PLAN</b>							
STATE GRANTS	39,941	18,820	13,785	6,119	6,119	6,119	6,119
FEMA REIMBURSEMENT	5,263	0	0	0	0	0	0
GENERAL FUND	8,112,609	8,106,721	8,111,756	8,629,056	8,520,574	8,293,881	8,293,881
Total Financing Plan	\$8,157,813	\$8,125,541	\$8,125,541	\$8,635,175	\$8,526,693	\$8,300,000	\$8,300,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: NON-DEPARTMENTALS  
DEPARTMENT: NON-DEPARTMENTALS  
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5152 RETIREMENT	2,191,622	2,320,733	2,320,733	2,465,138	2,465,138	2,465,138	2,465,138
5153 HEALTH INSURANCE	3,967,985	3,819,088	3,819,088	4,061,026	3,944,902	3,775,841	3,775,841
5155 WORKER'S COMP	0	3,676	3,676	63,870	63,846	63,846	63,846
5158 LIFE INSURANCE	28,249	28,302	28,302	28,300	28,290	28,290	28,290
5159 HEART & HYPERTENSION	219,484	225,647	225,647	224,548	224,548	224,548	224,548
5160 HEALTH-RETIREE-CURRE	671,773	660,752	660,752	631,887	640,006	623,193	623,193
5170 OTHER POSTEMPLOY BEN	1,078,700	1,067,343	1,067,343	1,160,406	1,159,963	1,119,144	1,119,144
<b>Total Personnel Services</b>	<b>\$8,157,813</b>	<b>\$8,125,541</b>	<b>\$8,125,541</b>	<b>\$8,635,175</b>	<b>\$8,526,693</b>	<b>\$8,300,000</b>	<b>\$8,300,000</b>
<b>GRAND TOTAL</b>	<b>\$8,157,813</b>	<b>\$8,125,541</b>	<b>\$8,125,541</b>	<b>\$8,635,175</b>	<b>\$8,526,693</b>	<b>\$8,300,000</b>	<b>\$8,300,000</b>



TOWN OF GROTON  
FYE 2014 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 the Town 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.

### Contributions to the Retirement Fund (\$2,465,138)

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 \$86.1 million as of June 30, 2012, up from \$83.8 in 2011. Actuarial liabilities exceed assets by \$22.1 million resulting in a Funded Ratio of 79.7% down from 82.9% in 2011. This ratio continues to decline as a result of net actuarial losses during 2012.

The recommended contribution for FYE 2014 as a percentage of payroll is 15.7% for the Town portion of the plan up from 14.4% in FYE 2013, a 9.0% increase. The general fund contribution of (\$2,465,138) included in this function is up \$129,629, or 6.2% compared to a 5.9% increase in FYE 2013.

The plan in 2012 experienced \$ 4.2 million dollars in net actuarial losses compared to \$3.0 million in 2011. The primary source of actuarial losses (\$4.9 million) continues to be investment return lower than the actuarial assumption of 8.00%. This loss was partially offset by \$0.7 million in actuarial gains mainly due to less than expected salary increases.

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	2007	2008	2009	2010	2011	2012
Market Value Return	14.32%	-5.50%	-15.96%	13.50%	18.55%	3.41%
Actuarial Value Return	9.03%	7.06%	1.14%	0.67%	3.24%	2.32%
Actuarial Assumption	8.25%	8.25%	8.25%	8.00%	8.00%	8.00%

In dollar terms, \$934,000 remains in unrecognized actuarial losses, continuing the downward trend from 2010 when they were \$12.2 million. 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 prior actuarial losses, which should be completely offset next year.

**Based on the Town Manager's proposed budget.**

**Health Insurance (\$4,584,908)**

<b>Self-insured (Active and Retirees)</b>	<b>\$3,944,902</b>
<b>Premium Based (Retiree)</b>	<b>\$640,006</b>

The projected total health insurance cost for the Town (Town Operations plus Golf Course and Water Pollution Control) for FYE 2014 is \$7,043,201 up 6.5% from last year. This includes both retiree and active employees in the self-funded plan and the premium based plan for retirees. The General Fund Portion is \$6,381,140. The contribution amount of \$4,586,662 noted above is net of fund balance applied and employee contributions, which is a 2.3% increase from FYE13.

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 January 2013. The request column of the FYE14 budget reflects this renewal.

As noted above the total general fund contribution for health insurance is a 2.4% increase from FYE 2013, even though health insurance costs are up 6.5% from last year. The difference is attributable to an increase in employee/retiree/outside agency contributions and an increase in amount of fund balance used to offset insurance costs. A fund balance results from better than expected claims experience over the life of the fund.

The Town portion of the Self-funded Insurance Fund (General Fund, Golf Course and Sewer Operating) had a fund balance as of June 30, 2012 of \$2.34 million up from \$1.89 million the previous year, a 23.8% increase. The corridor increased from \$1.37 million to \$1.45 million. The corridor is the difference between expected claims and 125% of expected claims; the point where stop-loss insurance takes over. The increase in fund balance allowed for the continuation of the practice of reducing the town contribution to health fund by using 50% of the fund balance amount in excess of the corridor.

	FYE 2012	FYE 2013	FYE 2014
Total Insurance Renewal	\$6,558,392	\$6,614,922	\$7,043,201
Fund Balance (millions)	\$1.89	\$2.34	TBD
Corridor (millions)	\$1.37	\$1.45	TBD
Fund Balance Used	\$107,270	\$322,166	\$ 599,291
Contributions (employee/retiree/outside agencies)	\$1,328,752	\$1,354,122	\$1,457,803
Net Cost all Funds	\$5,122,370	\$4,938,840	\$5,056,606
Net Cost General Fund	\$4,639,758	\$4,479,840	\$4,584,908

**Worker's Compensation (\$63,870)**

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 years the Town and the BOE have used a 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 contribution for FYE14 based on the July 1, 2012 actuarial evaluation is \$214,068. As June 30, 2012, the Town portion of the Workers Compensation Fund had a fund balance of \$687,797. Beginning in FYE09, the recommended contribution has been reduced by amortizing excess fund balance over a three year period. Excess fund balance is determined by subtracting the Incurred

**Based on the Town Manager's proposed budget.**

but Not Reported Claims (IBNR) as of June 30, 2012 from the fund balance. For FYE14, this leaves an excess fund balance of \$430,962, which is then amortized over a three year period. The amortized amount, \$143,654 is then subtracted from the recommended FYE14 contribution of \$214,068. The resulting amount \$70,414, of which \$63,870 is attributable to the general fund. The comparable figures for FYE 13 were \$4,054 of which \$3,676 was attributable to the general fund.

**Life Insurance (\$28,300)**

This amount covers the premium cost for providing life insurance benefits to general fund employees. The cost per \$1,000 of coverage is \$0.155. This rate has remained stable from FYE12 and is guaranteed through June 30, 2015.

**Heart and Hypertension (\$224,548)**

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 \$224,548 is an annual contribution to the Worker's Compensation Fund based on an actuarial estimate of future liability for current claims. This is a slight reduction \$1,089 from FYE 2013. This account continues to stabilize after a period of +/- 30% fluctuations.

**Based on Town 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, 2012 valuation set the Town's OPEB liability at approximately \$41.4 million, with an Annual Required Contribution (ARC) of \$3.6 million. These amounts have increased from the July 1, 2011 valuation in which the liability was at \$40.5 million and the ARC was at \$3.6 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 \$6.5 million has been contributed into the trust fund that was set up in FYE 2008. The recommended General Fund Contribution to the OPEB Trust Fund for FYE 2014 is \$1,159,963 with the remainder of \$119,337 being contributed from the Golf Course and Sewer Operating Funds for a total of \$1,279,300.

The net budget impact (NBI) of the \$3.6 million ARC, discussed above, is \$1.6 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 \$1.645 million level.

<b>Ten Year Implementation to Net Budget Impact</b>				
<b>FYE 2014 Proposed Budget</b>				
\$ increase of \$102,600 for FYE 2014 and increases in the next 3 years achieves 100% funding of Net Budget Impact (NBI) of \$1,645,000 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	\$ 98,000	\$ 1,176,700	\$ 6,452,700	9.1%
2014	\$ 102,600	\$ 1,279,300	\$ 7,732,000	8.7%
2015	\$ 111,850	\$ 1,391,150	\$ 9,123,150	8.7%
2016	\$ 121,500	\$ 1,512,650	\$ 10,635,800	8.7%
2017	\$ 132,350	\$ 1,645,000	\$ 12,280,800	8.7%
** 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 minimizing the increase in the 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	OPEB #5170	Heart & Hyper. #5159		
GENERAL FUND :																	
1005-TOWN CLERK	5.00	2.00				3.00					\$44,287	\$94,340	\$582	\$1,314	\$23,868	\$164,390	
1010-EXECUTIVE MANAGEMENT	4.00	4.00									\$50,313	\$75,472	\$466	\$1,051	\$19,094	\$146,395	
1011-INFORMATION TECHNOLOGY	7.00	2.00				5.00					\$25,157	\$132,076	\$815	\$1,839	\$33,415		
1012-HUMAN RESOURCES	4.25	1.25	3.00								\$15,723	\$7,092	\$80,189	\$495	\$1,117	\$20,287	
1013-FINANCE	19.00	4.00		2.00		13.00					\$158,738	\$358,491	\$2,212	\$4,992	\$90,697	\$615,129	
1014-EMERGENCY COMMUNICATIONS	14.75	1.75				13.00					\$136,790	\$278,302	\$1,717	\$3,875	\$70,409	\$491,094	
1024-PUBLIC SAFETY	72.00					4.00		65.00	3.00		\$1,092,242	\$1,358,491	\$8,382	\$18,917	\$343,693	\$3,046,273	
1035-PUBLIC WORKS	52.25	5.75		3.00		12.50	31.00				\$454,709	\$985,849	\$6,083	\$13,728	\$249,416	\$1,709,785	
1046-PLANNING & DEVELOPMENT	16.00	4.00		1.00		11.00					\$133,220	\$301,887	\$1,863	\$4,204	\$78,376	\$517,550	
1051-HUMAN SERVICES	8.00	1.00				7.00					\$57,215	\$150,943	\$931	\$2,102	\$38,188	\$249,380	
1063-LIBRARY	20.00	2.00	1.00			17.00					\$133,560	\$2,364	\$377,359	\$2,328	\$5,255	\$616,336	
1064-PARKS & RECREATION	20.75	3.00	2.25			10.00	5.50				\$148,408	\$5,320	\$391,510	\$2,416	\$5,452	\$652,155	
GENERAL FUND: SUB-TOTAL: FYE 2014	243.00	30.75	6.25	6.00	95.50	36.50	65.00	3.00			\$2,450,362	\$14,776	\$4,584,908	\$28,290	\$63,846	\$8,526,693	
OTHER FUNDS:																	
2010-GOLF COURSE FUND	6.25	1.00	0.75			4.50					\$50,956	\$1,773	\$117,925	\$728	\$1,642	\$202,857	
2020-SEWER FUND	18.75	3.25			3.50	12.00					\$165,540	\$0	\$353,774	\$2,183	\$4,926	\$615,926	
OTHER FUNDS: SUB-TOTAL: FYE 2014	25.00	4.25	0.75	0.00	3.50	16.50	0.00	0.00			\$216,496	\$1,773	\$471,698	\$2,910	\$6,568	\$818,783	
TOTALS - ALL FUNDS—FYE 2014	268.00	35.00	7.00	6.00	99.00	53.00	65.00	3.00			\$2,666,858	\$16,549	\$5,056,606	\$31,200	\$70,414	\$9,346,477	
FYE 2013 Adopted Budget: General & Other											\$2,496,260	\$19,156	\$4,938,840	\$31,200	\$4,054	\$8,891,857	
\$ Change from FYE 2013 to FYE 2014											\$170,598	(\$2,607)	\$117,766	\$0	\$66,360	\$453,620	
% Change from FYE 2013 to FYE 2014											6.8%	-13.6%	2.4%	0.0%	1636.9%	5.1%	





TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Contributions to Other Funds			FUNCTION: Contr. To Other Funds 1077		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 30,000	\$ 200,000	\$ 200,000	\$ 100,000	(50.0%)

**HIGHLIGHTS:**

- Represents General Fund contributions to Other funds. Contributions are being made to the Revaluation Fund (2120) and the Fleet Reserve Fund (6040).
- The contribution to the Revaluation Fund (2120) allows for future revaluations and updating the GIS aerial maps.
- In an effort to replenish the Fleet Fund after several years of underfunding beginning in 2009, it is proposed that for the second year in a row a general fund contribution of \$165,000 be made to the Fleet fund. This amount represents approximately 21% of the recommended general fund vehicle replacement fees which with the 25% contribution in departmental accounts will bring contributions to 46% of the recommended amount. This is a step toward bringing fleet contribution up to the recommended level.

**Final Budget Result:**

During budget deliberations, the Town Council made no changes to this function. The RTM reduced the contribution to the Fleet fund by \$100,000 to \$65,000.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CONTR. TO OTHER FUNDS  
DEPARTMENT: CONTR. TO OTHER FUNDS  
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>							
APPROPRIATION							
Operating Expenses	30,000	200,000	200,000	200,000	200,000	200,000	100,000
Total Appropriation	\$30,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000

<hr/>							
COST CENTERS							
10770 FLEET RESERVE FUND	0	165,000	165,000	165,000	165,000	165,000	65,000
10771 REVALUATION FUND	30,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Cost Centers	\$30,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000

<hr/>							
FINANCING PLAN							
GENERAL FUND	30,000	200,000	200,000	200,000	200,000	200,000	100,000
Total Financing Plan	\$30,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CONTR. TO OTHER FUNDS  
DEPARTMENT: CONTR. TO OTHER FUNDS  
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	30,000	200,000	200,000	200,000	200,000	200,000	100,000
Total Operating Expenses	\$30,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000
GRAND TOTAL	\$30,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Contribution to Other Funds

DEPARTMENT: Contr. to Other Funds  
FUNCTION: Contr. to Other Funds 1077

**CC0 – Fleet Reserve Fund**

- Contributions represent 21% of recommended vehicle replacement fees.

**CC1 – Revaluation Fund**

- Contributions to pay for the expense associated with the State mandated revaluation of real property.

**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** Education

**FUNCTION:** Education 1080

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	\$ 72,562,755	\$ 72,645,500	\$ 72,645,500	\$ 73,662,715	1.4%

**HIGHLIGHTS:**

- As per the Town Charter, the Town Manager submits the Education Budget to the Town Council with no adjustments.

**Final Budget Result:**

During budget deliberations, there were no changes made.

**PERSONNEL:**

- See Board of Education Budget.





**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

<b>DEPARTMENT: Education</b>			<b>FUNCTION: Education 1080</b>		
	<b>ACTUAL FYE 2012</b>	<b>APPROVED ADJUSTED FYE 2013</b>	<b>ESTIMATED FYE 2013</b>	<b>RTM APPROVED FYE 2014</b>	<b>% Change FYE 2013 to FYE 2014</b>
<b>TOTAL</b>	<b>\$ 72,562,755</b>	<b>\$ 72,645,500</b>	<b>\$ 72,645,500</b>	<b>\$ 73,662,715</b>	<b>1.4%</b>

**HIGHLIGHTS:**

- As per the Town Charter, the Town Manager submits the Education Budget to the Town Council with no adjustments.

**Final Budget Result:**

During budget deliberations, there were no changes made.

**PERSONNEL:**

- See Board of Education Budget.



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: EDUCATION SERVICES  
DEPARTMENT: EDUCATION  
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	72,562,755	72,645,500	72,645,500	73,662,715	73,662,715	73,662,715	73,662,715
Total Appropriation	\$72,562,755	\$72,645,500	\$72,645,500	\$73,662,715	\$73,662,715	\$73,662,715	\$73,662,715
<b>COST CENTERS</b>							
10800 EDUCATION SERVICES	72,562,755	72,645,500	72,645,500	73,662,715	73,662,715	73,662,715	73,662,715
Total Cost Centers	\$72,562,755	\$72,645,500	\$72,645,500	\$73,662,715	\$73,662,715	\$73,662,715	\$73,662,715
<b>FINANCING PLAN</b>							
FEDERAL FUNDS	55,977	115,156	55,261	55,261	55,261	55,261	55,261
FEMA REIMBURSEMENT	8,050	0	38,313	0	0	0	0
EDUC COST SHARING	25,358,393	25,625,179	25,625,179	26,712,891	26,712,891	26,712,891	26,712,891
ADULT EDUCATION	106,271	122,161	110,234	115,473	115,473	115,473	115,473
INSTRUCT FOR BLIND	8,290	13,843	29,927	8,290	8,290	8,290	8,290
SPECIAL EDUCATION	1,127,798	1,167,726	1,083,263	1,083,263	1,083,263	1,083,263	1,083,263
TRANSPORT-PRIVATE SCHOOLS	33,859	34,308	25,707	24,923	24,923	24,923	24,923
TRANSPORTATION-GRANTS	289,465	283,132	286,337	0	0	0	0
MAGNET SCHL TRANSPORTATIN	153,576	0	150,000	0	0	0	150,000
NON PUBLIC PUPIL SERVICE	27,821	27,970	29,916	29,916	29,916	29,916	29,916
PUPIL IMPACT AID	3,890,198	3,329,619	3,581,677	3,350,000	3,350,000	3,350,000	3,350,000
TUITION-FR OTHER TOWNS	163,098	166,317	156,706	156,706	156,706	156,706	156,706
OTHR SCHOOL RECEIPTS	72,109	54,075	53,286	53,286	53,286	53,286	53,286
MISC-UNCLASSIFIED	4,127	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	4	0	0	0	0	0	0
GENERAL FUND	41,263,719	41,706,014	41,419,694	42,072,706	42,072,706	42,072,706	41,922,706
Total Financing Plan	\$72,562,755	\$72,645,500	\$72,645,500	\$73,662,715	\$73,662,715	\$73,662,715	\$73,662,715

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: EDUCATION SERVICES  
DEPARTMENT: EDUCATION  
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<hr/>							
OPERATING EXPENSES							
<hr/>							
5230 PYMNTS/CONTRIBUTIONS	72,562,755	72,645,500	72,645,500	73,662,715	73,662,715	73,662,715	73,662,715
Total Operating Expenses	\$72,562,755	\$72,645,500	\$72,645,500	\$73,662,715	\$73,662,715	\$73,662,715	\$73,662,715
GRAND TOTAL	\$72,562,755	\$72,645,500	\$72,645,500	\$73,662,715	\$73,662,715	\$73,662,715	\$73,662,715



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: General Government

FUNCTION: Reserves/Contributions 1075

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,700,000	\$ 3,650,000	\$ 3,650,000	\$ 1,800,000	(50.7%)

**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 (FYE 2012 CAFR)
Adopted Budget	\$ 119,953,958	
50% of General Fund	\$ 59,976,979	
Total Fund Balance	----->	\$ 4,138,255
12% of General Fund	\$ 14,394,475	
Unappropriated F. B.	----->	\$ 730,275

**Final Budget Result:**

During budget deliberations, the Town Council reduced this function by \$600,000 to \$2,000,000. The RTM further reduced it to \$1,800,000.

**PERSONNEL:**

- No personnel charged to this function.



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CAPITAL/DEBT SERVICE  
DEPARTMENT: CAPITAL RESERVE  
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	1,700,000	3,650,000	3,650,000	2,600,000	2,600,000	2,000,000	1,800,000
Total Appropriation	\$1,700,000	\$3,650,000	\$3,650,000	\$2,600,000	\$2,600,000	\$2,000,000	\$1,800,000
<b>COST CENTERS</b>							
10750 CAPITAL RESERVE FUND	1,700,000	3,650,000	3,650,000	2,600,000	2,600,000	2,000,000	1,800,000
Total Cost Centers	\$1,700,000	\$3,650,000	\$3,650,000	\$2,600,000	\$2,600,000	\$2,000,000	\$1,800,000
<b>FINANCING PLAN</b>							
GENERAL FUND	1,700,000	3,650,000	3,650,000	2,600,000	2,600,000	2,000,000	1,800,000
Total Financing Plan	\$1,700,000	\$3,650,000	\$3,650,000	\$2,600,000	\$2,600,000	\$2,000,000	\$1,800,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CAPITAL/DEBT SERVICE  
DEPARTMENT: CAPITAL RESERVE  
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	1,700,000	3,650,000	3,650,000	2,600,000	2,600,000	2,000,000	1,800,000
Total Operating Expenses	\$1,700,000	\$3,650,000	\$3,650,000	\$2,600,000	\$2,600,000	\$2,000,000	\$1,800,000
GRAND TOTAL	\$1,700,000	\$3,650,000	\$3,650,000	\$2,600,000	\$2,600,000	\$2,000,000	\$1,800,000





**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** General Government

**FUNCTION:** Debt Service 1076

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	\$ 4,866,283	\$ 4,583,440	\$ 4,243,891	\$ 4,427,687	(3.4%)

**HIGHLIGHTS:**

- This represents the debt payments including interest expense for long term financing (general obligation bonds).
- The refunding of bonds that occurred in February 2013 reduced the debt service payments in FYE 2013 by \$339,559 and in FYE 2014 by \$48,937.
- In FYE 2013 based on final grant payments made by the State, \$213,646 was transferred from the Phase 1 School Project due to excess revenue associated with the three school projects.

**Town of Groton: General Fund Debt per Capita**

Fiscal Year (FY)	2010	2011	2012	2013	2014
Long Term Debt	\$48,895,000	\$45,700,000	\$42,340,000	\$39,270,000	\$36,205,000
Population	39,551	40,125	40,038	40,038	40,038
Debt per Capita	\$1,236	\$1,139	\$1,057	\$981	\$904
% change from Previous FY	-7.9%	-7.9%	-7.2%	-7.3%	-7.8%

- As noted above the Town's General Fund's debt per capita for FYE 2014 is estimated to be \$904 per capita.
- The State's most recent Municipal Fiscal Indicators (FYE 2011) lists Groton with a total debt (general fund, sewer district and sewer operating) per capita of \$1,587 and ranked Groton #90 out of the 169 municipalities; #1 (New Canaan) was at \$6,480 per capita and #169 (Putnam) was at \$0 per capita. The state average for total debt per capita is \$2,253.

**Final Budget Result:**

During budget deliberations, there were no changes made.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CAPITAL/DEBT SERVICE  
DEPARTMENT: DEBT SERVICE  
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	4,866,283	4,583,440	4,243,891	4,476,627	4,427,687	4,427,687	4,427,687
Total Appropriation	\$4,866,283	\$4,583,440	\$4,243,891	\$4,476,627	\$4,427,687	\$4,427,687	\$4,427,687
<b>COST CENTERS</b>							
10760 GENERAL GOVERNMENT	2,027,795	1,762,265	1,641,852	1,724,155	1,723,793	1,723,793	1,723,793
10761 EDUCATION	2,838,488	2,821,175	2,602,039	2,752,472	2,703,894	2,703,894	2,703,894
Total Cost Centers	\$4,866,283	\$4,583,440	\$4,243,891	\$4,476,627	\$4,427,687	\$4,427,687	\$4,427,687
<b>FINANCING PLAN</b>							
SCHOOL BLDG GRANTS	54,689	0	0	0	0	0	0
INTEREST SUBSIDY PMTS	941	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	0	0	213,646	0	0	0	0
GENERAL FUND	4,810,653	4,583,440	4,030,245	4,476,627	4,427,687	4,427,687	4,427,687
Total Financing Plan	\$4,866,283	\$4,583,440	\$4,243,891	\$4,476,627	\$4,427,687	\$4,427,687	\$4,427,687

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CAPITAL/DEBT SERVICE  
DEPARTMENT: DEBT SERVICE  
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5290 PROFESS/TECHNICAL SE	18	125	50	50	50	50	50
5450 DEBT SERVICE	4,866,265	4,583,315	4,243,841	4,476,577	4,427,637	4,427,637	4,427,637
	-----	-----	-----	-----	-----	-----	-----
Total Operating Expenses	\$4,866,283	\$4,583,440	\$4,243,891	\$4,476,627	\$4,427,687	\$4,427,687	\$4,427,687
	-----	-----	-----	-----	-----	-----	-----
GRAND TOTAL	\$4,866,283	\$4,583,440	\$4,243,891	\$4,476,627	\$4,427,687	\$4,427,687	\$4,427,687

**TOWN OF GROTON**  
**FYE 2014**  
**Town Long Term Debt Payment Schedule**

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/12	FYE 2013 Principal Payment	FYE 2013 Interest Payment	FYE 2014 Principal Payment	FYE 2014 Interest Payment
2013	3,705,000.00	8/1/2005	2	SPV, Welles, Finders, Annex (refunded Dec. 2011)	195,000.00	195,000.00	3,412.50	0.00	0.00
2014	1,570,000.00	11/1/2006	2	SPV Rd (refunded Mar. 2013)	385,000.00	80,000.00	9,375.00	80,000.00	1,600.00
2018	50,000.00	10/15/2007	10	SPV Rd (refunded Mar. 2013)	30,000.00	5,000.00	756.25	5,000.00	281.25
2014	1,200,000.00	10/15/2008	3	Animal Shelter (refunded Dec. 2011)	240,000.00	120,000.00	8,400.00	120,000.00	3,000.00
2030	9,030,000.00	10/15/2009	20	Animal Shelter, Sr Center (refunded Mar. 2013)	8,101,000.00	464,500.00	152,660.63	464,500.00	24,966.88
2025	5,675,000.00	12/13/2011	14	General Purpose (Dec. 2011 refunding)	5,675,000.00	418,000.00	182,805.00	608,000.00	172,545.00
2030	6,752,000.00	3/12/2013	18	General Purpose (Mar. 2013 refunding)	0.00	0.00	12,869.86	0.00	243,850.00
				<b>Totals</b>	<b>14,626,000.00</b>	<b>1,282,500.00</b>	<b>370,279.24</b>	<b>1,277,500.00</b>	<b>446,243.13</b>

**Debt Service Payment FYE 2013 through FYE 2030**

Function #10760-General Government			
FYE	Principal	Interest	FYE Total
2013	1,282,500.00	370,279.24	1,652,779.24
2014	1,277,500.00	446,243.13	1,723,743.13
2015	1,263,500.00	408,369.38	1,671,869.38
2016	1,244,000.00	367,835.00	1,611,835.00
2017	1,214,000.00	327,080.00	1,541,080.00
2018	837,000.00	290,470.00	1,127,470.00
2019	832,000.00	257,355.00	1,089,355.00
2020	708,000.00	225,741.25	933,741.25
2021	692,000.00	198,887.50	890,887.50
2022	697,000.00	171,107.50	868,107.50
2023	700,000.00	143,827.50	843,827.50
2024	696,000.00	117,867.50	813,867.50
2025	689,000.00	92,153.75	781,153.75
2026	506,000.00	68,940.00	574,940.00
2027	506,000.00	48,700.00	554,700.00
2028	427,000.00	32,175.00	459,175.00
2029	432,000.00	19,290.00	451,290.00
2030	427,000.00	6,405.00	433,405.00

**TOWN OF GROTON**  
**FYE 2014**  
**Education Long Term Debt Payment Schedule**

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/12	FYE 2013 Principal Payment	FYE 2013 Interest Payment	FYE 2014 Principal Payment	FYE 2014 Interest Payment
2013	1,300,000.00	08/01/2005	2	Schools (refunded Dec. 2011)	70,000.00	70,000.00	1,225.00	0.00	0.00
2014	15,000,000.00	11/01/2006	2	Schools (refunded Mar. 2013)	3,750,000.00	750,000.00	90,750.00	750,000.00	15,000.00
2028	15,450,000.00	10/15/2007	20	Schools (refunded Mar. 2013)	12,370,000.00	770,000.00	272,431.25	770,000.00	43,312.50
2014	3,100,000.00	10/15/2008	3	Schools (refunded Dec. 2011)	310,000.00	155,000.00	10,850.00	155,000.00	3,875.00
2030	645,000.00	10/15/2009	20	Schools (refunded Dec. 2011)	584,000.00	30,500.00	10,970.63	30,500.00	1,639.38
2029	10,630,000.00	12/13/2011	18	Schools (Dec. 2011 refunding)	10,630,000.00	12,000.00	392,807.50	82,000.00	391,867.50
2030	12,308,000.00	03/12/2013	18	Schools (Mar. 2013 refunding)	0.00	0.00	24,314.72	0.00	460,700.00
				<b>Totals</b>	<b>27,714,000.00</b>	<b>1,787,500.00</b>	<b>803,349.10</b>	<b>1,787,500.00</b>	<b>916,394.38</b>

**Debt Service Payment FYE 2013 through FYE 2030**

Function #10761 - Education			
FYE	Principal	Interest	FYE Total
2013	1,787,500.00	803,349.10	2,590,849.10
2014	1,787,500.00	916,394.38	2,703,894.38
2015	1,776,500.00	852,193.13	2,628,693.13
2016	1,746,000.00	796,277.50	2,542,277.50
2017	1,756,000.00	738,907.50	2,494,907.50
2018	1,743,000.00	676,742.50	2,419,742.50
2019	1,743,000.00	606,032.50	2,349,032.50
2020	1,747,000.00	532,433.75	2,279,433.75
2021	1,743,000.00	463,700.00	2,206,700.00
2022	1,738,000.00	394,080.00	2,132,080.00
2023	1,725,000.00	327,222.50	2,052,222.50
2024	1,719,000.00	265,520.00	1,984,520.00
2025	1,731,000.00	202,108.75	1,933,108.75
2026	1,709,000.00	134,853.75	1,843,853.75
2027	1,659,000.00	68,406.25	1,727,406.25
2028	903,000.00	21,318.75	924,318.75
2029	173,000.00	4,110.00	177,110.00
2030	33,000.00	495.00	33,495.00



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 6/30/2012 (including interest & lien fees)	\$77,638,571
Total Tax Collections (including interest & lien fees) of coterminous municipalities	\$13,427,793
Reimbursement for Revenue Loss from Tax Relief for the elderly	\$2,000
Base for Establishing Debt Limit (per State Statute)	<u>\$91,068,364</u>

<b>Debt Limits (per State Statute)</b>	<b>General Purpose</b>	<b>Schools</b>	<b>Sewers</b>	<b>Urban Renewal</b>	<b>Unfunded Pension</b>	<b>Total Debt</b>
General Purpose (2.25 times base)	\$204,903,819					
Schools (4.50 times base)		\$409,807,638				
Sewers (3.75 times base)			\$341,506,365			
Urban Renewal (3.25 times base)				\$295,972,184		
Unfunded Pension (3.00 times base)					\$273,205,093	
<b>Total Debt (7.0 times base)</b>						<b>\$637,478,549</b>
<b>Indebtedness</b>						
Bonds	\$14,626,000	\$27,714,000	\$5,650,000	\$0	\$0	\$47,990,000
Auth. and Unissued	\$1,618,137	\$2,910,459	\$0	\$0	\$0	\$4,528,596
Underlying Debt: **						
Bonds & Serial Notes	\$4,742,756	\$0	\$765,000	\$0	\$0	\$5,507,756
Authorized & Unissued	\$250,000	\$0	\$0	\$0	\$0	\$250,000
<b>Total Indebtedness</b>	<b>\$21,236,893</b>	<b>\$30,624,459</b>	<b>\$6,415,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,276,352</b>
Excess of State Limit Over Outstanding and Amortized Debt	\$183,666,926	\$379,183,179	\$335,091,365	\$295,972,184	\$273,205,093	\$579,202,197
Percentage of Total Debt to State Debt Limit	10.4%	7.5%	1.9%	0.0%	0.0%	9.1%

\*\*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 9.1% 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 proposed budget, the Town's debt service payment for FYE 2014 will be at 3.6% of expenditures.

**TOWN OF GROTON**  
FYE 2014

**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.

<b>A) CALCULATION OF 4% AND 2% FIGURES</b>		FYE 2014 Adopted
Total General Fund Budget (GFB)		\$119,953,958
Calculate 4% of GFB		\$4,798,158
<b>B) DEBT &amp; CAPITAL % CALCULATION</b>		FYE 2014 Adopted
<b>B1) Outstanding Debt Payments:</b>		
Total Debt Payments (#1076)		\$4,427,687
<b>Total Debt payments</b>		\$4,427,687
<b>B2) Capital Reserve Contribution:</b>		
Capital Reserve (#10750)		\$1,800,000
<b>Total Capital Reserve</b>		\$1,800,000
<b>Total Debt &amp; Capital</b>		\$6,227,687
% of Debt Payments & Contribution to Capital Reserve to GFB		5.2%
	\$ Amount over 4% allocation	\$ 1,429,529
<b>C) CONTINGENCY &amp; % CALCULATION</b>		FYE 2014 Adopted
<b>Contingency (#10741)</b>		\$350,000
% of Contingency to GFB (= or < 2%)		0.3%





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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Regional Agencies 1007

Department: Outside Agencies

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FUNCTION DESCRIPTION:

Town of Groton representatives/members 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.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Council of Governments	42	44	42
Southeastern Connecticut Enterprise Region	39	41	40
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 2013;	47	48	48
Southeastern CT Regional Probate Court - weighted workload	5100	5100	5100

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TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: REGIONAL AGENCIES  
FUNCTION: REGIONAL AGENCIES 1007

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	127,235	136,725	136,725	134,620	134,620	131,125	131,125
Total Operating Expenses	\$127,235	\$136,725	\$136,725	\$134,620	\$134,620	\$131,125	\$131,125
GRAND TOTAL	\$127,235	\$136,725	\$136,725	\$134,620	\$134,620	\$131,125	\$131,125

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Outside Agencies

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.



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TOWN OF GROTON

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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.

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FUNCTION ACTIVITIES:

	<u>Actual 2011</u>	<u>Actual 2012</u>
# Calls for service- Groton Ambulance	4,755	5,009
# Calls for service- Mystic River Ambulance	2,227	2,329
	(Approx. 58% are Groton calls)	



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Ambulance Services			FUNCTION: Ambulance Services 1026		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 115,705	\$ 117,951	\$ 117,951	\$ 144,455	22.5%

**HIGHLIGHTS:**

- Groton Ambulance requested \$106,955 which is \$25,004 or 31% more than was approved in FYE '2013
- Mystic River Ambulance requested \$37,500 which is a \$1,500 or 4.2% increase from their approved FYE 2013 budget.

**Final Budget Result:**

During budget deliberations, the Town Council decreased Groton Ambulance by \$25,004 for the proposed bundle billing change with Lawrence and Memorial Paramedics. The RTM added back the \$25,004 for Groton Ambulance.

**PERSONNEL:**

- No personnel charged to this function.



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: AMBULANCE SERVICES  
FUNCTION: AMBULANCE SERVICES 1026

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	115,705	117,951	117,951	144,455	144,455	119,451	144,455
Total Appropriation	\$115,705	\$117,951	\$117,951	\$144,455	\$144,455	\$119,451	\$144,455
<b>COST CENTERS</b>							
10260 GROTON AMBULANCE	81,955	81,951	81,951	106,955	106,955	81,951	106,955
10261 MYSTIC RIVER AMBUL	33,750	36,000	36,000	37,500	37,500	37,500	37,500
Total Cost Centers	\$115,705	\$117,951	\$117,951	\$144,455	\$144,455	\$119,451	\$144,455
<b>FINANCING PLAN</b>							
GENERAL FUND	115,705	117,951	117,951	144,455	144,455	119,451	144,455
Total Financing Plan	\$115,705	\$117,951	\$117,951	\$144,455	\$144,455	\$119,451	\$144,455

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: AMBULANCE SERVICES  
FUNCTION: AMBULANCE SERVICES 1026

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	115,705	117,951	117,951	144,455	144,455	119,451	144,455
Total Operating Expenses	\$115,705	\$117,951	\$117,951	\$144,455	\$144,455	\$119,451	\$144,455
GRAND TOTAL	\$115,705	\$117,951	\$117,951	\$144,455	\$144,455	\$119,451	\$144,455

TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Outside Agencies

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.



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Health/Svc/Cultural Agencies			FUNCTION: Health/Svc/Cultural Agencies 1054		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,611,628	\$ 1,598,889	\$ 1,598,889	\$ 1,620,357	1.3%

**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 increased \$775 or 0.3% based on population estimates of its member communities and a per capital charge of \$6.88 which is 3 cents higher than FYE 2013. The recommended contribution of \$275,462 includes a contribution of \$71,339 for the City of Groton.
- VNA/School Health FYE 2014 request is \$1,142,571 which is a \$22,293 or 2% increase over FYE 2013. The VNA account Health Promotion is proposed to be funded at the same amount as FYE 2013 (\$68,820).
- Housing Authority sewer use payments of \$57,954.
- Outside Agency requests are reviewed by a committee of town employees and their recommendations are forwarded to the Town Manager. Requests received totaled \$102,115 the committee recommended funding in the amount of \$55,750, which is a \$1,250 or a 2.2% decrease from FYE 2013.
- Marine sewage disposal pertains to expenses related to providing pump out boat service along our coastal waters. The same level of funding as FYE 2013 (\$19,980) is recommended for FYE 2014. Total program costs exceeds \$250,000.

**Final Budget Result:**

During budget deliberations, the Town Council reduced Ledge Light Health District by \$170. The RTM sustained this change.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC  
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	1,611,628	1,598,889	1,598,889	1,666,892	1,620,527	1,620,357	1,620,357
Total Appropriation	\$1,611,628	\$1,598,889	\$1,598,889	\$1,666,892	\$1,620,527	\$1,620,357	\$1,620,357
<b>COST CENTERS</b>							
10540 LEDGELIGHT HEALTH	270,925	274,857	274,857	275,632	275,632	275,462	275,462
10541 VNA (SCHOOL HEALTH)	1,135,638	1,120,278	1,120,278	1,142,571	1,142,571	1,142,571	1,142,571
10542 VNA (HEALTH PROMO)	76,785	68,820	68,820	68,820	68,820	68,820	68,820
10544 HOUSING AUTHORITY	54,800	57,954	57,954	57,954	57,954	57,954	57,954
10545 SERVICE AGENCIES	52,500	56,000	56,000	98,865	54,500	54,500	54,500
10546 CULTURAL AGENCIES	1,000	1,000	1,000	3,250	1,250	1,250	1,250
10547 MARINE SEWAGE DISP.	19,980	19,980	19,980	19,800	19,800	19,800	19,800
Total Cost Centers	\$1,611,628	\$1,598,889	\$1,598,889	\$1,666,892	\$1,620,527	\$1,620,357	\$1,620,357
<b>FINANCING PLAN</b>							
HOUS AUTH-SHELTER RENT	51,107	50,600	50,600	54,470	54,470	54,470	54,470
GENERAL FUND	1,560,521	1,548,289	1,548,289	1,612,422	1,566,057	1,565,887	1,565,887
Total Financing Plan	\$1,611,628	\$1,598,889	\$1,598,889	\$1,666,892	\$1,620,527	\$1,620,357	\$1,620,357



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC  
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>OPERATING EXPENSES</b>							
5220 UTILITIES/FUEL/MILEA	54,800	57,954	57,954	57,954	57,954	57,954	57,954
5230 PYMNTS/CONTRIBUTIONS	1,556,828	1,540,935	1,540,935	1,608,938	1,562,573	1,562,403	1,562,403
<b>Total Operating Expenses</b>	<b>\$1,611,628</b>	<b>\$1,598,889</b>	<b>\$1,598,889</b>	<b>\$1,666,892</b>	<b>\$1,620,527</b>	<b>\$1,620,357</b>	<b>\$1,620,357</b>
<b>GRAND TOTAL</b>	<b>\$1,611,628</b>	<b>\$1,598,889</b>	<b>\$1,598,889</b>	<b>\$1,666,892</b>	<b>\$1,620,527</b>	<b>\$1,620,357</b>	<b>\$1,620,357</b>

SUMMARY OF OUTSIDE AGENCIES				
Agency	Approved FYE 2013	Requested FYE 2014	Proposed FYE 2014	Approved FYE 2014
Community Health Center, Inc. (CHC)	\$5,000	\$5,000	\$5,000	\$5,000
New London Homeless Hospitality Center, Inc.	\$6,000	\$6,000	\$6,000	\$6,000
SCADD	\$2,000	\$4,000	\$2,000	\$2,000
Safe Futures, Inc. (Formerly The Women's Center of Southeastern, CT Inc.	\$10,000	\$14,000	\$10,000	\$10,000
Big Brothers Big Sisters of Southeastern CT	\$7,500	\$7,500	\$7,500	\$7,500
ARC of New London County Inc.	\$0	\$2,500	\$0	\$0
Connecticut Legal Services	\$12,000	\$13,000	\$10,000	\$10,000
TVCCA, Inc.	\$500	\$3,000	\$0	\$0
United Community and Family Services, Inc.				
Dental Health Services	\$2,000	\$11,500	\$2,000	\$2,000
Adult Day Care	\$0	\$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 of Southeastern CT	\$1,000	\$4,000	\$1,000	\$1,000
Mystic Area Shelter and Hospitality Inc.	\$6,000	\$10,000	\$6,000	\$6,000
Sexual Assault Crisis Center of Eastern CT, Inc.	\$0	\$2,000	\$0	\$0
Senior Resources Agency on Aging (*New*)	\$0	\$6,565	\$1,000	\$1,000
<b>SUBTOTAL - Social Services #10545</b>	<b>\$56,000</b>	<b>\$98,865</b>	<b>\$54,500</b>	<b>\$54,500</b>
Eastern Connecticut Symphony	\$1,000	\$3,000	\$1,000	\$1,000
Noank Mystic Community Band	\$0	\$250	\$250	\$250
<b>SUBTOTAL - Cultural #10546</b>	<b>\$1,000</b>	<b>\$3,250</b>	<b>\$1,250</b>	<b>\$1,250</b>
<b>TOTAL - GRANTS</b>	<b>\$57,000</b>	<b>\$102,115</b>	<b>\$55,750</b>	<b>\$55,750</b>

TOWN OF GROTON  
FYE 2014 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 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Other Libraries

FUNCTION: Other Libraries 1065

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 193,000	\$ 190,000	\$ 190,000	\$ 190,000	0.0%

**HIGHLIGHTS:**

- Mystic & Noank Library is requesting \$188,000 which is \$18,000 or 10.6% increase over their FYE 2013 appropriation.
- Bill Memorial Library is requesting \$20,000 which is the same amount they received in FYE 2013.

**Final Budget Result:**

During budget deliberations, the Town Council reduced the Mystic & Noank Library funding to \$170,000 which is the same as FYE 2013. The RTM sustained this change.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: OTHER LIBRARIES  
FUNCTION: OTHER LIBRARIES 1065

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	193,000	190,000	190,000	208,000	208,000	190,000	190,000
Total Appropriation	\$193,000	\$190,000	\$190,000	\$208,000	\$208,000	\$190,000	\$190,000
<b>COST CENTERS</b>							
10650 MYSTIC NOANK LIBRARY	173,000	170,000	170,000	188,000	188,000	170,000	170,000
10651 BILL MEMORIAL LIBRAR	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Cost Centers	\$193,000	\$190,000	\$190,000	\$208,000	\$208,000	\$190,000	\$190,000
<b>FINANCING PLAN</b>							
GENERAL FUND	193,000	190,000	190,000	208,000	208,000	190,000	190,000
Total Financing Plan	\$193,000	\$190,000	\$190,000	\$208,000	\$208,000	\$190,000	\$190,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: OTHER LIBRARIES  
FUNCTION: OTHER LIBRARIES 1065

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	193,000	190,000	190,000	208,000	208,000	190,000	190,000
Total Operating Expenses	\$193,000	\$190,000	\$190,000	\$208,000	\$208,000	\$190,000	\$190,000
GRAND TOTAL	\$193,000	\$190,000	\$190,000	\$208,000	\$208,000	\$190,000	\$190,000





TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions			FUNCTION: City of Groton 1090		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 4,270,850	\$ 4,622,557	\$ 4,622,242	\$ 4,272,278	(7.6%)

**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 48.5% of the City's Police budget as the cost of Supervision salary & benefits, outside charges and parking tickets are excluded from the request (\$2,301,288 vs. \$2,362,831, FYE 2013 request). The requested payment for Highways is approximately 96.7% of the City's Highway Maintenance budget when the cost of Outside Charges and State Aid is factored out (\$2,169,687 vs. \$3,012,280, FYE 2013 request).
- The City of Groton's budget request represents a decrease of \$109,074 or 2.4% from their FYE 2013 appropriation. Their request for Police services has increased \$47,536 or 2.1% over FYE 2013; their Highway budget request has decreased \$156,610 or 6.9% from their FYE 2013 appropriation.
- The City Mayor has submitted their Police budget with a request for capital items; document scanning, MDT replacement, 9 bulletproof vests (\$22,417).
- The City Mayor has submitted their Public Works' budget with a request for 2 pick-ups and one 550 plow truck (\$129,000).
- The Town pays for Street Lighting expenses associated with the City (\$116,162) and the expenditures will be charged here.
- The Town reimburses the City for its Health District contribution (1054); for FYE 2014 this would be \$71,383.

**Final Budget Result:**

During budget deliberations, the Town Council reduced the City Highway by \$243,170 and City Police by \$233,379. The RTM added back the \$233,379 to Police.

- See City of Groton's budget request.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	4,270,850	4,622,557	4,622,242	4,515,448	4,515,448	4,038,899	4,272,278
Total Appropriation	\$4,270,850	\$4,622,557	\$4,622,242	\$4,515,448	\$4,515,448	\$4,038,899	\$4,272,278
<b>COST CENTERS</b>							
10900 POLICE	2,221,752	2,253,752	2,253,752	2,301,288	2,301,288	2,067,909	2,301,288
10901 HIGHWAY MAINTENANCE	1,935,422	2,254,608	2,254,608	2,097,998	2,097,998	1,854,828	1,854,828
10904 STREET LIGHTING	113,676	114,197	113,882	116,162	116,162	116,162	116,162
Total Cost Centers	\$4,270,850	\$4,622,557	\$4,622,242	\$4,515,448	\$4,515,448	\$4,038,899	\$4,272,278
<b>FINANCING PLAN</b>							
GENERAL FUND	4,270,850	4,622,557	4,622,242	4,515,448	4,515,448	4,038,899	4,272,278
Total Financing Plan	\$4,270,850	\$4,622,557	\$4,622,242	\$4,515,448	\$4,515,448	\$4,038,899	\$4,272,278

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5220 UTILITIES/FUEL/MILEA	113,676	114,197	113,882	116,162	116,162	116,162	116,162
5230 PYMNTS/CONTRIBUTIONS	4,157,174	4,508,360	4,508,360	4,399,286	4,399,286	3,922,737	4,156,116
	-----	-----	-----	-----	-----	-----	-----
Total Operating Expenses	\$4,270,850	\$4,622,557	\$4,622,242	\$4,515,448	\$4,515,448	\$4,038,899	\$4,272,278
GRAND TOTAL	\$4,270,850	\$4,622,557	\$4,622,242	\$4,515,448	\$4,515,448	\$4,038,899	\$4,272,278





TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions			FUNCTION: Groton Long Point 1091		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 366,474	\$ 359,825	\$ 359,825	\$ 505,789	40.6%

**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.
- Groton Long Point's budget request represents an increase of \$258,100 or 74.5% from the FYE 2013 appropriation. The Police budget request of \$334,100, is an increase of \$133,600 or 66.6% over the FYE 2013 appropriation. The Highway budget request of \$270,500 is a \$124,500 or 85.3% increase over the FYE 2013 appropriation.
- Groton Long Point Association has requested a new vehicle; 4 wheel drive with tool boxes (\$28,500).
- The Town pays for Street Lighting expenses associated with Groton Long Point (\$13,789) and the expenditures will be charged here.

**Final Budget Result:**

During budget deliberations, the Town Council reduced GLP Highway by \$28,500 (new truck) and GLP Police by \$334,100. The Council stated that the Town Police department is willing to patrol Groton Long Point if they wish. The RTM added back \$250,000 for Police.

**PERSONNEL:**

- See Groton Long Point Association's budget request.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	366,474	359,825	359,825	618,389	618,389	255,789	505,789
Total Appropriation	\$366,474	\$359,825	\$359,825	\$618,389	\$618,389	\$255,789	\$505,789
<b>COST CENTERS</b>							
10910 POLICE	200,500	200,500	200,500	334,100	334,100	0	250,000
10911 HIGHWAY MAINTENANCE	152,500	146,000	146,000	270,500	270,500	242,000	242,000
10912 STREET LIGHTING	13,474	13,325	13,325	13,789	13,789	13,789	13,789
Total Cost Centers	\$366,474	\$359,825	\$359,825	\$618,389	\$618,389	\$255,789	\$505,789
<b>FINANCING PLAN</b>							
GENERAL FUND	366,474	359,825	359,825	618,389	618,389	255,789	505,789
Total Financing Plan	\$366,474	\$359,825	\$359,825	\$618,389	\$618,389	\$255,789	\$505,789



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5220 UTILITIES/FUEL/MILEA	13,474	13,325	13,325	13,789	13,789	13,789	13,789
5230 PYMNTS/CONTRIBUTIONS	353,000	346,500	346,500	604,600	604,600	242,000	492,000
-----							
Total Operating Expenses	\$366,474	\$359,825	\$359,825	\$618,389	\$618,389	\$255,789	\$505,789
-----							
GRAND TOTAL	\$366,474	\$359,825	\$359,825	\$618,389	\$618,389	\$255,789	\$505,789



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Subdivisions			FUNCTION: Fire Districts PILOT 1092		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 246,012	\$ 246,012	\$ 246,012	\$ 246,012	0.0%

**HIGHLIGHTS:**

- There are two components to the Fire District PILOT program:
  - 1) For FYE 2014, the Governor is proposing the repeal of the program that allocated an "in lieu of real estate taxes" payment which was intended to reimburse the Town for services to State-owned properties. The Governor proposes that an amount equal to the state PILOT be incorporated into the Education Cost Sharing Grant. For FYE 2014, it is proposed to continue the previous allocation of (\$121,012).
  - 2) Fire District mill taxes 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 2014, the overall payment is the same as FYE 2013 (\$125,000).

**Final Budget Result:**

During budget deliberations, the Town Council voted to hold payments until all of the Fire Districts show up together before the Council. The RTM made no change to this fund.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
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
<b>COST CENTERS</b>							
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
<b>FINANCING PLAN</b>							
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 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SUBDIVISIONS  
DEPARTMENT: SUBDIVISIONS  
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
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





TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Non-Departmentals

FUNCTION: Contingency 1074

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM ADOPTED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ -	\$ 275,608	\$ 171,010	\$ 350,000	27.0%

**HIGHLIGHTS:**

- This represents the amount of funds set aside for unforeseen expenses.
- 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.

General Contingency: represents the amount of funds set aside for unforeseen expenses that may occur within the fiscal year.

Recent General Contingency Experience:

FYE 2013; \$450,000 was appropriated and \$174,392 was transferred to Probate and town departmental functions. It is anticipated that another \$104,648 will be transferred to Legal Services and Public Works functions leaving a balance of \$170,960.

FYE 2012; \$350,000 was appropriated and \$223,000 was transferred to Capital Reserve and Voter Registration leaving a balance of \$127,000.

FYE 2011; \$350,000 was appropriated and \$237,545 was transferred to Town Clerk, Voter Registration and Public Works functions leaving a balance of \$112,455.

FYE 2010; \$350,000 was appropriated and \$247,725 was 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 Legal Services, Public Safety and Public Works leaving a balance of \$18,525.

**Final Budget Result:**

During budget deliberations, the Town Council reduced this function by \$96,329 which is the amount needed to fund a 2% contract increase for members of the GMEA/CILU. The RTM increased this fund to the original \$350,000.

**PERSONNEL:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CONTINGENCY  
DEPARTMENT: CONTINGENCY  
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	0	275,608	183,608	350,000	350,000	253,671	350,000
Total Appropriation	\$0	\$275,608	\$183,608	\$350,000	\$350,000	\$253,671	\$350,000
<b>COST CENTERS</b>							
10741 GENERAL CONTINGENCY	0	275,608	183,608	350,000	350,000	253,671	350,000
Total Cost Centers	\$0	\$275,608	\$183,608	\$350,000	\$350,000	\$253,671	\$350,000
<b>FINANCING PLAN</b>							
GENERAL FUND	0	275,608	183,608	350,000	350,000	253,671	350,000
Total Financing Plan	\$0	\$275,608	\$183,608	\$350,000	\$350,000	\$253,671	\$350,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: CONTINGENCY  
DEPARTMENT: CONTINGENCY  
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5499 CONTINGENCY	0	275,608	183,608	350,000	350,000	253,671	350,000
-----							
Total Operating Expenses	\$0	\$275,608	\$183,608	\$350,000	\$350,000	\$253,671	\$350,000
-----							
GRAND TOTAL	\$0	\$275,608	\$183,608	\$350,000	\$350,000	\$253,671	\$350,000

TOWN OF GROTON

Fiscal Year Ending 2014

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 2012	Estimated Fund Balance FYE 2013	FYE 2014 Adopted Revenues	FYE 2014 Adopted Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
General (100)	\$11,010,407	\$11,086,263	\$117,940,098	\$119,953,958	\$9,072,403	7.56%
Golf Course (201)	\$27,655	\$37,680	\$1,184,500	\$1,180,203	\$41,977	3.56%
Sewer Operating (202)	\$2,730,167	\$2,130,524	\$5,741,627	\$6,044,183	\$1,827,968	30.24%
Solid Waste (203)	\$1,532,886	\$1,443,082	\$2,238,916	\$2,548,129	\$1,133,869	44.50%
Mumford Cove (206)	\$958	\$691	\$20,678	\$21,078	\$291	1.38%
Revaluation (212)	\$105,546	\$141,436	\$35,890	\$5,000	\$172,326	3446.52%
Parks & Rec Programs (324)	\$370,656	\$355,380	\$946,697	\$973,849	\$328,228	33.70%
Connecticard (331)	\$120,866	\$105,664	\$33,500	\$59,788	\$79,376	132.76%
Sewer District (401)	\$2,136,856	\$1,616,511	\$631,810	\$1,181,810	\$1,066,511	90.24%
Capital Reserve (501)	\$1,065,310	\$1,506,480	\$2,631,700	\$2,419,000	\$1,719,180	71.07%
Fleet Reserve (604)	\$1,014,264	\$747,658	\$1,307,572	\$1,195,591	\$859,639	71.90%
Computer Replcmnt (605)	\$408,284	\$376,801	\$79,402	\$58,960	\$397,243	673.75%
Human Serv Asst fund (732)	\$140,041	\$110,511	\$770	\$40,000	\$71,281	178.20%
Total All Funds	\$20,663,896	\$19,658,681	\$132,793,160	\$135,681,549	\$16,770,292	12.36%



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TOWN OF GROTON

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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 16<sup>th</sup> and 17<sup>th</sup> 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 provides a 5.25% return/contribution to the General Fund. Fees collected also pay all employee salaries and benefits, post-employment benefits, facility insurance and all operating expenses.

Golf rates for the 2013 season passes and daily green fees were unchanged from the 2012 rates. Greens fees range between \$21 and \$47. Afternoon, twilight, and winter rates will continue to be offered.

GOALS:

To provide a quality, enjoyable golf experience by operating and maintaining high quality facilities, providing excellent customer service and utilizing sound fiscal and environmental operating practices.

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FUNCTION ACTIVITIES:

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
# Greens Fee Rounds	21,613	22,586	22,812
# Season Pass Rounds	11,468	11,757	11,875
# Cart Rounds	13,845	14,827	14,975
# Season Passes	251	256	259

**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

DEPARTMENT: Parks and Recreation			FUNCTION: Shennecossett Golf Course 2010		
	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,113,362	\$ 1,171,427	\$ 1,162,979	\$ 1,180,203	0.7%

**HIGHLIGHTS:**

- The overall increase in this budget is \$8,776 or 0.7%. Personnel services are up \$13,732 and Operating expenses are down \$4,956.
- Personnel Services is up primarily due to wage increases and contractual step increases.
- Part time personnel (5102) decreased due to a reduction in pro shop attendant hours and the refilling of the assistant pro position at a reduced rate.
- Seasonal personnel (5103) decreased due to the anticipation of more new hires instead of rehires.
- Advertising (5201) was reduced by \$3,000; increased use of no/low cost internet marketing venues.
- Payment/Contributions (5230) represents a 5.25% (\$58,869) contribution/return to the General Fund.
- Changing from Chelsea POS to Golf Trac will save \$1,500 in software maintenance fees (5261)
- Contractual services (5290) increased due to credit card processing fees.

**Revenue**

- The proposed rates for FYE 2013 season pass are the same as 2012, off peak times rates were reduced to better align with market rates.
- Revenue projections for FYE 2014 (\$1,184,500) reflect a 1% increase over the FYE 2013 revenue estimates.
- An operating surplus of \$4,297 is projected for FYE 2013.

**Final Budget Result:**

During budget deliberations, no changes were made.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$27,655	\$37,680	\$1,184,500	\$1,180,203	\$41,977	3.6%

**PERSONNEL CHANGES/HISTORY:**

FYE 2013 - 25% of Golf Course Superintendent salary transferred to Parks and Recreation.

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
6.5	6.5	6.25	6.25	6.25	6.25



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PARKS & RECREATION  
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	698,516	735,968	729,791	749,881	749,700	749,700	749,700
Operating Expenses	414,849	435,459	433,188	423,853	430,503	430,503	430,503
<b>Total Appropriation</b>	<b>\$1,113,365</b>	<b>\$1,171,427</b>	<b>\$1,162,979</b>	<b>\$1,173,734</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>
<b>COST CENTERS</b>							
20100 GROUNDS MAINTENANCE	736,297	782,562	782,545	805,795	798,026	798,026	798,026
20101 CUSTOMER SERVICE	272,375	270,408	259,211	248,316	250,696	250,696	250,696
20102 LEADERSHIP/GEN SUPPT	104,693	118,457	121,223	119,623	131,481	131,481	131,481
<b>Total Cost Centers</b>	<b>\$1,113,365</b>	<b>\$1,171,427</b>	<b>\$1,162,979</b>	<b>\$1,173,734</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>
<b>FINANCING PLAN</b>							
SALE OF FIXED ASSETS	525	0	0	0	0	0	0
MISC-UNCLASSIFIED	1,254	0	0	0	0	0	0
SEASON MEMBERSHIPS	284,809	298,000	290,451	293,446	293,446	293,446	293,446
GREENS FEES	635,960	663,000	653,648	660,184	660,184	660,184	660,184
CART RENTALS	177,077	175,000	196,505	198,470	198,470	198,470	198,470
LEASE FEES	31,200	32,400	32,400	32,400	32,400	32,400	32,400
FUND BALANCE APPLIED	0	3,027	0	0	0	0	0
<b>Total Financing Plan</b>	<b>\$1,130,825</b>	<b>\$1,171,427</b>	<b>\$1,173,004</b>	<b>\$1,184,500</b>	<b>\$1,184,500</b>	<b>\$1,184,500</b>	<b>\$1,184,500</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PARKS & RECREATION  
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	367,904	370,278	378,847	387,194	387,194	387,194	387,194
5102 PART TIME PERSONNEL	45,517	46,885	41,000	36,945	39,689	39,689	39,689
5103 SEASONAL PERSONNEL	27,266	25,760	25,760	24,360	24,360	24,360	24,360
5104 OVERTIME PAY	34,873	41,300	41,300	43,000	43,000	43,000	43,000
5105 LONGEVITY PAY	2,325	2,408	2,408	2,480	2,480	2,480	2,480
5109 SALARY ADJUSTMENTS	0	9,066	0	0	0	0	0
5111 PREMIUM PAY/OUT OF C	7,913	9,500	9,500	9,900	9,500	9,500	9,500
5116 WAGE CONTINUATION	3,920	0	0	0	0	0	0
5117 ALLOWANCES	1,000	2,260	2,260	2,260	1,898	1,898	1,898
5151 SOCIAL SECURITY	36,654	38,127	38,332	38,721	38,721	38,721	38,721
5152 RETIREMENT	46,147	47,475	47,475	52,729	52,729	52,729	52,729
5153 HEALTH INSURANCE	124,237	114,750	114,750	120,208	117,925	117,925	117,925
5155 WORKER'S COMP	0	94	94	1,636	1,642	1,642	1,642
5158 LIFE INSURANCE	760	725	725	725	728	728	728
5170 OTHER POSTEMPLOY BEN	0	27,340	27,340	29,723	29,834	29,834	29,834
<b>Total Personnel Services</b>	<b>\$698,516</b>	<b>\$735,968</b>	<b>\$729,791</b>	<b>\$749,881</b>	<b>\$749,700</b>	<b>\$749,700</b>	<b>\$749,700</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	8,240	5,000	2,010	2,000	2,000	2,000	2,000
5210 PROFESS DEVELOP/TRAI	2,713	3,955	3,200	3,955	3,655	3,655	3,655
5220 UTILITIES/FUEL/MILEA	121,577	131,172	131,172	131,590	131,590	131,590	131,590
5230 PYMNTS/CONTRIBUTIONS	67,801	62,857	61,701	51,620	63,570	63,570	63,570
5260 REPAIRS & MAINT-FAC/	250	0	720	0	0	0	0
5261 SOFTWARE MAINT FEES	1,500	1,500	0	0	0	0	0
5280 INSURANCE/RISK MGMT	16,865	18,700	18,010	20,103	20,103	20,103	20,103
5281 OCCUPATIONAL HEALTH	1,086	900	900	900	900	900	900
5290 PROFESS/TECHNICAL SE	72,061	66,118	70,218	67,876	67,876	67,876	67,876
5300 MATERIALS & SUPPLIES	55,987	74,300	74,300	74,300	70,300	70,300	70,300
5310 VEHICLE OPER/MAINT	15,327	15,000	15,000	15,000	14,000	14,000	14,000
5315 VEHICLE REPLACEMENT	49,367	53,882	53,882	54,489	54,489	54,489	54,489
5316 VEHICLE MAINT FEE	1,750	1,750	1,750	1,750	1,750	1,750	1,750
5318 COMPUTER REPLMNT FEE	325	325	325	270	270	270	270
<b>Total Operating Expenses</b>	<b>\$414,849</b>	<b>\$435,459</b>	<b>\$433,188</b>	<b>\$423,853</b>	<b>\$430,503</b>	<b>\$430,503</b>	<b>\$430,503</b>
<b>GRAND TOTAL</b>	<b>\$1,113,365</b>	<b>\$1,171,427</b>	<b>\$1,162,979</b>	<b>\$1,173,734</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>	<b>\$1,180,203</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PARKS & RECREATION  
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>						
MGR GOLF COURSE & PARKS	0.00	0.75	0.75	0.75	0.75	0.75
GOLF COURSE SUPER	0.75	0.00	0.00	0.00	0.00	0.00
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
<b>Total FTE Personnel</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>	<b>6.25</b>
<b>FTE SALARIES &amp; WAGES</b>						
MGR GOLF COURSE & PARKS	0	57,971	58,931	58,931	58,931	58,931
GOLF COURSE SUPER	56,282	0	0	0	0	0
GOLF PROFESSIONAL	66,656	68,656	69,379	69,379	69,379	69,379
CHIEF GROUNDSKEEPER	61,110	62,317	63,808	63,808	63,808	63,808
EQUIPMENT MECHANIC	58,448	59,613	61,039	61,039	61,039	61,039
GROUNDSKEEPER	104,208	106,288	108,831	108,831	108,831	108,831
MAINTAINER	23,573	24,002	25,206	25,206	25,206	25,206
<b>Total FTE Salaries &amp; Wages</b>	<b>\$370,277</b>	<b>\$378,846</b>	<b>\$387,194</b>	<b>\$387,194</b>	<b>\$387,194</b>	<b>\$387,194</b>

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**GOLF COURSE FUND REVENUES: #2010**

Revenues for golf course operations reflect the 2013 calendar year rates.

Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from \$317 for a youth pass to \$2,824 for a non-resident family pass.

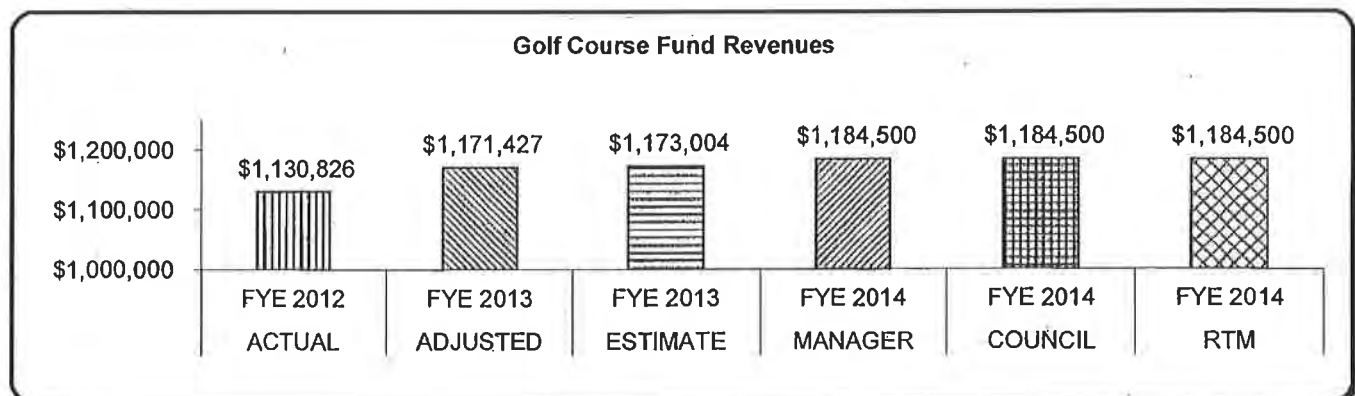
Greens Fees - represents the cost of one round of nine or eighteen holes of golf. The rates range from a \$21 youth rate to a \$47 rate for weekend non-resident eighteen holes. Additionally, there are Twilight and Winter rates of \$24 - \$32.

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 before 9:00 a.m.

Lease Fees - represents lease payments received from the Par Four Restaurant.

Fund Balance Applied - represents the amount of unassigned fund balance in the Golf Course Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
4731 Sale of Fixed Assets	\$ 525	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4733 Misc-Unclassified	\$ 1,254	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4736 Season Memberships	\$ 284,809	\$ 298,000	\$ 290,451	\$ 293,446	\$ 293,446	\$ 293,446
4737 Greens Fees	\$ 635,960	\$ 663,000	\$ 653,648	\$ 660,184	\$ 660,184	\$ 660,184
4738 Cart Rentals	\$ 177,078	\$ 175,000	\$ 196,505	\$ 198,470	\$ 198,470	\$ 198,470
4741 Lease Fees	\$ 31,200	\$ 32,400	\$ 32,400	\$ 32,400	\$ 32,400	\$ 32,400
4999 Fund Balance Applied	\$ 0	\$ 3,027	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,130,826</b>	<b>\$ 1,171,427</b>	<b>\$ 1,173,004</b>	<b>\$ 1,184,500</b>	<b>\$ 1,184,500</b>	<b>\$ 1,184,500</b>



TOWN OF GROTON  
FYE 2014 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.
- Direct maintenance operations with environmental stewardship practices; retain certification as an Audubon Cooperative Sanctuary.

**CC1– Customer Service**

- Provide a quality golf experience for golfers.
- 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.





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TOWN OF GROTON

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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 Energy & 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 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.

GOALS:

To provide an environmentally safe discharge of effluent to receiving waters by processing wastewater through physical and biological treatment, disinfection and with proper disposal of residuals.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Treat septic tank waste (gallons) (Typical household discharge = 2,000 gals)	657,900	471,800	597,000
Collect & test discharge samples	18,150	18,150	18,150
Miles of sewer line maintained	136.3	136.3	136.3
Manholes maintained	2,513	2,513	2,513
Pump Stations maintained	23	23	23
Grinder pumps maintained	159	159	159
Sludge disposal (dry tons)	894	900	900

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**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** Public Works

**FUNCTION:** Sewer Funds 2020

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	\$ 6,011,224	\$ 5,927,671	\$ 5,968,594	\$ 6,044,183	2.0%

**HIGHLIGHTS:**

- Proposed residential rate to increase \$2.00 from \$26.00 to \$28/month/unit with a corresponding rate increase for the commercial users. Although the estimated fund balance is at \$1.8 million after accounting for accounts receivable, and the 60 day reserve, approximately \$400,000 is available of which \$300,000 is being applied to FYE 2014.
- Nitrogen Credit payment to the State is projected to be \$32,761.
- Debt Service (Fort Hill Homes), third year payment is \$457,051 for principal and interest. This will decrease until the year 2029 when the payments will have been completed.
- The refunding of bonds that occurred in February 2013 reduced the debt service payments in FYE 2013 by \$35,712 and in FYE 2014 by \$18,887.

**Final Budget Result:**

During budget deliberations, there were no changes made to this fund.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$2,730,167	\$2,130,524	\$5,741,627	\$6,044,183	\$1,827,968	30.2%

**PERSONNEL CHANGES/HISTORY:**

FYE 2014: Manager of WPCF position changed to Manager Utilities Division

FYE 2011 ACTUAL	FYE 2012 ACTUAL	FYE 2013 ADJUSTED	FYE 2013 ESTIMATE	FYE 2014 REQUEST	FYE 2014 ADOPTED
18.75	18.75	18.75	18.75	18.75	18.75

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	1,883,859	2,012,883	2,009,380	2,087,622	2,079,954	2,079,954	2,079,954
Operating Expenses	4,127,367	3,914,788	3,959,214	4,360,379	3,964,229	3,964,229	3,964,229
<b>Total Appropriation</b>	<b>\$6,011,226</b>	<b>\$5,927,671</b>	<b>\$5,968,594</b>	<b>\$6,448,001</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>

<b>COST CENTERS</b>							
20200 LEADERSHIP/GEN SUPPT	1,253,574	1,015,032	1,143,541	1,067,448	1,088,318	1,088,318	1,088,318
20202 RENEWAL & REPLACEMEN	799,837	605,500	605,500	1,462,500	1,062,500	1,062,500	1,062,500
20203 WASTE WATER TREATMEN	2,278,683	2,219,200	2,224,901	2,281,725	2,278,108	2,278,108	2,278,108
20204 WASTE WATER COLLECTI	1,157,799	1,598,576	1,541,001	1,160,390	1,158,206	1,158,206	1,158,206
20205 DEBT SERVICE	521,333	489,363	453,651	475,938	457,051	457,051	457,051
<b>Total Cost Centers</b>	<b>\$6,011,226</b>	<b>\$5,927,671</b>	<b>\$5,968,594</b>	<b>\$6,448,001</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>

<b>FINANCING PLAN</b>							
INTEREST INCOME	3,523	3,252	1,800	1,800	1,800	1,800	1,800
FEMA REIMBURSEMENT	74,768	0	12,835	0	0	0	0
MISC STATE REVENUE	3,300	0	0	0	0	0	0
MISC-UNCLASSIFIED	1,240	0	0	0	0	0	0
SEWER USE CHARGES	5,040,588	5,259,594	5,354,316	5,739,827	5,739,827	5,739,827	5,739,827
FUND BALANCE APPLIED	887,807	664,825	599,643	706,374	302,556	302,556	302,556
<b>Total Financing Plan</b>	<b>\$6,011,226</b>	<b>\$5,927,671</b>	<b>\$5,968,594</b>	<b>\$6,448,001</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5101 REGULAR FULL TIME	1,133,580	1,168,249	1,185,049	1,201,547	1,201,547	1,205,932	1,205,932
5104 OVERTIME PAY	124,294	113,583	129,979	126,846	126,846	126,861	126,861
5105 LONGEVITY PAY	7,913	8,070	8,070	8,348	8,348	8,348	8,348
5109 SALARY ADJUSTMENTS	1,176	27,598	0	5,913	4,737	0	0
5111 PREMIUM PAY/OUT OF C	16,472	13,652	13,652	14,390	14,390	14,390	14,390
5112 SICK INCENTIVE	2,772	3,816	3,816	1,938	1,938	1,938	1,938
5116 WAGE CONTINUATION	1,253	0	0	0	0	0	0
5117 ALLOWANCES	1,908	1,675	1,675	2,230	2,230	2,230	2,230
5151 SOCIAL SECURITY	96,162	100,308	91,207	103,992	103,992	104,329	104,329
5152 RETIREMENT	137,763	147,208	147,208	165,540	165,540	165,540	165,540
5153 HEALTH INSURANCE	358,375	344,250	344,250	360,623	353,774	353,774	353,774
5155 WORKER'S COMP	0	284	284	4,909	4,926	4,926	4,926
5158 LIFE INSURANCE	2,191	2,173	2,173	2,175	2,183	2,183	2,183
5170 OTHER POSTEMPLOY BEN	0	82,017	82,017	89,171	89,503	89,503	89,503
<b>Total Personnel Services</b>	<b>\$1,883,859</b>	<b>\$2,012,883</b>	<b>\$2,009,380</b>	<b>\$2,087,622</b>	<b>\$2,079,954</b>	<b>\$2,079,954</b>	<b>\$2,079,954</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	1,453	800	1,105	600	600	600	600
5210 PROFESS DEVELOP/TRAI	5,382	3,517	4,396	5,462	5,462	5,462	5,462
5220 UTILITIES/FUEL/MILEA	701,062	747,288	742,609	712,065	712,065	712,065	712,065
5230 PYMNTS/CONTRIBUTIONS	785,584	469,814	464,692	470,380	493,117	493,117	493,117
5260 REPAIRS & MAINT-FAC/	90,033	135,175	131,976	129,415	129,415	129,415	129,415
5261 SOFTWARE MAINT FEES	16,220	18,055	16,112	18,426	18,426	18,426	18,426
5280 INSURANCE/RISK MGMT	44,974	48,347	48,347	48,348	48,348	48,348	48,348
5281 OCCUPATIONAL HEALTH	11,762	28,302	26,498	29,802	29,802	29,802	29,802
5290 PROFESS/TECHNICAL SE	736,712	578,126	695,609	667,955	667,955	667,955	667,955
5300 MATERIALS & SUPPLIES	269,173	301,783	282,997	303,999	303,999	303,999	303,999
5315 VEHICLE REPLACEMENT	37,666	37,666	37,666	37,666	37,666	37,666	37,666
5316 VEHICLE MAINT FEE	11,500	11,500	11,500	15,000	15,000	15,000	15,000
5317 VEHICLE FUEL	15,315	15,472	15,472	14,448	14,448	14,448	14,448
5318 COMPUTER REPLMNT FEE	2,110	1,580	1,580	1,875	1,875	1,875	1,875
5400 EQUIP/MACHINRY& FURN	191,087	446,000	442,769	475,000	225,000	225,000	225,000
5410 COMPUTER EQUIPMENT	1,001	2,000	2,235	4,000	4,000	4,000	4,000
5450 DEBT SERVICE	521,333	489,363	453,651	475,938	457,051	457,051	457,051
5460 RESERVE FUND/EQUIPME	685,000	580,000	580,000	950,000	800,000	800,000	800,000
<b>Total Operating Expenses</b>	<b>\$4,127,367</b>	<b>\$3,914,788</b>	<b>\$3,959,214</b>	<b>\$4,360,379</b>	<b>\$3,964,229</b>	<b>\$3,964,229</b>	<b>\$3,964,229</b>
<b>GRAND TOTAL</b>	<b>\$6,011,226</b>	<b>\$5,927,671</b>	<b>\$5,968,594</b>	<b>\$6,448,001</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>	<b>\$6,044,183</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: SEWER OPERATING 2020

	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----						
FULL TIME EMPLOYEE (FTE) ANALYSIS						
-----						
DIRECTOR OF PUBLIC WORKS	0.25	0.25	0.25	0.25	0.25	0.25
MANAGER UTILITIES DIV.	0.00	0.00	1.00	1.00	1.00	1.00
MANAGER OF WPCF	1.00	1.00	0.00	0.00	0.00	0.00
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
MAINTENANCE SUPER WPCD	0.00	1.00	1.00	1.00	1.00	1.00
FACILITIES & MAINT SUPV	1.00	0.00	0.00	0.00	0.00	0.00
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	28,626	29,342	29,342	29,342	29,342
MANAGER UTILITIES DIV.	0	0	88,162	88,162	88,162	88,162
MANAGER OF WPCF	93,975	96,794	0	0	0	0
CIVIL ENGINEER PE	76,594	76,589	78,121	78,121	79,684	79,684
LABORATORY TECH	59,550	60,736	62,189	62,189	62,189	62,189
WPCF TECHNICIAN	63,467	62,317	63,712	63,712	64,986	64,986
MATERIAL CONTROL SPEC	54,933	54,933	55,144	55,144	56,247	56,247
OFFICE ASSISTANT II (35)	22,213	22,213	22,299	22,299	22,745	22,745
MAINTENANCE SUPER WPCD	0	61,285	62,582	62,582	62,582	62,582
FACILITIES & MAINT SUPV	64,154	0	0	0	0	0
OPERATIONS SUPER WPCD	70,907	73,034	73,839	73,839	73,839	73,839
OPERATOR WPCD	176,274	181,997	186,352	186,352	186,352	186,352
MECHANIC WPCD	229,424	233,938	241,655	241,655	241,655	241,655
CHIEF OPERATOR	61,901	63,149	64,660	64,660	64,660	64,660
CHIEF MECHANIC	61,901	63,149	64,660	64,660	64,660	64,660
EQUIPMENT OPERATOR	52,104	53,144	54,415	54,415	54,415	54,415
MECH/OPERATOR TRAINEE	53,061	53,144	54,415	54,415	54,415	54,415
-----						
Total FTE Salaries & Wages	\$1,168,250	\$1,185,049	\$1,201,547	\$1,201,547	\$1,205,932	\$1,205,932

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**SEWER OPERATING FUND REVENUES: #2020**

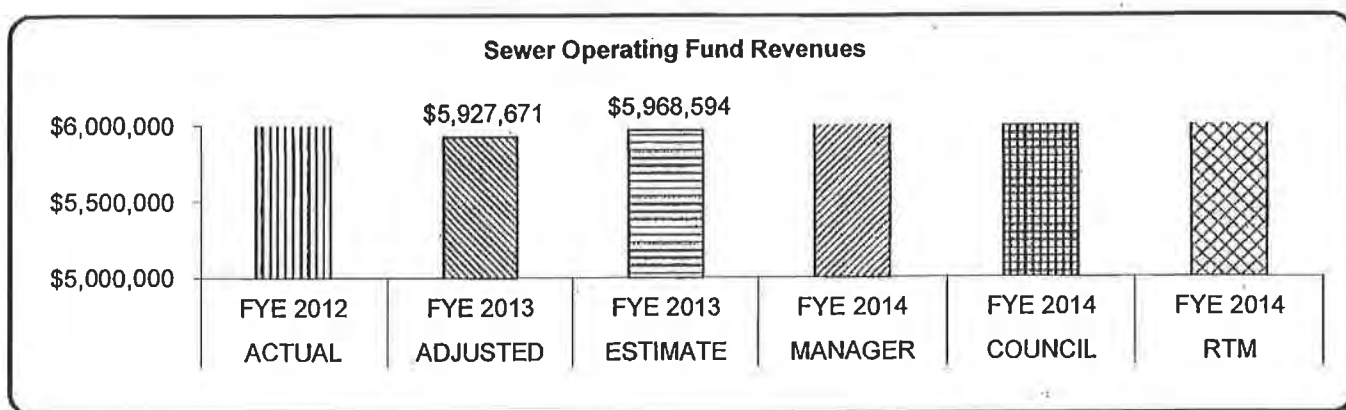
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

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 increase to \$27.50 per month per unit and for industrial/commercial units it will increase to \$.0438 cubic foot of water consumed.

Fund Balance Applied - represents that amount of unassigned Fund Balance in the Sewer Operating Fund to be used to fund the budget for the next fiscal year.

	<u>ACTUAL FYE 2012</u>	<u>ADJUSTED FYE 2013</u>	<u>ESTIMATE FYE 2013</u>	<u>MANAGER FYE 2014</u>	<u>COUNCIL FYE 2014</u>	<u>RTM FYE 2014</u>
4412 Interest Income	\$ 3,523	\$ 3,252	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
4510 FEMA Reimbursement	\$ 74,769	\$ 0	\$ 12,835	\$ 0	\$ 0	\$ 0
4556 Misc State Revenue	\$ 3,300	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4733 Misc-Unclassified	\$ 1,240	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4735 Sewer Use Charges	\$ 5,040,588	\$ 5,259,594	\$ 5,354,316	\$ 5,739,827	\$ 5,739,827	\$ 5,739,827
4999 Fund Balance Applied	\$ 887,807	\$ 664,825	\$ 599,643	\$ 302,556	\$ 302,556	\$ 302,556
<b>Total</b>	<b>\$ 6,011,227</b>	<b>\$ 5,927,671</b>	<b>\$ 5,968,594</b>	<b>\$ 6,044,183</b>	<b>\$ 6,044,183</b>	<b>\$ 6,044,183</b>





TOWN OF GROTON  
FYE 2014 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.
- Continue to implement 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 23 pumping stations.
- Maintain 159 grinder pumps (individual town-owned 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 2014**  
**Sewer Operating Long Term Debt Payment Schedule**

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/12	FYE 2013 Principal Payment	FYE 2013 Interest Payment	FYE 2014 Principal Payment	FYE 2014 Interest Payment
2015	3,000,000.00	10/15/2007	3	Fort Hill Homes sewer rehab (refunded Mar. 2013)	2,400,000.00	150,000.00	53,812.50	150,000.00	9,000.00
2014	3,250,000.00	10/15/2008	3	Fort Hill Homes sewer rehab (refunded Dec. 2011)	330,000.00	165,000.00	11,137.50	165,000.00	3,712.50
2029	2,710,000.00	12/13/2011	18	Fort Hill Homes (Dec. 2011 refunding)	2,710,000.00	0.00	70,600.00	0.00	70,600.00
2028	2,710,000.00	03/12/2013	16	Fort Hill Homes (Mar. 2013 refunding)	0.00	0.00	3,100.03	0.00	58,737.50
				<b>Totals</b>	<b>5,440,000.00</b>	<b>315,000.00</b>	<b>138,650.03</b>	<b>315,000.00</b>	<b>142,050.00</b>

**Debt Service Payment FYE 2013 through FYE 2029**  
**Fort Hill Homes Sewer Rehab**

Function #20205-Sewer Operating			
FYE	Principal	Interest	FYE Total
2013	315,000.00	138,650.03	453,650.03
2014	315,000.00	142,050.00	457,050.00
2015	360,000.00	130,237.50	490,237.50
2016	370,000.00	120,612.50	490,612.50
2017	365,000.00	111,637.50	476,637.50
2018	360,000.00	102,787.50	462,787.50
2019	355,000.00	94,037.50	449,037.50
2020	350,000.00	85,387.50	435,387.50
2021	350,000.00	76,550.00	426,550.00
2022	340,000.00	67,375.00	407,375.00
2023	335,000.00	57,712.50	392,712.50
2024	325,000.00	48,000.00	373,000.00
2025	325,000.00	38,631.25	363,631.25
2026	320,000.00	28,912.50	348,912.50
2027	310,000.00	18,993.75	328,993.75
2028	305,000.00	9,118.75	314,118.75
2029	110,000.00	2,062.50	112,062.50

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## TOWN OF GROTON

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### 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.

#### GOALS:

To provide Town residents with a disposal location for bulky waste and certain recyclables with convenient hours of operations.

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#### FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Municipal Solid Waste (tons)	27,275	29,481	29,481
Tipping Fee @ SCRRA (per ton)	\$60	\$60	\$58
Commercial waste accounts	417	400	395

**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** Public Works

**FUNCTION:** Solid Waste Collections 2030

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	<b>\$ 2,512,206</b>	<b>\$ 2,662,750</b>	<b>\$ 2,638,603</b>	<b>\$ 2,548,129</b>	<b>(4.3%)</b>

**HIGHLIGHTS:**

- SCRRRA has reduced the tipping fee structure from \$60 to \$58/ton. In addition it is recommended that an additional \$2/ton decrease be made from \$58 to \$56/ton. This will reduce the fund balance by approximately \$60,000 a year.
- Projecting Municipal Solid Waste to Preston at 29,481 tons.
- Although the estimated Fund Balance is \$1.1 million after accounting for accounts receivable, and the 60 day reserve, approximately \$670,000 is available of which \$300,000 is to be used for FYE 2014.

**Final Budget Result:**

During budget deliberations, there were no changes made to this fund.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
<b>\$1,532,886</b>	<b>\$1,443,082</b>	<b>\$2,238,916</b>	<b>\$2,548,129</b>	<b>\$1,133,869</b>	<b>44.5%</b>

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	2,512,207	2,662,750	2,638,603	2,540,124	2,548,129	2,548,129	2,548,129
Total Appropriation	\$2,512,207	\$2,662,750	\$2,638,603	\$2,540,124	\$2,548,129	\$2,548,129	\$2,548,129
<b>COST CENTERS</b>							
20300 LEADERSHIP/GEN. SUPP	160,726	165,548	165,332	168,710	197,635	197,635	197,635
20302 RESIDENTIAL/GOV. MSW	1,213,752	1,295,665	1,295,665	1,196,332	1,181,534	1,181,534	1,181,534
20309 COMMER. MSW COL. & D	1,137,729	1,201,537	1,177,606	1,175,082	1,168,960	1,168,960	1,168,960
Total Cost Centers	\$2,512,207	\$2,662,750	\$2,638,603	\$2,540,124	\$2,548,129	\$2,548,129	\$2,548,129
<b>FINANCING PLAN</b>							
INTEREST INCOME	2,272	2,160	1,885	1,885	1,885	1,885	1,885
MISC-UNCLASSIFIED	212	0	74,460	65,134	65,134	65,134	65,134
DISPOSAL FEES	1,064,848	1,082,600	1,071,380	1,010,427	1,010,427	1,010,427	1,010,427
COMMERCIAL COLLECTIONS	1,408,496	1,448,204	1,385,204	1,145,600	1,145,600	1,145,600	1,145,600
SCRRRA TRANSPORT SUBSIDY	15,757	15,870	15,870	15,870	15,870	15,870	15,870
FUND BALANCE APPLIED	20,622	113,916	89,804	301,208	309,213	309,213	309,213
Total Financing Plan	\$2,512,207	\$2,662,750	\$2,638,603	\$2,540,124	\$2,548,129	\$2,548,129	\$2,548,129

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5201 POSTAGE/PRINT/ADVERT	1,894	2,000	2,000	2,100	2,100	2,100	2,100
5220 UTILITIES/FUEL/MILEA	1,648,929	1,770,674	1,770,674	1,652,862	1,652,862	1,652,862	1,652,862
5230 PYMNTS/CONTRIBUTIONS	225,335	232,096	232,096	236,738	244,743	244,743	244,743
5290 PROFESS/TECHNICAL SE	636,049	657,980	633,833	648,424	648,424	648,424	648,424
-----							
Total Operating Expenses	\$2,512,207	\$2,662,750	\$2,638,603	\$2,540,124	\$2,548,129	\$2,548,129	\$2,548,129
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GRAND TOTAL	\$2,512,207	\$2,662,750	\$2,638,603	\$2,540,124	\$2,548,129	\$2,548,129	\$2,548,129



**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**SOLID WASTE FUND REVENUES: #2030**

	<u>FYE 2013</u>	<u>FYE 2014</u>
SCRRA Tipping Fee	\$ 60.00/ton	\$ 58.00/ton

Interest Income – represents income earned on the short-term investment of funds not required for immediate expenses.

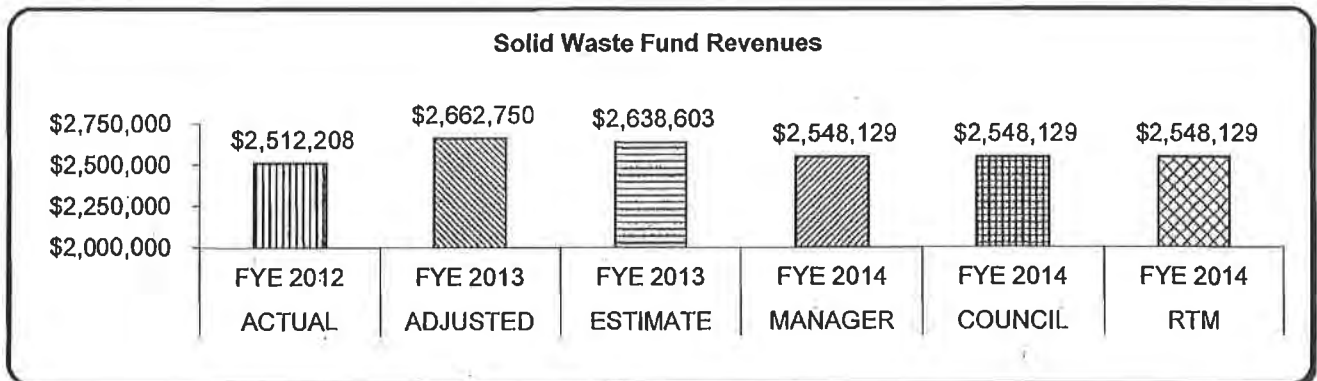
Disposal Fees - includes payments from private haulers for MSW delivered to Preston (includes City of Groton, Navy) and for waste from the Transfer Station diverted to the Waste-to-Energy facility for more cost effective disposal.

Commercial Collections—represents the amount received from users of the commercial trash collection pickup.

SCRRA 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 unassigned Fund Balance in the Solid Waste Fund to be used to fund the budget for the fiscal year.

	<u>ACTUAL FYE 2012</u>	<u>ADJUSTED FYE 2013</u>	<u>ESTIMATE FYE 2013</u>	<u>MANAGER FYE 2014</u>	<u>COUNCIL FYE 2014</u>	<u>RTM FYE 2014</u>
4412 Interest Income	\$ 2,272	\$ 2,160	\$ 1,885	\$ 1,885	\$ 1,885	\$ 1,885
4733 Misc-Unclassified	\$ 212	\$ 0	\$ 74,460	\$ 65,134	\$ 65,134	\$ 65,134
4740 Disposal Fees	\$ 1,064,848	\$ 1,082,600	\$ 1,071,380	\$ 1,010,427	\$ 1,010,427	\$ 1,010,427
4753 Commercial Collections	\$ 1,408,496	\$ 1,448,204	\$ 1,385,204	\$ 1,145,600	\$ 1,145,600	\$ 1,145,600
4769 SCRRA Transport Subsidy	\$ 15,758	\$ 15,870	\$ 15,870	\$ 15,870	\$ 15,870	\$ 15,870
4999 Fund Balance Applied	\$ 20,622	\$ 113,916	\$ 89,804	\$ 309,213	\$ 309,213	\$ 309,213
Total	\$ 2,512,208	\$ 2,662,750	\$ 2,638,603	\$ 2,548,129	\$ 2,548,129	\$ 2,548,129



TOWN OF GROTON  
FYE 2014 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 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** Other Funds

**FUNCTION:** Mumford Cove Spec Dist 2060

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	\$ 21,007	\$ 21,057	\$ 21,057	\$ 21,078	0.1%

**HIGHLIGHTS:**

- Mumford Cove taxes residents in order to cover the cost of fire protection by contract with the Noank Fire District. Current year (FYE 2013) tax rate is 0.305 mills.
- Tax Rate Calculation:
  - \$20,628 to be raised by taxes divided by a Grand List of \$67,781,720 divided by 99.7% collection rate multiplied by 1,000 = 0.305 mills.

**Final Budget Result:**

During budget deliberations, no changes were made.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$958	\$691	\$20,678	\$21,078	\$291	1.4%

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: OTHER FUNDS  
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	21,007	21,057	21,057	21,078	21,078	21,078	21,078
Total Appropriation	\$21,007	\$21,057	\$21,057	\$21,078	\$21,078	\$21,078	\$21,078
<b>COST CENTERS</b>							
20600 FIRE PROTECTION	21,007	21,057	21,057	21,078	21,078	21,078	21,078
Total Cost Centers	\$21,007	\$21,057	\$21,057	\$21,078	\$21,078	\$21,078	\$21,078
<b>FINANCING PLAN</b>							
CURRENT TAXES	20,938	20,707	20,725	20,628	20,628	20,628	20,628
PRIOR YEAR TAXES	40	50	65	50	50	50	50
FUND BALANCE APPLIED	29	300	267	400	400	400	400
Total Financing Plan	\$21,007	\$21,057	\$21,057	\$21,078	\$21,078	\$21,078	\$21,078

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: OTHER FUNDS  
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5230 PYMNTS/CONTRIBUTIONS	1,007	1,037	1,037	1,058	1,058	1,058	1,058
5290 PROFESS/TECHNICAL SE	20,000	20,020	20,020	20,020	20,020	20,020	20,020
-----							
Total Operating Expenses	\$21,007	\$21,057	\$21,057	\$21,078	\$21,078	\$21,078	\$21,078
GRAND TOTAL	\$21,007	\$21,057	\$21,057	\$21,078	\$21,078	\$21,078	\$21,078





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TOWN OF GROTON

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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 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Finance

FUNCTION: Revaluation Fund 2120

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 116,180	\$ -	\$ -	\$ 5,000	n/a

**HIGHLIGHTS:**

- This fund was set up in FYE 1999 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 was effective October 1, 2011 impacted the mill rate that was adopted for the FYE 2013 budget. The bulk of that revaluation process took place in FYE 2011 and FYE 2012. The next revaluation will be effective for October 1, 2016 and impact the FYE 2018 budget.
- The aerial mapping and the updating of GIS planimetric data was completed by June 30, 2010. Regular updates were anticipated when the revaluation fund was established, with the next update scheduled for FYE 2014.

Revaluation Fund		Appropriation		Balance
Fiscal Year	Contribution to Fund	Revaluation	Mapping	Cumulative \$\$ at end of fiscal year
2012 Balance				\$ 105,546
FYE 2013 Estimate	\$ 35,000	\$ -	\$ -	\$ 140,546
FYE 2014 Adopted	\$ 35,000	\$ -	\$ 5,000	\$ 170,546
FYE 2015	\$ 60,000	\$ -	\$ 15,000	\$ 215,546
FYE 2016	\$ 95,000	\$ 250,000	\$ -	\$ 60,546
FYE 2017	\$ 130,000	\$ 150,000	\$ -	\$ 40,546
FYE 2018	\$ 165,000	\$ -	\$ -	\$ 205,546
FYE 2019	\$ 165,000	\$ -	\$ 50,000	\$ 320,546
FYE 2020	\$ 170,000	\$ 50,000	\$ 80,000	\$ 360,546
FYE 2021	\$ 170,000	\$ 450,000	\$ -	\$ 80,546
FYE 2022	\$ 170,000	\$ 250,000	\$ -	\$ 546
FYE 2023	\$ 165,000	\$ -	\$ -	\$ 165,546
FYE 2024	\$ 165,000	\$ -	\$ 6,000	\$ 324,546
FYE 2025	\$ 165,000	\$ -	\$ 16,000	\$ 473,546
FYE 2026	\$ 165,000	\$ 260,000	\$ -	\$ 378,546
FYE 2027	\$ 165,000	\$ 160,000	\$ -	\$ 383,546

**Final Budget Result**

During budget deliberations, there were no changes made to this fund.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$105,546	\$141,436	\$35,890	\$5,000	\$172,326	3446.5%

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: FINANCE  
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	116,181	0	0	5,000	5,000	5,000	5,000
Total Appropriation	\$116,181	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
<b>COST CENTERS</b>							
21200 PROPERTY REVALUATION	116,181	0	0	0	0	0	0
21201 AERIAL MAPPING	0	0	0	5,000	5,000	5,000	5,000
Total Cost Centers	\$116,181	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
<b>FINANCING PLAN</b>							
INTEREST INCOME	301	38	890	890	890	890	890
PAYMENTS FROM OTHER FUNDS	30,000	35,000	35,000	35,000	35,000	35,000	35,000
FUND BALANCE APPLIED	85,880	0	0	0	0	0	0
Total Financing Plan	\$116,181	\$35,038	\$35,890	\$35,890	\$35,890	\$35,890	\$35,890

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: FINANCE  
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5201 POSTAGE/PRINT/ADVERT	4,691	0	0	0	0	0	0
5220 UTILITIES/FUEL/MILEA	350	0	0	0	0	0	0
5240 BOARDS & COMMISSIONS	300	0	0	0	0	0	0
5290 PROFESS/TECHNICAL SE	110,357	0	0	5,000	5,000	5,000	5,000
5300 MATERIALS & SUPPLIES	483	0	0	0	0	0	0
-----							
Total Operating Expenses	\$116,181	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
-----							
GRAND TOTAL	\$116,181	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**REVALUATION FUND REVENUES: #2120**

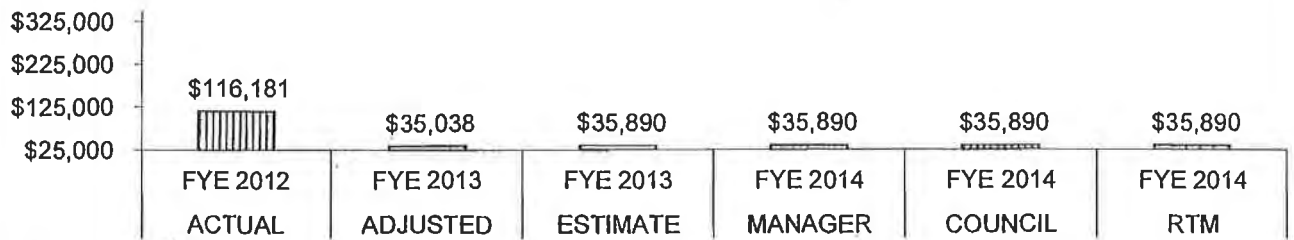
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

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 unassigned Fund Balance in the Revaluation Fund to be used to fund the budget for the next fiscal year.

	<u>ACTUAL FYE 2012</u>	<u>ADJUSTED FYE 2013</u>	<u>ESTIMATE FYE 2013</u>	<u>MANAGER FYE 2014</u>	<u>COUNCIL FYE 2014</u>	<u>RTM FYE 2014</u>
4412 Interest Income	\$ 301	\$ 38	\$ 890	\$ 890	\$ 890	\$ 890
4766 Payments from Other Funds	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
4999 Fund Balance Applied	\$ 85,880	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 116,181</b>	<b>\$ 35,038</b>	<b>\$ 35,890</b>	<b>\$ 35,890</b>	<b>\$ 35,890</b>	<b>\$ 35,890</b>

**Revaluation Fund Revenues**



TOWN OF GROTON  
FYE 2014 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. The Town completed the October 1, 2011 revaluation and under current law, the next revaluation will be required for the October 1, 2016 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.



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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Recreation & Senior Activities Fund 3240

Department: Parks & Recreation

**FUNCTION DESCRIPTION:**

The Recreation and Senior Activities Fund provides recreational programs funded through revenues generated through this fund. All Recreational Division programs and a portion of Senior Services programs, food concession and trips are included in the fund.

**GOALS:**

To enhance the health, skill development, enjoyment and socialization of Groton's residents by offering diverse, safe and quality recreational opportunities to the entire community. To provide for the aging in a place and recreation of individuals ages 55 and older by offering quality programs in socialization, nutrition, health and social services, recreation and transportation.

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**FUNCTION ACTIVITIES:**

	Actual FYE 2012	Estimate FYE 2013	Anticipated FYE 2014
<b>Recreational Services Division:</b>			
Total program sections offered	625*	611	600
Program enrollments	6,171*	6,000	6,000
Number of Scholarships	120*	150	150
Scholarships Amount	\$12,000*	\$16,000	\$15,800
Program evaluation rating (out of 5 possible)		4.7	4.7
<b>Senior Services Division:</b>			
Trips/Number of Participants	46/1,094	45/1,305	48/1,440
Recreation			

\*Figures for FYE 12 are estimated due to transition to a new recreation software system, during that fiscal year.

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Parks & Recreation

FUNCTION: Rec. & Senior Activities 3240

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 653,352	\$ 811,728	\$ 716,679	\$ 973,849	(20.0%)

**HIGHLIGHTS:**

- This function is up \$161,921 or 20.0% primarily due to the inclusion of expenses for the Senior Center Food Concession (\$110,104) previously included in a non-budgeted Special Revenue Fund. Excluding this amount the function is up \$52,017 or 6.4%.
- This function needs to be reviewed in conjunction with the comparable cost centers for these programs in Function 1064. The following table shows the combined expenditures and revenues from Functions 1064 and 3240 for the six programs included in this function. Cost recovery is the percentage of expenditures covered by revenues. Overall, revenue covers 57.19% of the expenses for these programs. Traditionally the Town has more highly subsidized senior programs, summer camps and special needs programs. It would be worthwhile over time to establish target cost recovery goals for each of these program areas.

FYE 2014 Programs	Combined Expenses	Combined Revenue	Cost Recovery
Summer Camps	\$205,881	\$172,316	83.70%
Recreation Programs	\$685,215	\$420,000	61.29%
Special Needs	\$92,302	\$56,455	61.29%
Senior Programs	\$424,949	\$102,316	24.08%
Senior Trips	\$113,179	\$118,700	104.88%
Senior Food	\$196,675	\$113,000	57.46%
Total	\$1,718,201	\$982,787	57.19%

- Recreation program levels for FYE 13 continue to be negatively impacted by the loss of the Mystic Education Center Pool. Aquatics programs were moved to Avery Point, but were limited to the weekend due to the availability of the pool. There also has been an overall reduction in the number of recreation programs offered. The department is increasing marketing efforts through printing an additional town wide program brochure and a specialized summer camp brochure to be distributed through the schools. These efforts are reflected by charging 1/4 of the Recreation Program Supervisor - Marketing and Special Events salary (\$11,900) to this fund.
- Other than the inclusion of the costs and revenues for Senior Center Food Concession in Cost Center 6, the staff and instructor costs for the Senior Centers initiative to expand hours and program availability targeting "59 Something" boomers are included in Cost Center 5 - Senior Programs. It will take some time to grow the revenue from these programs thus their inclusion has a negative impact on the cost recovery ratio for this cost center.

**Final Budget Result:**

During budget deliberations, no changes were made.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$370,656	\$355,380	\$946,697	\$973,849	\$328,228	33.7%

**PERSONNEL CHANGES/HISTORY:**

- No full time personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PARKS & RECREATION  
FUNCTION: REC & SENIOR ACTIVITIES 3240

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Personnel Services	200,408	276,496	269,449	302,620	316,186	316,186	316,186
Operating Expenses	452,945	535,232	447,230	635,197	657,663	657,663	657,663
<b>Total Appropriation</b>	<b>\$653,353</b>	<b>\$811,728</b>	<b>\$716,679</b>	<b>\$937,817</b>	<b>\$973,849</b>	<b>\$973,849</b>	<b>\$973,849</b>
<b>COST CENTERS</b>							
32401 RECREATION PROGRAMS	359,190	405,159	373,459	390,257	403,134	403,134	403,134
32402 SUMMER CAMP	149,641	177,244	175,852	191,168	191,168	191,168	191,168
32403 SPECIAL NEEDS PROG	36,473	81,586	74,223	77,589	77,589	77,589	77,589
32404 SENIOR TRIPS	73,724	113,179	57,615	113,179	113,179	113,179	113,179
32405 SENIOR PROGRAMS	34,325	34,560	35,530	55,520	78,675	78,675	78,675
32406 SENIOR FOOD CONCESSI	0	0	0	110,104	110,104	110,104	110,104
<b>Total Cost Centers</b>	<b>\$653,353</b>	<b>\$811,728</b>	<b>\$716,679</b>	<b>\$937,817</b>	<b>\$973,849</b>	<b>\$973,849</b>	<b>\$973,849</b>
<b>FINANCING PLAN</b>							
SUMMER CAMP AIDES - BOE	42,800	46,026	46,833	55,000	55,000	55,000	55,000
SENIOR TRIPS	101,380	118,610	58,800	118,610	118,610	118,610	118,610
SENIOR PROGRAMS	38,192	31,000	37,270	56,776	61,316	61,316	61,316
SR CENTER FUNDRAISING	4,250	4,000	3,500	4,000	4,000	4,000	4,000
SR CTR FOOD CONCESSION	0	0	0	113,000	113,000	113,000	113,000
SPECIAL NEEDS PROGRAMS	29,849	28,013	28,000	29,455	29,455	29,455	29,455
RECREATION PROGRAMS	392,183	437,500	400,000	403,200	420,000	420,000	420,000
SUMMER CAMP	171,852	118,700	103,000	145,316	145,316	145,316	145,316
MISC-UNCLASSIFIED	498	0	0	0	0	0	0
FUND BALANCE APPLIED	0	27,879	39,276	12,460	27,152	27,152	27,152
<b>Total Financing Plan</b>	<b>\$781,004</b>	<b>\$811,728</b>	<b>\$716,679</b>	<b>\$937,817</b>	<b>\$973,849</b>	<b>\$973,849</b>	<b>\$973,849</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: PARKS & RECREATION  
FUNCTION: REC & SENIOR ACTIVITIES 3240

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>PERSONNEL SERVICES</b>							
5102 PART TIME PERSONNEL	62,763	107,370	97,552	113,757	127,323	127,323	127,323
5103 SEASONAL PERSONNEL	123,224	149,475	152,042	167,355	167,355	167,355	167,355
5104 OVERTIME PAY	179	0	750	0	0	0	0
5151 SOCIAL SECURITY	14,242	19,651	19,105	21,508	21,508	21,508	21,508
<b>Total Personnel Services</b>	<b>\$200,408</b>	<b>\$276,496</b>	<b>\$269,449</b>	<b>\$302,620</b>	<b>\$316,186</b>	<b>\$316,186</b>	<b>\$316,186</b>
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	7,447	17,250	17,250	18,315	18,315	18,315	18,315
5210 PROFESS DEVELOP/TRAI	309	2,269	1,950	2,280	2,280	2,280	2,280
5220 UTILITIES/FUEL/MILEA	16,335	28,050	20,000	20,050	20,050	20,050	20,050
5230 PYMNTS/CONTRIBUTIONS	1,385	8,800	17,500	17,800	29,777	29,777	29,777
5260 REPAIRS & MAINT-FAC/	6,808	5,100	5,000	5,100	5,100	5,100	5,100
5261 SOFTWARE MAINT FEES	0	0	0	10,362	10,362	10,362	10,362
5281 OCCUPATIONAL HEALTH	1,190	2,500	2,000	2,000	2,900	2,900	2,900
5290 PROFESS/TECHNICAL SE	353,095	422,090	340,230	422,750	432,339	432,339	432,339
5300 MATERIALS & SUPPLIES	29,574	45,173	32,500	133,040	133,040	133,040	133,040
5310 VEHICLE OPER/MAINT	0	500	500	500	500	500	500
5400 EQUIP/MACHINRY& FURN	1,365	3,500	4,300	0	0	0	0
5410 COMPUTER EQUIPMENT	35,437	0	6,000	3,000	3,000	3,000	3,000
<b>Total Operating Expenses</b>	<b>\$452,945</b>	<b>\$535,232</b>	<b>\$447,230</b>	<b>\$635,197</b>	<b>\$657,663</b>	<b>\$657,663</b>	<b>\$657,663</b>
<b>GRAND TOTAL</b>	<b>\$653,353</b>	<b>\$811,728</b>	<b>\$716,679</b>	<b>\$937,817</b>	<b>\$973,849</b>	<b>\$973,849</b>	<b>\$973,849</b>

**TOWN OF GROTON, CT  
FYE 2014 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 (Individualized 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.

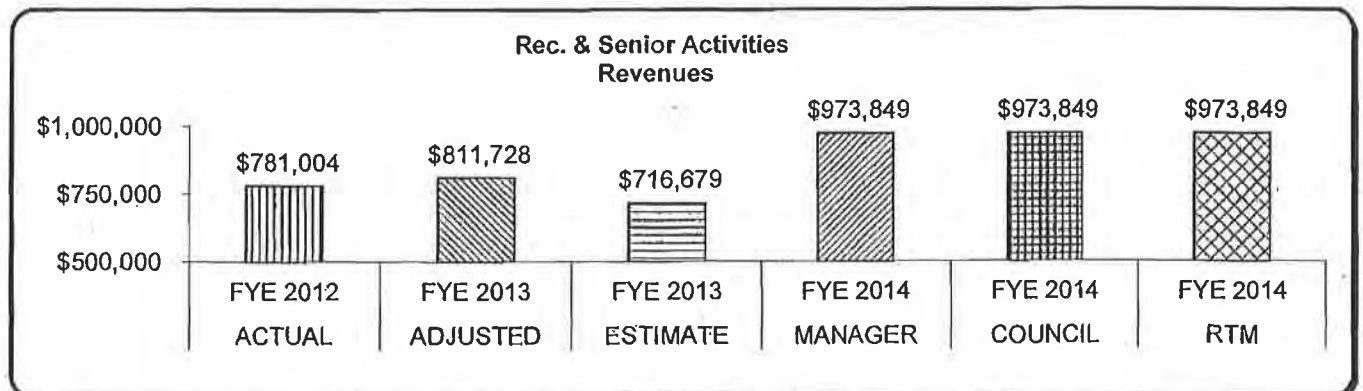
Summer Camp: represents revenue from summer camp programs.

Fundraising: represents revenue received from fund raising efforts.

Senior Center Food Concession: represents revenue received from the concession stand at the Senior Center.

Fund Balance Applied: represents that amount of unassigned Fund Balance in the Recreation & Senior Activities Fund to be used to fund the budget for the next fiscal year.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
4626A Summer Camp Aides - BOE	\$ 42,800	\$ 46,026	\$ 46,833	\$ 55,000	\$ 55,000	\$ 55,000
4672A Senior Trips	\$ 101,380	\$ 118,610	\$ 58,800	\$ 118,610	\$ 118,610	\$ 118,610
4672B Senior Programs	\$ 38,192	\$ 31,000	\$ 37,270	\$ 61,316	\$ 61,316	\$ 61,316
4672C Fundraising	\$ 4,250	\$ 4,000	\$ 3,500	\$ 4,000	\$ 4,000	\$ 4,000
4672D Senior Center Food Concessi	\$ 0	\$ 0	\$ 0	\$ 113,000	\$ 113,000	\$ 113,000
4684A Special Needs Programs	\$ 29,849	\$ 28,013	\$ 28,000	\$ 29,455	\$ 29,455	\$ 29,455
4684B Recreation Programs	\$ 392,183	\$ 437,500	\$ 400,000	\$ 420,000	\$ 420,000	\$ 420,000
4685A Summer Camp	\$ 171,852	\$ 118,700	\$ 103,000	\$ 145,316	\$ 145,316	\$ 145,316
4733 Misc-Unclassified	\$ 498	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 0	\$ 27,879	\$ 39,276	\$ 27,152	\$ 27,152	\$ 27,152
<b>Total</b>	<b>\$ 781,004</b>	<b>\$ 811,728</b>	<b>\$ 716,679</b>	<b>\$ 973,849</b>	<b>\$ 973,849</b>	<b>\$ 973,849</b>



TOWN OF GROTON  
FYE 2014 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.
- Improve community health and wellness.

**CC2– Summer Camp**

- Staff three summer playground sites at various elementary schools throughout Groton to provide a high-quality, safe, healthy and affordable play environment for children ages 5-13.
- Provide a therapeutic camping experience for children ages 6-13.
- 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.

**CC6 – Food Concession**

- Offer affordable, healthy food choices to seniors.



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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Connecticard 3310

Department: Library

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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. Funding for annual maintenance fees for other software applications used by the public are included.

These funds also support the Public Computer Learning Center, which provides hands-on training for the public and for library staff.

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**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

**DEPARTMENT:** Other Funds

**FUNCTION:** Groton Sewer District 4010

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
<b>TOTAL</b>	\$ 1,181,230	\$ 1,162,592	\$ 1,157,738	\$ 1,181,810	1.7%

**HIGHLIGHTS:**

- The purpose of this Fund is to finance the Town of Groton Sewer District, which pays the principal and interest on sewer bonds. The principal source of revenue is the Sewer District Tax. The requested allocation is based on a Grand List (excluding motor vehicles) of \$2,454,097,572 and a 97.9% collection rate.
- The \$22.9M Water Pollution Control Facilities Additions/Improvements project was completed in FY2012 and final Clean Water Fund reimbursement requests were submitted to the State. After final review by DEP a number of expenses were deemed ineligible for Clean Water Fund Loan reimbursement resulting in a cash shortfall of \$250,282. Rather than incurring additional long term debt which would ultimately be paid by the Sewer District, a one time payment of \$250,282 is include in the FYE 2014 budget to eliminate the cash deficit in the WPCF project.
- The proposed mill rate is maintained at 0.25 mills in FYE 2014.
- A fund balance for this fund has been maintained in an effort to minimize the impact on the mill rate for repaying the State's Clean Water Loan of \$12.9 million starting in FYE 2011 and over a twenty year period and to cover any financing costs on the \$22.9 million project.

**Final Budget Result:**

During budget deliberations, no changes were made.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$2,136,856	\$1,616,511	\$631,810	\$1,181,810	\$1,066,511	90.2%

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SPEC REV FUNDS-OTHER  
DEPARTMENT: FINANCE  
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	1,181,231	1,162,592	1,157,738	1,181,810	1,181,810	1,181,810	1,181,810
Total Appropriation	\$1,181,231	\$1,162,592	\$1,157,738	\$1,181,810	\$1,181,810	\$1,181,810	\$1,181,810
<b>COST CENTERS</b>							
40100 OPERATING EXPENSE	125,191	124,135	119,281	374,000	374,000	374,000	374,000
40101 DEBT SERVICE	1,056,040	1,038,457	1,038,457	807,810	807,810	807,810	807,810
Total Cost Centers	\$1,181,231	\$1,162,592	\$1,157,738	\$1,181,810	\$1,181,810	\$1,181,810	\$1,181,810
<b>FINANCING PLAN</b>							
CURRENT TAXES	646,989	617,167	605,675	607,596	607,596	607,596	607,596
INTEREST & LIEN FEES	7,342	7,500	10,300	7,500	7,500	7,500	7,500
PRIOR YEAR TAXES	6,630	6,000	10,875	7,500	7,500	7,500	7,500
INTEREST INCOME	4,097	5,450	2,200	2,200	2,200	2,200	2,200
PILOT:ENTERPRISE ZONE	43	55	36	46	46	46	46
PILOT:STATE/TAX EXEMPTS	43	20	18	18	18	18	18
MFGR TRANSITON GRANT	1,340	1,400	1,339	0	0	0	0
MISC-UNCLASSIFIED	1	0	0	0	0	0	0
SEWER ASSESSMENTS	28,252	10,000	6,950	6,950	6,950	6,950	6,950
FUND BALANCE APPLIED	486,494	515,000	520,345	550,000	550,000	550,000	550,000
Total Financing Plan	\$1,181,231	\$1,162,592	\$1,157,738	\$1,181,810	\$1,181,810	\$1,181,810	\$1,181,810



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SPEC REV FUNDS-OTHER  
DEPARTMENT: FINANCE  
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5201 POSTAGE/PRINT/ADVERT	1,374	8,345	3,551	5,595	5,595	5,595	5,595
5230 PYMNTS/CONTRIBUTIONS	112,175	115,540	115,540	368,135	368,135	368,135	368,135
5290 PROFESS/TECHNICAL SE	11,532	150	90	120	120	120	120
5300 MATERIALS & SUPPLIES	110	100	100	150	150	150	150
5450 DEBT SERVICE	1,056,040	1,038,457	1,038,457	807,810	807,810	807,810	807,810
-----							
Total Operating Expenses	\$1,181,231	\$1,162,592	\$1,157,738	\$1,181,810	\$1,181,810	\$1,181,810	\$1,181,810
-----							
GRAND TOTAL	\$1,181,231	\$1,162,592	\$1,157,738	\$1,181,810	\$1,181,810	\$1,181,810	\$1,181,810

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**SEWER DISTRICT FUND REVENUES: #4010**

**Current Taxes** - The current levy for FYE 2014 is based on all taxable property in the Town (excluding the political sub-division of the City) as of October 1, 2012, before adjustments by the Board of Assessment Appeals. The amount to be raised by taxes is calculated by taking the proposed budget appropriations for FYE 2014 less estimated receipts from non-tax resources. The Grand List pertaining to the Sewer District decreased 0.3%. The proposed mill rate for FYE 2014 will be maintained at 0.25 mills.

**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 Income** - 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.

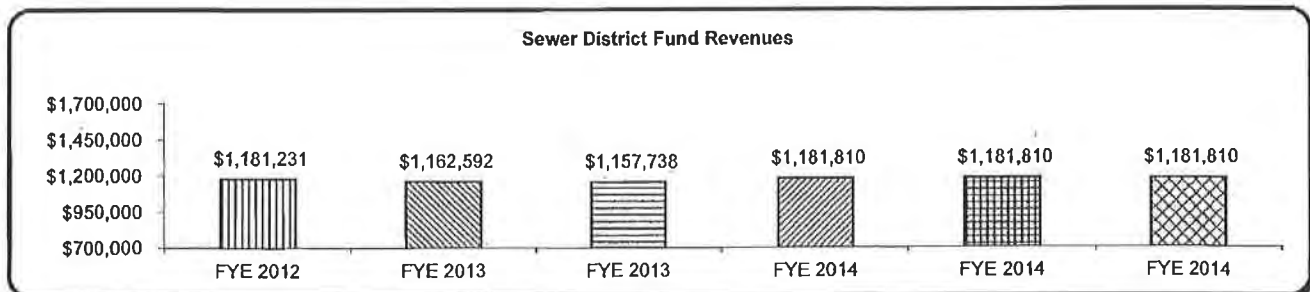
**PILOT: State & Tax Exempts** - represents the reimbursement from the state for exemptions due to veteran's exemptions, circuit breaker program, totally disabled and elderly freeze programs.

**Manufacturing Transition Grant** - replaces the MME PILOT and provides for the same allocation as in FYE 2011 to eligible municipalities before any adjustments by OPM. This program is eliminated in FYE 2014.

**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.

**Fund Balance Applied** - represents that amount of unassigned Fund Balance in the Sewer District Fund to be used to fund the budget for the next fiscal year.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
4110 Current Taxes	\$ 646,989	\$ 617,167	\$ 605,675	\$ 607,596	\$ 607,596	\$ 607,596
4113 Interest & Lien Fees	\$ 7,342	\$ 7,500	\$ 10,300	\$ 7,500	\$ 7,500	\$ 7,500
4114 Prior Year Taxes	\$ 6,630	\$ 6,000	\$ 10,875	\$ 7,500	\$ 7,500	\$ 7,500
4412 Interest Income	\$ 4,097	\$ 5,450	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
4551 PILOT: Enterprise Zone	\$ 43	\$ 55	\$ 36	\$ 46	\$ 46	\$ 46
4553 PILOT: State & Tax Exempts	\$ 43	\$ 20	\$ 18	\$ 18	\$ 18	\$ 18
4563 MFGR Transition Grant	\$ 1,340	\$ 1,400	\$ 1,339	\$ 0	\$ 0	\$ 0
4747 Sewer Assessments	\$ 28,253	\$ 10,000	\$ 6,950	\$ 6,950	\$ 6,950	\$ 6,950
4999 Fund Balance Applied	\$ 486,494	\$ 515,000	\$ 520,345	\$ 550,000	\$ 550,000	\$ 550,000
<b>Total</b>	<b>\$ 1,181,231</b>	<b>\$ 1,162,592</b>	<b>\$ 1,157,738</b>	<b>\$ 1,181,810</b>	<b>\$ 1,181,810</b>	<b>\$ 1,181,810</b>





**TOWN OF GROTON**  
**FYE 2014**  
**Sewer Long Term Debt Payment Schedule**

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/12	FYE 2013 Principal Payment	FYE 2013 Interest Payment	FYE 2014 Principal Payment	FYE 2014 Interest Payment
2013	2,110,000.00	06/01/2002	10	WPCF Improvements	210,000.00	210,000.00	8,400.00	0.00	0.00
2030	12,864,411.44	11/01/2009	20	Clean Water Funds	10,555,390.02	606,051.12	205,552.33	606,051.12	193,431.31
2030	114,143.22	11/01/2011	19	Clean Water Funds	109,935.14	6,312.12	2,140.86	6,312.12	2,014.59
				<b>Totals</b>	<b>10,875,325.16</b>	<b>822,363.24</b>	<b>216,093.19</b>	<b>612,363.24</b>	<b>195,445.90</b>

**Debt Service Payment FYE 2013 through FYE 2030**

<b>Function #40101-Sewer District</b>			
FYE	Principal	Interest	FYE Total
2013	822,363.24	216,093.19	1,038,456.43
2014	612,363.24	195,445.90	807,809.14
2015	612,363.24	183,198.63	795,561.87
2016	612,363.24	170,951.37	783,314.61
2017	612,363.24	158,704.10	771,067.34
2018	612,363.24	146,456.84	758,820.08
2019	612,363.24	134,209.58	746,572.82
2020	612,363.24	121,962.32	734,325.56
2021	612,363.24	109,718.08	722,081.32
2022	612,363.24	97,467.79	709,831.03
2023	612,363.24	85,220.53	697,583.77
2024	612,363.24	72,973.27	685,336.51
2025	612,363.24	60,726.01	673,089.25
2026	612,363.24	48,478.75	660,841.99
2027	612,363.24	36,231.48	648,594.72
2028	612,363.24	23,984.22	636,347.46
2029	612,363.24	11,736.96	624,100.20
2030	255,151.34	1,275.76	256,427.10



TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Town Manager

FUNCTION: Capital Reserve 5010

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 3,362,340	\$ 3,822,230	\$ 3,822,230	\$ 2,419,000	(36.7%)

**HIGHLIGHTS:**

- This function includes funds to be appropriated for capital improvements.

- Payments From Other Funds - represents the contribution from:

General Fund (#10750)	\$1,800,000
Sewer Operating (#2020)	800,000
Total Contribution	<u>\$2,600,000</u>

- As noted below, the Estimated Fund Balance for FYE 2014 is \$1,739,180 and represents unexpended appropriations from the Sewer Operating Fund (\$345,835) and the General Fund (\$1,393,345).

**Final Budget Result:**

During budget deliberations, the Town Council increased this function by \$295,000. The RTM reduced this function by \$1,085,000.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$1,065,310	\$1,506,480	\$2,631,700	\$2,419,000	\$1,719,180	71.1%

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: TOWN MANAGER  
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	3,362,340	3,822,230	3,822,230	3,349,000	3,199,000	3,494,000	2,419,000
Total Appropriation	\$3,362,340	\$3,822,230	\$3,822,230	\$3,349,000	\$3,199,000	\$3,494,000	\$2,419,000
<b>COST CENTERS</b>							
50103 FYE 2014 CIP	3,362,340	3,822,230	3,822,230	3,349,000	3,199,000	3,494,000	2,419,000
Total Cost Centers	\$3,362,340	\$3,822,230	\$3,822,230	\$3,349,000	\$3,199,000	\$3,494,000	\$2,419,000
<b>FINANCING PLAN</b>							
INTEREST INCOME	8,171	7,690	9,300	9,300	9,300	9,300	9,300
INTEREST INCOME-WPCF	8,627	8,594	5,400	5,400	5,400	5,400	5,400
CWF LOAN	29,751	0	0	0	0	0	0
RECORDING INSTRUMENTS	14,946	17,000	18,700	17,000	17,000	17,000	17,000
WATER ASSESSMENTS	5,086	2,000	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	3,095,030	4,230,000	4,230,000	3,550,000	3,400,000	2,800,000	2,600,000
FUND BALANCE APPLIED	200,729	0	0	0	0	662,300	0
Total Financing Plan	\$3,362,340	\$4,265,284	\$4,263,400	\$3,581,700	\$3,431,700	\$3,494,000	\$2,631,700

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: OTHER FUNDS  
DEPARTMENT: TOWN MANAGER  
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5460 RESERVE FUND/EQUIPME	3,362,340	3,822,230	3,822,230	3,349,000	3,199,000	3,494,000	2,419,000
Total Operating Expenses	\$3,362,340	\$3,822,230	\$3,822,230	\$3,349,000	\$3,199,000	\$3,494,000	\$2,419,000
GRAND TOTAL	\$3,362,340	\$3,822,230	\$3,822,230	\$3,349,000	\$3,199,000	\$3,494,000	\$2,419,000

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**CAPITAL RESERVE FUND REVENUES: #5010**

Interest Income - 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.

Recording Instruments - PA 05-228 instituted a new \$30.00 fee for document recording effective 7/1/05. The Clerk retains \$4.00 of this, \$3.00 of which is to be used for local capital improvement projects.

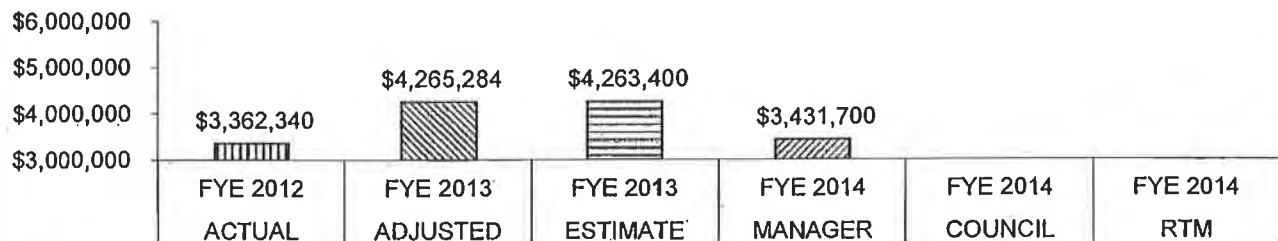
Water Assessments - represents revenues received from Center Groton Water assessments.

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 unassigned fund balance in the Capital Reserve Fund to be used to fund the budget for the fiscal year:

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
4412 Interest Income	\$ 8,171	\$ 7,690	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300
4412A Interest Income - WPCF	\$ 8,627	\$ 8,594	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400
4507B CWF Loan	\$ 29,751	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4610 Recording Instruments	\$ 14,946	\$ 17,000	\$ 18,700	\$ 17,000	\$ 17,000	\$ 17,000
4746 Water Assessments	\$ 5,086	\$ 2,000	\$ 0	\$ 0	\$ 0	\$ 0
4766 Payments from Other Funds	\$ 3,095,030	\$ 4,230,000	\$ 4,230,000	\$ 3,400,000	\$ 2,800,000	\$ 2,600,000
4999 Fund Balance Applied	\$ 200,729	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 3,362,340</b>	<b>\$ 4,265,284</b>	<b>\$ 4,263,400</b>	<b>\$ 3,431,700</b>	<b>\$ 2,831,700</b>	<b>\$ 2,631,700</b>

**Capital Reserve Fund Revenues**





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## TOWN OF GROTON

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### 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.

#### GOALS:

To maintain the integrity of the Town's fleet, by delivering reliable fleet services.

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#### FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
Vehicle Works Orders Processed	1,283	1,382	1,520
Preventative Maintenance Work Orders	350	296	325
Unscheduled Maintenance / Road Service Work Orders	933	1,086	1,194
Outside Agencies' Work Orders (included in above numbers)	324	292	300

TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS

DEPARTMENT: Public Works

FUNCTION: Fleet Reserve 6040

	ACTUAL FYE 2012	APPROVED ADJUSTED FYE 2013	ESTIMATED FYE 2013	RTM APPROVED FYE 2014	% Change FYE 2013 to FYE 2014
TOTAL	\$ 1,157,139	\$ 1,450,835	\$ 1,450,835	\$ 1,195,591	(17.6%)

**HIGHLIGHTS:**

- This function contains funds for fuel, maintenance, and vehicle replacement. Personnel and all other associated costs are contained in cost center 1035A and under function 1035, Public Works.
- For FYE 2014, the replacement schedule program called for the replacement of 48 vehicles \$1,816,467 of which 30 were at or past their replacement date. The proposed budget calls for the replacement of 11 vehicles (\$621,420).
- The departmental contributions to this fund were maintained at 25% of the recommended amount. In an effort to replenish this Fund after several years of underfunding beginning in 2009, it is again proposed that a General Fund contribution of \$165,000 be made out of function #1077 to this Fund as was done last year. This amount represents approximately 21% of the recommended general fund vehicle replacement fees which with the 25% contribution in departmental accounts will bring contributions to 46% of the recommended amount.
- 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.
- Unleaded Fuel is budgeted at \$3.22 /gallon for FYE 2014 compared to \$3.05/gallon for FYE 2013. Diesel fuel is budgeted at \$3.30/gallon for FYE 2014 compared to \$3.23/gallon for FYE 2013. The fuel oil price/gallon is locked in for FYE 2103 but not for FYE 2014.
- Prior to FYE 2003, police services located at construction/road projects were included in the Public Safety function and due to the uncertainty of how much outside police work would occur during the last quarter of a fiscal year, a fourth quarter transfer would be requested so that this function would not be overdrawn. In FYE 2003, an Outside Police Work fund was created so that the Public Safety function would not be negatively impacted by the uncertainty of when police outside work would be requested. In addition to being billed for the use of a police officer, vendors are also billed if a police vehicle is involved as well as a 10% administrative fee. For FYE 2014 the revenue realized that is associated with the use of police vehicles is being applied in the financing plan as a Payment from Other Funds (\$172,424).

**Final Budget Result:**

During budget deliberations, the Town Council reduced this fund by \$200,000 for replacement of a 2002 Sweeper. The RTM sustained this change.

Audit Fund Balance FYE 2012	Estimated Fund Balance FYE 2013	FYE 2014 Proposed Revenues	FYE 2014 Proposed Expenditures	Estimated Fund Balance FYE 2014	Fund Balance as a % of Expenditures
\$1,014,264	\$747,658	\$1,307,572	\$1,195,591	\$859,639	71.9%

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER.  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: INTERNAL SERVICE FUND  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	1,157,139	1,450,835	1,450,835	2,040,238	1,395,591	1,195,591	1,195,591
Total Appropriation	\$1,157,139	\$1,450,835	\$1,450,835	\$2,040,238	\$1,395,591	\$1,195,591	\$1,195,591
<b>COST CENTERS</b>							
60400 VEHICLE REPLACEMENT	408,271	729,588	727,634	1,269,832	625,185	425,185	425,185
60401 VEHICLE MAINTENANCE	325,910	312,050	314,004	362,650	362,650	362,650	362,650
60402 VEHICLE FUEL	422,958	409,197	409,197	407,756	407,756	407,756	407,756
Total Cost Centers	\$1,157,139	\$1,450,835	\$1,450,835	\$2,040,238	\$1,395,591	\$1,195,591	\$1,195,591
<b>FINANCING PLAN</b>							
INTEREST INCOME	2,842	3,200	2,600	2,600	2,600	2,600	2,600
STATE GRANTS	8,200	0	0	0	0	0	0
SALE OF FIXED ASSETS	14,785	15,000	15,000	10,000	10,000	10,000	10,000
PAYMENTS FROM OTHER FUNDS	954,009	1,166,629	1,166,629	1,226,080	1,398,504	1,394,972	1,294,972
FUND BALANCE APPLIED	177,303	266,006	266,606	801,558	0	0	0
Total Financing Plan	\$1,157,139	\$1,450,835	\$1,450,835	\$2,040,238	\$1,411,104	\$1,407,572	\$1,307,572

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: INTERNAL SERVICE FUND  
DEPARTMENT: PUBLIC WORKS  
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	220	200	200	200	200	200	200
5220 UTILITIES/FUEL/MILEA	422,958	409,197	409,197	407,756	407,756	407,756	407,756
5260 REPAIRS & MAINT-FAC/	41,356	34,263	34,263	39,818	39,818	39,818	39,818
5290 PROFESS/TECHNICAL SE	1,085	3,565	3,565	3,565	3,565	3,565	3,565
5300 MATERIALS & SUPPLIES	1,275	0	0	0	0	0	0
5310 VEHICLE OPER/MAINT	283,279	277,787	277,787	322,832	322,832	322,832	322,832
5400 EQUIP/MACHINRY& FURN	36,314	0	1,954	0	0	0	0
5420 VEHICLES	370,652	725,823	723,869	1,266,067	621,420	421,420	421,420
<b>Total Operating Expenses</b>	<b>\$1,157,139</b>	<b>\$1,450,835</b>	<b>\$1,450,835</b>	<b>\$2,040,238</b>	<b>\$1,395,591</b>	<b>\$1,195,591</b>	<b>\$1,195,591</b>
<b>GRAND TOTAL</b>	<b>\$1,157,139</b>	<b>\$1,450,835</b>	<b>\$1,450,835</b>	<b>\$2,040,238</b>	<b>\$1,395,591</b>	<b>\$1,195,591</b>	<b>\$1,195,591</b>



# FYE 2014 Fleet Fund - Programmed Vehicle Replacement Schedule

	Adjusted Replacement Price	Department	Year	Make	Model	Program Life	Years In Service	Years Past Due	
\$1,816,467	\$26,335	Admin Services	2003	CHEVY	BLAZER	2003	10	-1	Total vehicles & equipment due / overdue for replacement
	\$26,000	OPDS	2003	CHEVY	BLAZER	2003	10	-1	
	\$26,335	OPDS	2003	CHEVY	BLAZER	2003	10	-1	
	\$18,455	Parks & Rec	1995	FORD	1620 Tractor	1996	15	-3	
	\$20,680	Parks & Rec	2001	Cushman	Truckster	2002	12	0	
	\$22,409	Parks & Rec	2004	TORO	325D - Mower	2004	10	0	
	\$22,800	Parks & Rec	1990	FORD	Windstar	2000	10	-4	
	\$23,105	Parks & Rec	2003	CHEVY	VENTURE	2003	10	-1	
	\$24,564	Parks & Rec	2003	TORO	1250 - Sprayer	2004	10	0	
	\$41,420	Parks & Rec	2001	FORD	F550	2001	12	-1	
	\$49,420	Parks & Rec	1997	JCB	BACKHOE	1998	15	-1	
	\$26,500	Police	2003	FORD	CR VIC	2004	10	0	
	\$26,500	Police	2001	FORD	CR VIC	2001	10	-3	
	\$26,500	Police	2001	FORD	CR VIC	2001	10	-3	
	\$26,500	Police	2003	FORD	CR VIC	2003	10	-1	
	\$26,500	Police	2003	FORD	CR VIC	2004	10	0	
	\$26,500	Police	2003	FORD	CR VIC	2003	10	-1	
	\$32,673	Police	1995	CHEVY	VAN	1996	15	-3	
	\$33,000	Police	2011	FORD	CR VIC	2011	3	0	
	\$33,000	Police	2005	FORD	CR VIC	2006	8	0	
	\$33,000	Police	2006	FORD	CR VIC	2006	8	0	
	\$33,000	Police	2011	FORD	CR VIC	2011	3	0	
	\$33,000	Police	2001	FORD	CR VIC	2001	10	-3	
	\$33,000	Police	2009	FORD	CR VIC	2009	3	-2	
	\$36,000	Police	2008	FORD	Expedition	2008	5	-1	
	\$18,000	Public Works	2000	CHEVY	S10	2001	12	-1	
	\$22,000	Public Works	2001	FORD	E150	2001	10	-3	
	\$22,000	Public Works	2001	FORD	E150	2001	10	-3	
	\$22,181	Public Works	2003	FORD	F150	2003	10	-1	
	\$24,000	Public Works	2000	FORD	E150	2000	10	-4	
	\$26,206	Public Works	2005	FORD	F250	2004	10	0	
	\$29,327	Public Works	2006	CHEVY	K-1500	2006	8	0	
	\$31,247	Public Works	2006	FORD	Escape Hybrid	2006	8	0	
	\$31,247	Public Works	2006	FORD	Escape Hybrid	2006	8	0	
	\$49,338	Public Works	1993	FORD	F350	1993	20	-1	
	\$62,106	Public Works	2002	FORD	F350	2003	10	-1	
	\$140,000	Public Works	1987	J Deere	690D	2004	10	0	
\$621,420	\$30,941	Parks & Rec Parks	2002	FORD	F250	2003	10	-1	Vehicles to be replaced
	\$33,000	Police Patrol	2009	FORD	CR VIC	2009	3	-2	
	\$33,000	Police Patrol	2011	FORD	CR VIC	2011	3	0	
	\$33,000	Police Patrol	2007	FORD	CR VIC	2007	3	-4	
	\$33,000	Police Patrol	2008	FORD	CR VIC	2008	3	-3	
	\$33,000	Police Patrol	2007	FORD	CR VIC	2008	4	-2	
	\$31,247	PW Rds & Sts	2006	FORD	Escape Hybrid	2006	8	0	
	\$34,232	PW Rds & Sts	2004	FORD	F350	2004	10	0	
	\$142,000	PW Rds & Sts	1999	Int'l	4900	1999	15	0	
	\$200,000	PW Rds & Sts	2002	Frghtltnr	Sweeper	2002	10	-2	
	\$18,000	PW WPCF	1999	CHEVY	S10	2000	12	-2	

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**FLEET RESERVE FUND REVENUES: #6040**

Interest Income - 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.

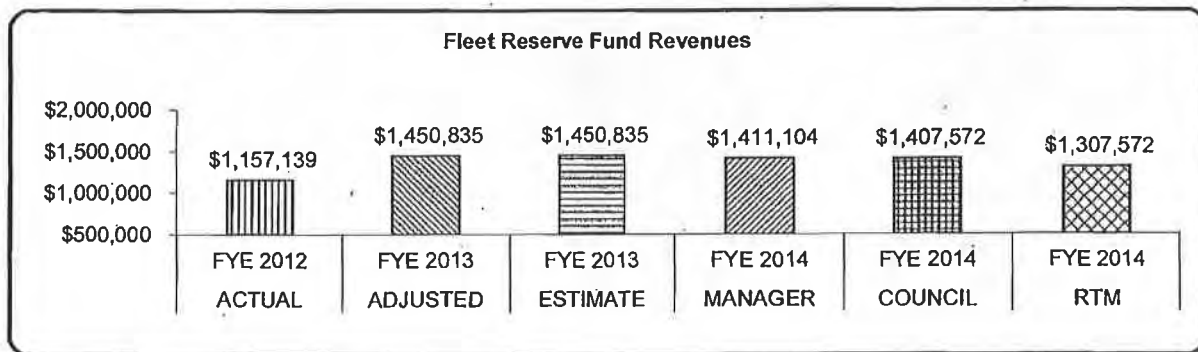
CWF Loan: represents funds received that will need to be repaid at a 2% interest rate related to the upgrade project.

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 unassigned fund balance in the Fleet Reserve Fund to be used to fund the budget for the fiscal year.

	<u>ACTUAL FYE 2012</u>	<u>ADJUSTED FYE 2013</u>	<u>ESTIMATE FYE 2013</u>	<u>MANAGER FYE 2014</u>	<u>COUNCIL FYE 2014</u>	<u>RTM FYE 2014</u>
4412 Interest Income	\$ 2,842	\$ 3,200	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
4507 State Grants	\$ 8,200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4731 Sale of Fixed Assets	\$ 14,785	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000
4766 Payments from Other Funds	\$ 954,009	\$ 1,166,629	\$ 1,166,629	\$ 1,398,504	\$ 1,394,972	\$ 1,294,972
4999 Fund Balance Applied	\$ 177,303	\$ 266,006	\$ 266,606	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,157,139</b>	<b>\$ 1,450,835</b>	<b>\$ 1,450,835</b>	<b>\$ 1,411,104</b>	<b>\$ 1,407,572</b>	<b>\$ 1,307,572</b>





TOWN OF GROTON  
FYE 2014 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 associated with the Fleet Reserve 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.



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TOWN OF GROTON

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FUNCTION SUMMARY

Function: Computer Replacement Fund 6050

Department: Information Technology

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.

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 2.4 GHz PC's and 2.8 GHz PC's this year (FYE 2014). The price to purchase a new PC has greatly decreased while the quality of the PC has increased. The PC's currently being purchased have 6.4 GHz processors.

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FUNCTION ACTIVITIES:

	<u>Actual FYE 2012</u>	<u>Estimate FYE 2013</u>	<u>Anticipated FYE 2014</u>
PCs Replaced	59	31	34
PC's Replaced (PBFD)	0	1	7
PCs Funded	355	359	363
PC's Not Funded by CRF	255	205	200
Printers Replaced	8	16	16
Printers Funded	89	80	75
Servers Funded	22	18	14
Licenses Purchased:	0	0	0

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TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: SPEC REV FUNDS-OTHER  
DEPARTMENT: INFORMATION TECHNOLOGY  
FUNCTION: COMPUTER REPLACEMENT 6050

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
-----							
OPERATING EXPENSES							
-----							
5220 UTILITIES/FUEL/MILEA	400	600	600	600	600	600	600
5260 REPAIRS & MAINT-FAC/	957	4,000	4,000	4,000	4,000	4,000	4,000
5261 SOFTWARE MAINT FEES	6,928	7,420	7,420	5,870	5,870	5,870	5,870
5290 PROFESS/TECHNICAL SE	0	525	525	840	840	840	840
5410 COMPUTER EQUIPMENT	48,580	134,220	134,220	47,650	47,650	47,650	47,650
-----							
Total Operating Expenses	\$56,865	\$146,765	\$146,765	\$58,960	\$58,960	\$58,960	\$58,960
-----							
GRAND TOTAL	\$56,865	\$146,765	\$146,765	\$58,960	\$58,960	\$58,960	\$58,960

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

**COMPUTER REPLACEMENT FUND REVENUES: #6050**

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

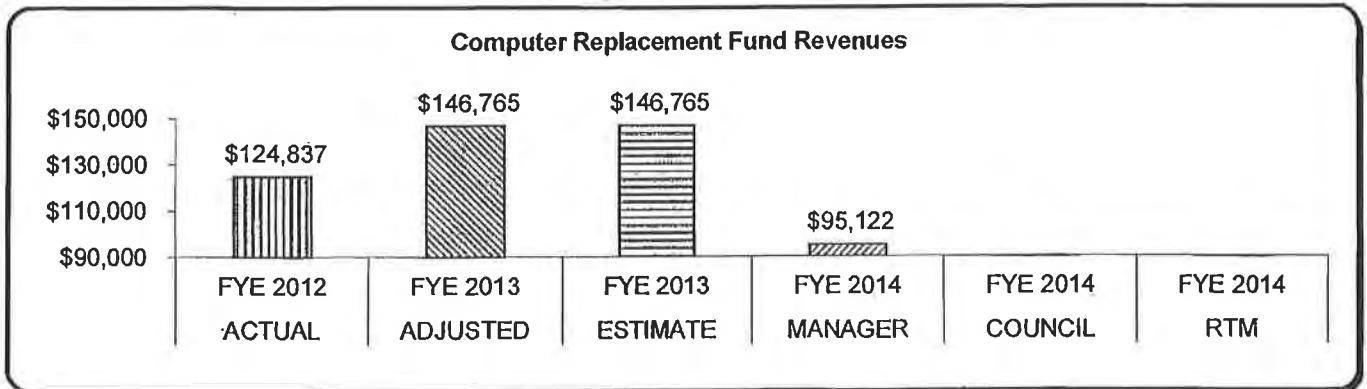
Other Agencies - represents the amount received from the Poquonnock Bridge Fire District which participates in this fund.

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.

Fund Balance Applied - represents the amount of unassigned fund balance in the Computer Replacement Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
4412 Interest Income	\$ 775	\$ 762	\$ 770	\$ 770	\$ 770	\$ 770
4625 Other Agencies	\$ 9,363	\$ 1,740	\$ 1,740	\$ 2,055	\$ 2,055	\$ 2,055
4625A Outside Agencies - MDT	\$ 19,192	\$ 26,920	\$ 26,920	\$ 6,470	\$ 6,470	\$ 6,470
4766 Payments from Other Funds	\$ 95,507	\$ 85,852	\$ 85,852	\$ 85,827	\$ 70,107	\$ 70,107
4999 Fund Balance Applied	\$ 0	\$ 31,491	\$ 31,483	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 124,837</b>	<b>\$ 146,765</b>	<b>\$ 146,765</b>	<b>\$ 95,122</b>	<b>\$ 79,402</b>	<b>\$ 79,402</b>



TOWN OF GROTON  
FYE 2014 BUDGET  
PROGRAM OBJECTIVES

AREA OF SERVICE: Other Funds

DEPARTMENT: Information Technology  
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.

**CC5 – Other Agencies – MDT**

- The cost of mobile data terminals for outside agencies.



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TOWN OF GROTON

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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.

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FUNCTION ACTIVITIES:

Spicer: FYE 12 Actual

104 cases received \$25,256.44 in assistance

Perkins: FYE 12 Actual

12 cases received \$3,697.90 in assistance

In FYE 13 and FYE 14, it is anticipated that expenditures for both Funds will remain at/about the FYE 12 levels.

**TOWN OF GROTON  
FYE 2014 BUDGET  
FUNCTION HIGHLIGHTS**

<b>DEPARTMENT: Social Services</b>			<b>FUNCTION: Human Serv Assist Fund 7320</b>		
	<b>ACTUAL FYE 2012</b>	<b>APPROVED ADJUSTED FYE 2013</b>	<b>ESTIMATED FYE 2013</b>	<b>RTM APPROVED FYE 2014</b>	<b>% Change FYE 2013 to FYE 2014</b>
<b>TOTAL</b>	<b>\$ 32,801</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>0.0%</b>

**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 \$64,848 as of 6/30/12. 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." 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." The balance of this fund is \$75,193 as 6/30/2012. The Perkins Trust appropriation supplants program funding that is no longer available to Human Services via the General Fund.
- 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, there were no changes made to this fund.

<b>Audit Fund Balance FYE 2012</b>	<b>Estimated Fund Balance FYE 2013</b>	<b>FYE 2014 Proposed Revenues</b>	<b>FYE 2014 Proposed Expenditures</b>	<b>Estimated Fund Balance FYE 2014</b>	<b>Fund Balance as a % of Expenditures</b>
<b>\$140,041</b>	<b>\$110,511</b>	<b>\$770</b>	<b>\$40,000</b>	<b>\$71,281</b>	<b>178.2%</b>

**PERSONNEL CHANGES/HISTORY:**

- No personnel charged to this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: EXPENDABLE TRUST FUNDS  
DEPARTMENT: TRUST FUNDS  
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>APPROPRIATION</b>							
Operating Expenses	32,801	40,000	40,000	40,000	40,000	40,000	40,000
Total Appropriation	\$32,801	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
<b>COST CENTERS</b>							
73200 ELIHU SPICER TRUST	25,256	30,000	30,000	30,000	30,000	30,000	30,000
73202 FLORA PERKINS TRUST	7,545	10,000	10,000	10,000	10,000	10,000	10,000
Total Cost Centers	\$32,801	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
<b>FINANCING PLAN</b>							
INTEREST INCOME	268	358	270	270	270	270	270
DONATIONS	150	0	200	500	500	500	500
PAYMENTS FROM OTHER FUNDS	0	0	10,000	0	0	0	0
FUND BALANCE APPLIED	32,383	39,642	29,530	39,230	39,230	39,230	39,230
Total Financing Plan	\$32,801	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2014 ADOPTED BUDGET

10-Jun-2013

AREA OF SERVICE: EXPENDABLE TRUST FUNDS  
DEPARTMENT: TRUST FUNDS  
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2012	ADJUSTED FYE 2013	ESTIMATE FYE 2013	REQUEST FYE 2014	MANAGER FYE 2014	COUNCIL FYE 2014	RTM FYE 2014
<b>OPERATING EXPENSES</b>							
5201 POSTAGE/PRINT/ADVERT	3,459	4,000	2,000	4,000	4,000	4,000	4,000
5290 PROFESS/TECHNICAL SE	523	1,250	1,250	1,250	1,250	1,250	1,250
5300 MATERIALS & SUPPLIES	140	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	4,190	10,750	10,750	10,750	10,750	10,750	10,750
5617 RENTALS	24,220	18,500	20,500	18,500	18,500	18,500	18,500
5619 FOOD/CLOTHING	0	2,000	2,000	2,000	2,000	2,000	2,000
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	269	0	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$32,801</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>GRAND TOTAL</b>	<b>\$32,801</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>

**TOWN OF GROTON, CT  
FYE 2014 BUDGET**

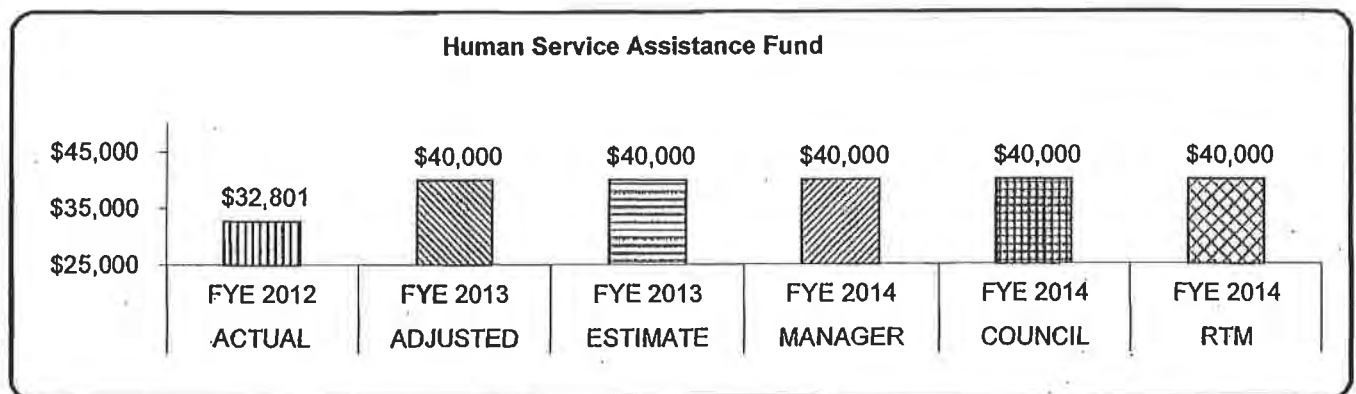
**HUMAN SERVICE ASSISTANCE FUND: #7320**

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Payments from Other Funds: represents the amount that Other Funds may contribute to the operation of this fund. For FYE 2013 a payment -in-lieu of taxes (PILOT) was received from The Connection Fund whose purpose is to help people in need. The PILOT was deposited in the General Fund and subsequent actions by both the Town Council and RTM transferred that amount into this Fund.

Fund Balance Applied - represents the amount of unassigned fund balance in the Human Services Assistance Fund to be used to fund the budget for the fiscal year.

	<u>ACTUAL FYE 2012</u>	<u>ADJUSTED FYE 2013</u>	<u>ESTIMATE FYE 2013</u>	<u>MANAGER FYE 2014</u>	<u>COUNCIL FYE 2014</u>	<u>RTM FYE 2014</u>
4412 Interest Income	\$ 268	\$ 358	\$ 270	\$ 270	\$ 270	\$ 270
4750 Donations	\$ 150	\$ 0	\$ 200	\$ 500	\$ 500	\$ 500
4766 Payments from Other Funds	\$ 0	\$ 0	\$ 10,000	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 32,383	\$ 39,642	\$ 29,530	\$ 39,230	\$ 39,230	\$ 39,230
<b>Total</b>	<b>\$ 32,801</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>



TOWN OF GROTON  
FYE 2014 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.



CAPITAL PROJECTS - FYE 2014 (000)						
PROJECT	Page #	Source of Funds			Other Funding Source	Total Costs
		Capital Reserve Fund	General Obligation Bonds	Other		
<b>1) ROADS</b>						
D) Traffic Signal Replacement and Upgrade	320	\$ 25				\$ 25
E) Route 1 - Claude Chester/Vergennes Court	321			\$ 118	LoCIP	\$ 118
I) Reconstruction of Intersection Crystal Lake Road/Military Highway	322	\$ 96		\$ 864	State and Federal Grants	\$ 960
		\$ 121		\$ 982		\$ 1,103
<b>2) DRAINAGE AND WATERSHED PROTECTION</b>						
B) Local Drainage Improvements/New Installations	323	\$ 23				\$ 23
D) Judson Avenue Drainage	324		\$ 1,668 *			\$ 1,668
E) Fishtown Road Improvements	325	\$ 45				\$ 45
		\$ 68	\$ 1,668			\$ 1,736
<b>3) SIDEWALKS</b>						
A) Replacement Sidewalk Construction	326	\$ -				\$ -
B) New Sidewalk Construction - Route 1, Mystic	327			\$ 80	LoCIP	\$ 80
		\$ -		\$ 80		\$ 80
<b>4) PARKS AND RECREATION</b>						
A) Facilities Improvements	328	\$ 50				\$ 50
B) Trail Improvement Program	329	\$ -				\$ -
D) Open Space Acquisition and Development	330	\$ -				\$ -
E) Golf Course Improvement Plan	331	\$ 25				\$ 25
G) Aquatics Center	332	\$ -				\$ -
H) Park Improvement Plan	333	\$ 15				\$ 15
I) Noank Dock	334	\$ 20				\$ 20
		\$ 110				\$ 110
<b>5) EDUCATION</b>						
A) School Facilities Initiative	335	\$ 125				\$ 125
B) Asbestos Removal	336	\$ -				\$ -
N) Energy Efficiency Measures	337	\$ 83				\$ 83
O) Security Enhancements - All Schools	338	\$ 110				\$ 110
		\$ 318				\$ 318
<b>6) PUBLIC BUILDINGS</b>						
A) Spicer House - Parks and Recreation Office	339			\$ 40	LoCIP	\$ 40
B) Police Station	340		\$ 5,255 *	\$ 90	LoCIP	\$ 5,345
D) Town Hall	341	\$ -				\$ -
E) Groton Public Library	342	\$ 45				\$ 45
G) Vacated School Properties-Noank	343	\$ -				\$ -
H) Town Hall Annex Complex - Annex	344			\$ 65	LoCIP	\$ 65
K) Jabez Smith House	345	\$ 12				\$ 12
L) Golf Course Facilities - Maintenance Building	346			\$ 35	LoCIP	\$ 35
M) Construction of Permanent Vehicle Wash Facility	347	\$ -				\$ -
O) Energy Efficiency Measures	348	\$ 30				\$ 30
		\$ 87	\$ 5,255	\$ 230		\$ 5,572
<b>7) TECHNOLOGY</b>						
A) Network Infrastructure Upgrade	349	\$ 105				\$ 105
B) Computer Technology Acquisition - Software Systems	350	\$ 75				\$ 75
C) Replacement Radio Control Console System	351	\$ 640		\$ 45	State 911 Grant	\$ 685
D) Phone System	352	\$ 45				\$ 45
		\$ 865		\$ 45		\$ 910
<b>8) ECONOMIC DEVELOPMENT</b>						
B) Flanders Road Utility Installation	353		\$ 16,890 *			\$ 16,890
C) Economic Assistance Fund	354	\$ 50				\$ 50
		\$ 50	\$ 16,890			\$ 16,940
<b>9) WATER POLLUTION CONTROL FACILITY</b>						
C) Treatment Facility	355			\$ 800	WPCF User Fees	\$ 800
				\$ 800		\$ 800
<b>TOTAL</b>		<b>\$ 1,619</b>	<b>\$ 23,813</b>	<b>\$ 2,137</b>		<b>\$ 27,569</b>
* No formal FYE 2014 budget action is requested on these items by the Town Council or RTM at this time. Projects are shown for information purposes only pending future action by the Town Council and RTM.						

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
D) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	1) ROADS
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>	
<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 four intersections where traffic signals have been installed. Those are Military Highway/Crystal Lake Road, Gungywamp Road/Briar Hill Road, Poquonnock Road/Village Lane and Route 1/Harry Day Drive. 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.</p> <p>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 Road at Briar Hill Road, Poquonnock Road at Village Lane, and Route 1 at Harry Day Drive, and the elimination of a signal at Bridge Street at Kings Highway (completed). 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 (completed). (Please note that a companion project 1)I) funds the signal at Crystal Lake Road and Military Highway. This location has been submitted to SCCOG for grant funding.)</p> <p>Requested for FYE 14 are funds (\$25,000) for design and programmed for FYE 15 are funds (\$250,000) for construction of the traffic signal at Gungywamp Road and Briar Hill Road. Programmed for FYE 15 and 16 are funds (\$275,000) for a traffic signal at Poquonnock Road and 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 would result 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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	25	25					50
B. Land and Right of Way								0
C. Construction	C		250	250				500
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>25</b>	<b>275</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> E) ROUTE 1 - CLAUDE CHESTER/ VERGENNES COURT	<b>ACTIVITY/DEPARTMENT</b> 1) ROADS
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>	
<p>The interaction between pedestrians and traffic from the shopping center on Route 1, the entrance to Claude Chester School, and Vergennes Court has been an ongoing concern. The marked increase of traffic on Route 1, the increased use of the recreational fields at Poquonnock Plains Park and Claude Chester School, and parents driving their children to school even when bus service is provided, causes near misses and traffic congestion, resulting in traffic backing up into the intersection of Route 1 and Route 117.</p> <p>Funds were approved in FYE 05 for the conceptual design/permitting/cost estimating for the work described below. This study has been completed and concluded that the closure of this intersection will not adversely overload the remaining intersections from this neighborhood (Depot Road and Central Avenue).</p> <p>Requested for FYE 14 are funds to complete the design, permitting and construction to dead end Vergennes Court at Route 1 (\$118,000) while still providing emergency and pedestrian access.</p> <p>Programmed for FYE 15 are funds (\$25,000) to permit and design the turning lane on Route 1 into Harry Day Drive with construction programmed for FYE 16 (\$150,000).</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: If postponed, projects increase in price by 2-4% each year. Sustainability Goals: Not applicable.</p>	

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C		25					25
	O	3						3
B. Land and Right of Way								0
C. Construction	C			150				150
	O	115						115
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>118</b>	<b>25</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>293</b>

\*Funding

(C) Capital Reserve Fund

(G) General Obligation Bonds

(O) Other (LoCIP)

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> I) RECONSTRUCTION OF INTERSECTION CRYSTAL LAKE ROAD/MILITARY HIGHWAY	<b>ACTIVITY/DEPARTMENT</b> 1) ROADS																																																																																							
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>																																																																																								
<p>Crystal Lake Road is the main route of access (vehicular and truck) to the Naval Submarine Base (SUBASE) and the historic USS Nautilus and Submarine Force Library and Museum, a national historical site welcoming hundreds of thousands of visitors each year. 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. This project would enhance the military value of the base and assure the long term viability as an economic generator in the region.</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 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 of Route 12 with a properly designed intersection radius at the southwest corner. Along the entire length of Crystal Lake Road the plan is to construct a 10 foot wide multi-purpose path in support of Plan of Conservation and Development goals that will continue the effort to create a multi-modal connection from the Navy housing units located south of the main base and the main gate.</p> <p>The Southeastern Connecticut Council of Governments has selected this project to receive Federal and State funds. Approved in FYE 07 were funds (\$50,000) to prepare the schematics for submission for future grant funding. Approved in FYE 12 and FYE 13 was the Town's match (\$63,620) for State review, preliminary engineering and consultant design. The estimated total project cost is \$5.58 million with 80% of the cost coming from federal grants, 10% from state grants and 10% from a local match.</p> <p>Requested in FYE 14 is the remaining portion of the 10% match for design and rights of way. Proposed in FYE 15 is the remaining 10% match for construction. Funds were approved for the engineering design.</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>																																																																																								
<b>RECOMMENDED FINANCING (000)</b>																																																																																								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 15%;">Source of Funds*</th> <th colspan="7" style="text-align: center;">Estimated Funding by Year</th> <th rowspan="2" style="width: 10%;">Total Estimated Cost</th> </tr> <tr> <th style="width: 10%;">FYE2014</th> <th style="width: 10%;">FYE2015</th> <th style="width: 10%;">FYE2016</th> <th style="width: 10%;">FYE2017</th> <th style="width: 10%;">FYE2018</th> <th style="width: 10%;">FYE2019</th> </tr> </thead> <tbody> <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></td> <td>O</td> <td style="text-align: right;">864</td> <td></td><td></td><td></td><td></td><td></td> <td style="text-align: right;">864</td> </tr> <tr> <td>B. Land and Right of Way</td> <td>C</td> <td style="text-align: right;">96</td> <td></td><td></td><td></td><td></td><td></td> <td style="text-align: right;">96</td> </tr> <tr> <td></td> <td>O</td> <td></td> <td style="text-align: right;">3588</td> <td></td><td></td><td></td><td></td> <td style="text-align: right;">3588</td> </tr> <tr> <td>C. Construction</td> <td>C</td> <td></td> <td style="text-align: right;">399</td> <td></td><td></td><td></td><td></td> <td style="text-align: right;">399</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><b>Total</b></td> <td><b>C,O</b></td> <td style="text-align: right;"><b>960</b></td> <td style="text-align: right;"><b>3987</b></td> <td style="text-align: right;"><b>0</b></td> <td style="text-align: right;"><b>0</b></td> <td style="text-align: right;"><b>0</b></td> <td style="text-align: right;"><b>0</b></td> <td style="text-align: right;"><b>4947</b></td> </tr> </tbody> </table>	Source of Funds*	Estimated Funding by Year							Total Estimated Cost	FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	A. Planning and Engineering								0		O	864						864	B. Land and Right of Way	C	96						96		O		3588					3588	C. Construction	C		399					399	D. Equipment								0	E. Other Costs								0	<b>Total</b>	<b>C,O</b>	<b>960</b>	<b>3987</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4947</b>
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During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	<b>ACTIVITY/DEPARTMENT</b> 2) DRAINAGE AND WATERSHED PROTECTION													
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>														
<p>This project funds areas where local drainage systems need to be improved or where new local systems should be installed. Drainage systems are installed to control flooding, prevent erosion and protect public and private property from damage. All systems will be designed to current Town of Groton Road and Drainage Standards.</p> <p>Requested for FYE 14 are funds (\$23,000) to address drainage issues on Ashby Street and High Street near Cliff Street. Both of these areas were brought to the attention of Public Works by residents of the area. Ashby involves the installation of additional pipes and storm basins to control the stormwater runoff that is flowing through the resident's yard. High Street involves the replacement of pipes found to have collapsed causing the roadside ponding of water during normal rain events.</p> <p>Programmed for FYE 15 are funds (\$25,000) for the installation of a drainage system on Lemont, Stonecrest and Hemlock Roads. When this subdivision was built, no formal storm drainage system was installed. Extension of the existing system will provide relief to the local neighborhood from localized flooding of yards.</p> <p>As projects are identified, they will be added to outlying years. Programmed for FYE 16 through FYE 19 are funds (\$25,000/year) to complete these projects.</p> <p>Engineering: In-House          Construction: In-House          Impact on Operating Budget: Impact is the removal and disposal of catch basin cleanings, estimated to be \$50/year/structure.          Sustainability Goals: Not applicable.</p>														
<b>RECOMMENDED FINANCING (000)</b>														
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost						
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019							
A. Planning and Engineering								0						
B. Land and Right of Way								0						
C. Construction	C	23	25	25	25	25	25	148						
D. Equipment								0						
E. Other Costs								0						
<b>Total</b>	<b>C</b>	<b>23</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>148</b>						
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">*Funding</td> <td style="width: 33%;">(C) Capital Reserve Fund</td> <td style="width: 33%;">(G) General Obligation Bonds</td> </tr> <tr> <td></td> <td></td> <td>(O) Other</td> </tr> </table>									*Funding	(C) Capital Reserve Fund	(G) General Obligation Bonds			(O) Other
*Funding	(C) Capital Reserve Fund	(G) General Obligation Bonds												
		(O) Other												

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

PROJECT	ACTIVITY/DEPARTMENT																
D) JUDSON AVENUE DRAINAGE	2) DRAINAGE AND WATERSHED PROTECTION																
<p style="text-align: center;"><b>DESCRIPTION/PURPOSE/JUSTIFICATION</b></p> <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 Somerset 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. Approved in FYE 12 were funds (\$165,000) for permitting and preliminary design of a storm drainage system to a 25 year storm. All Federal and State permits has been issued. Local permits will be acquired when local funding is authorized.</p> <p>The engineering study identified six areas to address at an estimated cost of \$1,059,000. The improvements on public and private land include:</p> <table> <tr> <td>- Approximately 2,070 linear feet of new and replacement piping</td><td>- Approximately 1,250 linear feet of new and replacement box culvert</td></tr> <tr> <td>- Approximately 150 linear feet of under drain system</td><td>- Eight new manholes</td></tr> <tr> <td>- Replacement/retrofitting of 26 existing catch basins</td><td>- Replacement of the existing Farmstead Avenue culvert with a larger culvert</td></tr> <tr> <td>- Installation of 24 backflow preventers</td><td>- Disconnection of all sump pumps from the existing drain pipes</td></tr> <tr> <td>- Construction of 5 water quality areas</td><td></td></tr> </table> <p>The project identified six sub areas that can be completed as one project or separately:</p> <table> <tr> <td>- Judson Avenue (new outfall) \$358,000</td><td>- Judson Avenue (current outfall) improvements \$206,300</td></tr> <tr> <td>- Farmstead Avenue System Improvements \$115,900</td><td>- Beebe Pond Park System Improvements \$146,800</td></tr> <tr> <td>- Somerset Drive System Improvements \$33,400</td><td>- Farmstead Avenue Culvert Replacement \$198,200</td></tr> </table> <p>The Town Council directed staff to bring this to a future bond referendum. Staff has included this for November of 2013. This page is for informational purposes only. Separate Town Council and RTM action will be required to place this on the November 2013 ballot.</p> <p>Engineering: In-House Construction: Contractor Impact on Operating Budget: No impact. Sustainability Goals: Not applicable.</p>		- Approximately 2,070 linear feet of new and replacement piping	- Approximately 1,250 linear feet of new and replacement box culvert	- Approximately 150 linear feet of under drain system	- Eight new manholes	- Replacement/retrofitting of 26 existing catch basins	- Replacement of the existing Farmstead Avenue culvert with a larger culvert	- Installation of 24 backflow preventers	- Disconnection of all sump pumps from the existing drain pipes	- Construction of 5 water quality areas		- Judson Avenue (new outfall) \$358,000	- Judson Avenue (current outfall) improvements \$206,300	- Farmstead Avenue System Improvements \$115,900	- Beebe Pond Park System Improvements \$146,800	- Somerset Drive System Improvements \$33,400	- Farmstead Avenue Culvert Replacement \$198,200
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**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	G	187						187
B. Land and Right of Way	G	11						11
C. Construction	G	1470						1470
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>G</b>	<b>1668</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1668</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

During Budget Deliberations:  
There was no vote taken on this item.



**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
E) FISHTOWN ROAD IMPROVEMENTS	2) DRAINAGE

**DESCRIPTION/PURPOSE/JUSTIFICATION**

In previous years, this project was for the reconfiguration of the intersection to correct the issue of vehicles crossing into the opposite traffic lane when making a right hand turn onto Fishtown Road from Route 1 and thus, was in the Roads section of the CIP.

Recurring flooding events in recent years that have effectively cut the Town's road network from east/west traffic movements have changed the focus of this project from road alignment to the correction of the flooding at this location. The Town of Groton Hazard Mitigation Plan has identified the need to mitigate to the extent possible situations such as this (Review of Transportation Facilities to Identify Critical Risks; and Identify Appropriate Improvements to Traffic Infrastructure).

Eccleston Brook floods this intersection and Noank Ledyard Road/Fishtown Road during minor rain storms. The flooding is exacerbated by an inefficient series of culverts north of the Valero Gas Station property and the drainage system south of Route 1. The brook was relocated during sewer line installation in the 1970s. The brook is home to a native brown trout population.

The project will identify the alternatives of the redesign the storm water system from Bel-Aire Drive south to the driveway crossing for 113 Fishtown Road to include the best management practices for sediment removal. The existing poor turning geometrics and the lack of safe crossing for pedestrians and bicycles will also be identified.

Requested for FYE 14 are funds (\$45,000) to identify alternatives. Final design and construction will be programmed for outlying years.

Engineering: Consultant

Construction: Contractor

Impact on Operating Budget: No impact on operating budget. If postponed, project will increase in cost by 2-4% each year.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	45						45
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

PROJECT	ACTIVITY/DEPARTMENT
A) REPLACEMENT SIDEWALK CONSTRUCTION	3) SIDEWALKS
<p style="text-align: center;"><b>DESCRIPTION/PURPOSE/JUSTIFICATION</b></p> <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 14 is \$30,000 for several small projects (including repairs on High Meadow Lane, Heather Glen Lane, Deerfield Ridge Road, Capstan Avenue, and Oslo Street). Also included for FYE 14 are funds (\$55,000) to replace the granite curb and sidewalk on Pearl Street, Noank, from the intersection of Palmer Court to Chesbro Avenue. Both the sidewalk and granite curbing are in poor condition with the granite curb tilting in to the road and the sidewalk panels heaving. Each outlying year will have programmed \$30,000 for repairs to deteriorating concrete walkways.</p> <p>Programmed for FYE 15 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 16 and FYE 17 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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	280	185	185	30	30	710
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>280</b>	<b>185</b>	<b>185</b>	<b>30</b>	<b>30</b>	<b>710</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

**During Budget Deliberations:**

The Town Council reduced this project from \$85,000 to \$0. The RTM sustained this change.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> B) NEW SIDEWALK CONSTRUCTION - ROUTE 1, MYSTIC	<b>ACTIVITY/DEPARTMENT</b> 3) SIDEWALKS													
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>														
<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 14 are funds (\$80,000) to construct a sidewalk on Route 1 from West Mystic Avenue to Orchard Lane. A Connecticut DOT encroachment permit and necessary traffic control during construction will also be required.</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>														
<b>RECOMMENDED FINANCING (000)</b>														
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost						
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019							
A. Planning and Engineering								0						
B. Land and Right of Way								0						
C. Construction	O	80						80						
D. Equipment								0						
E. Other Costs								0						
<b>Total</b>	O	80	0	0	0	0	0	80						
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">*Funding</td> <td style="width: 33%;">(C) Capital Reserve Fund</td> <td style="width: 33%;">(G) General Obligation Bonds</td> </tr> <tr> <td></td> <td></td> <td>(O) Other (LoCIP)</td> </tr> </table>									*Funding	(C) Capital Reserve Fund	(G) General Obligation Bonds			(O) Other (LoCIP)
*Funding	(C) Capital Reserve Fund	(G) General Obligation Bonds												
		(O) Other (LoCIP)												

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
A) FACILITIES IMPROVEMENTS			4) PARKS AND RECREATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>These projects include investments in various parks that are designed to improve the quality of life for Groton residents by providing sites that are Safe, Clean and Green for residents to enjoy passive and active recreational opportunities.</p> <p>Requested for FYE 14 are funds (\$50,000) for the design of the Merritt Fields. Funds had been budgeted for FYE 13 but were deferred to FYE 14. To accommodate the current field shortage, the high school is busing teams to various locations throughout Groton for practices or doubling up on practice locations. The challenges facing youth sports organizations include two teams holding concurrent practices, playing games on Sunday and reducing games played during the season because of limited field space. The current conditions at the Merritt Fields are unsafe and not suitable for play.</p> <p>Programmed for FYE 15 are funds (\$500,000) for construction of Merritt Fields.</p> <p>Programmed for FYE 16 are funds (\$310,000) for Sutton Park. These improvements were identified in the Sutton Park Master Plan. Specific improvements include relocating and constructing a new ADA compliant restroom building, constructing a shelter and playground, resurfacing the basketball court and replacing the lighting.</p> <p>Programmed in Project 4)C) for FYE 17 are funds (\$150,000) to update the Master Plan for the Copp Property. This reference is made to provide a complete overview of facilities improvements</p> <p>Programmed for FYE 17 are funds for planning and engineering (\$30,000) and for construction (\$120,000) of additional athletic fields.</p> <p>Programmed for FYE 18 are funds (\$50,000) to develop a Master Plan for Esker Point Beach and a portion of anticipated construction costs (\$100,000) are slated for FYE 19.</p> <p>Engineering: In-House and contractor Construction: In-House and contractor Impact on Operating Budget: Ongoing maintenance costs Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	50			30	50		130
B. Land and Right of Way								0
C. Construction	C		500	310	120		100	1030
D. Equipment								0
E. Other Costs								0
Total	C	50	500	310	150	50	100	1160
*Funding		(C) Capital Reserve Fund			(G) General Obligation Bonds			
					(O) Other			

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
B) TRAIL IMPROVEMENT PROGRAM			4) PARKS AND RECREATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>In FYE 04, the Town completed a comprehensive Bicycle, Pedestrian and Trails Master Plan. In addition to enhancing the Town's recreational and physical fitness opportunities, the trails plan will create an alternative transportation network of bikeways, sidewalks and trails that link neighborhoods to destinations such as schools, places of work, business areas, park and recreational facilities and open space areas. In a step by step manner, the plan will be implemented by prioritizing the critical need areas in the community. Funding for the long-term implementation will be derived from local government funding, public donations and state and federal grants</p> <p>Requested for FYE 14 are funds (\$30,000) for Beebe Pond to make enhancements to the trail in various wet areas. Beebe Pond Open Space is a 97 acre parcel that has a maintained foot trail around a fresh water pond. This trail measures approximately 1.55 miles and is listed in the Town's Guide to Hiking Trails. At one point the trail crosses the pond spillway that fed an old ice mill.</p> <p>Programmed for FYE 15 are funds (\$25,000) to identify permitting constraints, rights of way, and opportunities for creating bike lanes, bicycle amenities, and signage improvements to allow for bicycle, pedestrian, and non-motorized modes of transportation for the East/West Bikeway. The bikeway is part of a Town-wide goal to link employment centers in the City with residential centers and recreational areas in the Town. It will begin at Depot Road, proceed south/west to South Road, then southerly along South Road as it becomes Tower Avenue to Thomas Road. Also programmed for FYE 15 are funds (\$200,000) for the southern section of the Tri-Town Trail or further extension of the northern section. This will be funded by a grant with a 20% local match.</p> <p>Programmed for FYE 15 are funds (\$50,000) to construct the final phase of the G &amp; S Trolley Trail from Knoxville Court to Depot Road.</p> <p>Programmed for FYE 16 through FYE 19 are funds (\$50,000/year) to complete additional trail projects consistent with the Bicycle, Pedestrian and Trails Master Plan.</p> <p>Engineering: Consultant Impact on Operating Budget: Ongoing maintenance costs. Sustainability Goals: Sustainability Goal #3 (reduce GHG emissions and vehicle trips) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C		25					25
B. Land and Right of Way								0
	O		160					160
C. Construction	C	0	90	50	50	50	50	290
D. Equipment								0
E. Other Costs								0
Total	C,O	0	275	50	50	50	50	475
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (National Recreational Trails Grant)								

During Budget Deliberations:

The Town Council reduced this project from \$30,000 to \$0. The RTM sustained this change.

CAPITAL IMPROVEMENT PROGRAM								
PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
D) OPEN SPACE ACQUISITION AND DEVELOPMENT			4) PARKS AND RECREATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested for FYE 14 through FYE 19 are funds (\$25,000/year) to investigate (surveys, appraisals, archaeological 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, 2012 is \$111,509.92. This funding is in addition to \$151,233.12 (as of June 30, 2012) that has been collected as fees in lieu of open space dedication through the Planning Commission's subdivision process. The funds currently in these two accounts will be used as the match for acquisition of the Spicer Property.</p> <p>Engineering: N/A            Construction: N/A            Impact on Operating Budget: N/A            Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
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
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

The Town Council made no change to this request. The RTM reduced the \$25,000 to zero.



**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
<b>E) GOLF COURSE IMPROVEMENT PLAN</b>	<b>4) PARKS AND RECREATION</b>

**DESCRIPTION/PURPOSE/JUSTIFICATION**

Shennecossett Golf Course was founded in 1898; its present layout has been in existence since 1916, with a partial redesign occurring in 1997 in conjunction with the Pfizer land swap. The golf course is operated as a enterprise fund. It has been demonstrated that the revenues generated can support the golf course operations, however, they are not able to support capital improvements.

In 2004, the Town hired the National Golf Foundation to review the entire operation of Shennecossett. In this study, the NGF recommended that the Town use general fund money to complete a series of necessary facility improvements to the golf course that the NGF study has highlighted and the Mungeam Cornish Golf Design firm provided the Town with a Master Plan to guide the future physical improvements. Projects related to any buildings are in the public buildings section. Funding during the last three fiscal years has been eliminated or cut by 50%.

The demographics of golfers have changed. To remain competitive in an increasingly tight market, golf courses need to create a golfing experience that is more in line with those demographics. Requested for FYE 14 are funds (\$50,000) to further the identified improvements to the bunkers needed at the 10th green. Due to over play in the bunkers their shape has changed creating a challenge for players that was not originally intended. The project will attempt to restore the bunkers to their original design, making the approach shot easier for the average player and improving player experience. Programmed for FYE 15 through FYE 19 are funds (\$50,000/year) to continue course renovations designed to improve player experience.

FYE 15: Restore bunkers and remove trees in sandy area around 11 green

FYE 16: Restore bunker complex on 13 green

FYE 17: Build new tee complex on 18

FYE 18: Build new tee complex on 2

FYE 19: Build new tee complex on 8

Engineering: In-House/Contractor

Construction: Contractor

Impact on Operating Budget: Ongoing maintenance costs

Sustainability Goals: Not applicable.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	25	50	50	50	50	50	275
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>25</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>275</b>
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

**During Budget Deliberations:**

The Town Council made no change to this request. The RTM reduced the \$50,000 request to \$25,000.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>							
G) AQUATICS CENTER	4) PARKS AND RECREATION							
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>								
<p>The Recreation Master Plan completed in 2009 identified the "initiation of a feasibility study for a multi-purpose indoor facility that would incorporate the highest needs of the community - aquatics and recreational amenities" as a high priority for the 2009-2012 time period.</p> <p>The investment in the development of an aquatics facility is an investment in the economic development of the Groton community: The availability of recreational facilities within a community directly impacts "quality of life" which is an important factor in retaining and attracting professional, educated, skilled workers for existing companies and is an important consideration in attracting new companies to the area.</p> <p>Based on the findings of the Recreation Master Plan the Master Plan Committee is identifying and meeting with various user groups that would be served by an aquatics facility including competitive swimmers (master and youth swim teams), instructional programs, aquatic therapy and rehabilitation.</p> <p>Requested for FYE 14 are funds (\$75,000) for a feasibility study. The achievability of a project such as this requires a study to create detailed and accurate business plans, operational pro formas, budgeting, finance, marketing, communications, and management planning.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Unknown Sustainability Goals: Not applicable.</p>								
<b>RECOMMENDED FINANCING (000)</b>								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<p>*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other</p>								

During Budget Deliberations:

The Town Council decreased the \$75,000 request to \$60,000. The RTM reduced the \$60,000 to zero.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
H) PARK IMPROVEMENT PLAN			4) PARKS AND RECREATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>The Park Improvement Plan is being updated to be more comprehensive by including the estimated life of a park asset, current life-cycle and calculated replacement cost. A Park Asset Inventory and Replacement Plan is a common approach for municipalities to address their long-term park asset needs. Generally, a Park Asset Inventory and Replacement Plan strives to increase productivity, efficiency, service delivery and the residual values of park assets. At the same time, such a plan attempts to reduce down time, repair costs, and the initial capital costs associated with future asset replacements. Finally, a carefully planned replacement plan will attempt to mitigate the highly variable expenditures associated with asset replacements, thereby producing a more stable and predictable budgetary process.</p> <p>Requested for FYE 14 and programmed for FYE 15 through FYE 19 are funds (\$30,000/year) to begin the establishment of a long term plan. These figures will be updated once the Park Improvement Plan has been updated. This fund will also be used to bring current recreational facilities into compliance with 2012 ADA requirements.</p> <p>Engineering: Consultant Construction: In-House/Contractor Impact on Operating Budget: Reduce repairs and maintenance expenses Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	15	30	30	30	30	30	165
D. Equipment								0
E. Other Costs								0
Total	C	15	30	30	30	30	30	165
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other</div>								

During Budget Deliberations:

The Town Council made no change to this request. The RTM reduced the \$30,000 request to \$15,000.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

PROJECT	ACTIVITY/DEPARTMENT
I) NOANK DOCK	4) PARKS AND RECREATION
<p style="text-align: center;"><b>DESCRIPTION/PURPOSE/JUSTIFICATION</b></p> <p>The Noank Dock is a fixed platform style dock. Repairs and maintenance to the dock have been ongoing. Storms in 2011 and 2012 have had a significant impact on the dock's condition. Some of the stringers and dock decking are in poor condition. There are also piers that have to be replaced. The proposal is to replaced the dock with a floating style dock.</p> <p>In addition to the dock needing replacement the seawall and rock rip-rap needs to be fixed. During high tide, water washes some of the soil behind the walls causing sinkholes to develop along the shore.</p> <p>Requested for FYE 14 are funds (\$20,000) for planning and engineering and programmed for FYE 15 are funds (\$106,000) for construction.</p> <p>Engineering: Consultant Construction: Consultant Impact on Operating Budget: No impact on Operating Budget Sustainability Goals: Not applicable</p>	

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	20						20
B. Land and Right of Way								0
C. Construction	C		106					106
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>20</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126</b>

\*Funding

(C) Capital Reserve Fund

(G) General Obligation Bonds

(O) Other

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
A) SCHOOL FACILITIES INITIATIVE			5) EDUCATION					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>In January 2003, the Town Council appointed a School Design Committee that developed a comprehensive plan to address the educational and physical deficiencies of all school facilities. The plan provided a comprehensive plan to address the needs outlined in the 2002 Vision Committee Report prepared by the Board of Education and accepted by the School Design Committee. The Pre-K-12 Master Planning Study, dated June 2, 2003, summarized the educational needs of the community and the physical condition of the existing schools. Phase I of the plan was completed in 2008 and consisted of two new elementary schools and additions to Fitch High School.</p> <p>In FYE 07, \$200,000 was approved for review of the Pre-K-12 Master Planning Study. The School Design Committee was reestablished in April 2007 to oversee a Phase II planning process. During the process, the Board of Education developed an educational program that differed from their 2002 Vision Report by adding a Pre-K educational component and modifying the school grade structure. Working closely with the Superintendent of Schools, the School Design Committee developed a plan that included space for Pre-K and construction of a new middle school. In FYE 11, \$75,000 was approved to continue developing plans and to prepare for a referendum. A referendum on this proposal was held in May 2011 and defeated.</p> <p>Requested for FYE 14 are funds (\$250,000) to continue development of plans for a referendum for a new initiative to address school facilities. This figure includes reappropriation of \$55,000 remaining in the FYE 11 CIP for Phase II. These requested funds are in addition to \$75,000 appropriated in FYE 13. The funding will be used to redefine a plan to address the needs of Groton's Public Schools including but not limited to development of a long range facilities plan, possible siting issues, racial balancing, estimates for construction, bussing, redistricting, renovations, maintenance and other issues necessary to support a referendum. It should be understood that a successful referendum will affect other requests in the proposed CIP. Unfortunately some of the needs of our school facilities should not be deferred any longer.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: If postponed, projects increase in price by 2-4% each year. Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	125						125
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
Total	C	125	0	0	0	0	0	125
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other</div>								

During Budget Deliberations:

The Town Council made no change to this request. The RTM reduced the \$250,000 request to \$125,000.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
<b>B) ASBESTOS REMOVAL</b>	<b>5) EDUCATION</b>

**DESCRIPTION/PURPOSE/JUSTIFICATION**

This is a project to remove non-friable asbestos from all schools. Non-friable asbestos is a solid form of asbestos that does not mix easily with air unless it is damaged or abraded. While all known sources of friable asbestos were removed from the schools about twenty years ago, sources of non-friable asbestos such as floor tile, bench tops and glue holding up ceiling tile remain in place. While schools are not required to remove non-friable asbestos that is in good condition, a considerable amount of floor tile in all schools (except Pleasant Valley, Mary Morrisson, Northeast Academy and Catherine Kolnaski) is cracked due to age. The Asbestos Emergency Hazard Response Act (AHERA) requires all damaged asbestos containing floor tile to be removed. Damaged non-friable asbestos is considered a health risk. Each summer over the past twenty years, the schools have abated damaged areas of non-friable asbestos as they occur. It is no longer practical to do small repairs since the problem is escalating with the age of the schools. The cost per square foot removal decreases with the size of the project. (A State Department of Education Grant may be available to reimburse approximately 50% of all costs associated with this project. The State requires that funding for the entire project be approved locally prior to applying for the grant. If CIP funding is approved, Groton Public Schools will apply for the grant and reimbursed funds will be returned to the Capital Reserve Fund.)

Implementation of this project at four schools and the administration building will take several years. The work has to be done during the summer breaks since each project requires a minimum of six weeks to complete and students cannot be present during abatement. It is more cost effective to group projects together for the purposes of efficiency.

Requested for FYE 14 are funds (\$445,000) to remove non-friable asbestos from Charles Barnum. (Design funds were approved for Charles Barnum in FYE 12).

Programmed for FYE 15 are funds (\$100,000) to develop plans and specifications for removal of non-friable asbestos at Claude Chester, S. B. Butler, Cutler, West Side Middle and the Administration Building. Also programmed for FYE 15 are funds (\$740,000) for removal of non-friable asbestos from Fitch High.

Programmed for FYE 16 are funds (\$414,000) to abate non-friable asbestos from Claude Chester and S. B. Butler.

Programmed for FYE 17 are funds (\$406,000) to abate non-friable asbestos from Cutler Middle.

Programmed for FYE 18 are funds (\$408,000) to abate non-friable asbestos from West Side Middle.

Programmed for FYE 19 are funds (\$114,000) to abate non-friable asbestos from the Administration Building (which does impact a limited number of students).

The scope of work and cost estimates have been updated. This proposed work was deferred previously while a plan was developed and presented to the public. The urgency of these needs has increased.

Engineering: Consultant

Construction: Contractor

Impact on Operating Budget: If postponed, projects increase in price by an estimated 2-4% each year.

Sustainability Goals: Not applicable.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C		100					100
B. Land and Right of Way								0
C. Construction	C	0	740	414	406	408	114	2082
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>840</b>	<b>414</b>	<b>406</b>	<b>408</b>	<b>114</b>	<b>2182</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

During Budget Deliberations:

The Town Council made no change to this request. The Board of Education withdrew this request.



**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
<b>N) ENERGY EFFICIENCY MEASURES</b>	<b>5) EDUCATION</b>

**DESCRIPTION/PURPOSE/JUSTIFICATION**

Currently the Fitch High School auditorium has a total of 226 recessed light fixtures with 69 500-watt and 57 150-watt incandescent lights which are very inefficient. In addition the lights are very difficult to service given that there is a need to utilize a lift that booms out over the stadium-style seating area and requires two people to operate. The average life expectancy of an incandescent light bulb is 1,200 hours. This proposal is to replace the existing lighting with LED (light emitting diode) replacement kits. The wattage of the new light fixtures would be 30 and 17 watt and have an average life expectancy of 50,000 hours.

By replacing the current lighting system with LED fixtures it provides an estimated energy savings of \$22,000 (based on 50 hours/week) with a return on investment (ROI) of 1.2 years. The total cost of the project is \$46,000. The CL&P utility rebate is \$18,000, leaving a cost to the Town of \$28,000 for the project. Requested for FYE 14 are funds (\$28,000) for the Town's portion of the project.

Mary Morrisson School lighting upgrade: The installation of High Efficiency lighting and Occupancy Sensor Controls will improve the building's educational environment and provide a substantial savings on electricity. The school currently has T-12 lighting fixtures which would be replaced with T-8 electronic ballasted fixtures. By replacing the current lighting with High Efficiency fixtures it provides an estimated energy savings of \$19,000 with an ROI of 2.8 years. The total cost of the project is \$74,000. The CL&P utility rebate is \$19,000, leaving a cost to the Town of \$55,000 for the project. Requested for FYE 14 are funds (\$55,000) for the Town's portion of the project.

These lighting upgrades were recommended in the Peregrine Energy Group, Inc. document, "Energy Efficient Opportunities for Groton Public Schools" dated August 30, 2012.

Engineering: Consultant

Construction: Contractor

Impact on Operating Budget: Considerable cost savings as outlined above

Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) would apply.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	83						83
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83</b>

\*Funding

(C) Capital Reserve Fund

(G) General Obligation Bonds

(O) Other

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> O) SECURITY ENHANCEMENTS - ALL SCHOOLS	<b>ACTIVITY/DEPARTMENT</b> 5) EDUCATION
<b>DESCRIPTION/PURPOSE/JUSTIFICATION</b>  <p>The ongoing Groton Public School Security upgrade is addressing door access control with the addition of video intercoms and proximity card readers that are being located at each school's main entry as well as passageways between the portable classrooms and the schools. Panic buttons are being installed at the schools' receptionists that will provide immediate contact to the 911 emergency dispatch center.</p> <p>In addition we are installing exterior cameras at strategic locations and adding fencing, gates and signage on school grounds to prevent unauthorized entrance of persons onto the property during normal school hours.</p> <p>All of the above mentioned enhancements were gaps identified in our schools through partnering with the Town and City Police Departments, communication with schools outside of the Groton district, and best practices learned from the U.S. Department of Homeland Security.</p> <p>The project's scope of work has grown to include the need to provide lockdown capabilities for sheltering in place in the school's gymnasiums, auditoriums and libraries. It was also identified that a large majority of our classrooms require a teacher's ability to go into the corridor to key-lock the classroom door. With the exception of the High School addition, Northeast Academy, and Catherine Kolnaski, all of the remaining schools will need to have modifications made to nearly every door. Pricing was obtained for 370 doors to include new locking mechanisms as well as upgrading existing locks to allow them to be locked from the inside of the classroom.</p> <p>Request for FYE 2014 are funds (\$110,000) for construction.</p> <p>Engineering: Consultant Construction: In House/Contractor Impact on Operating Budget: No impact; if deferred, costs will increase with inflation.</p>	

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	110						110
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT A) SPICER HOUSE - PARKS AND RECREATION OFFICE			ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>The Spicer House and Spicer Park properties were deeded to the Town on September 6, 1963 as a free gift from Mabel M. Spicer upon her death. Ms. Spicer's will required that the property "... be used in perpetuity as a public park and recreation area". The Spicer House parcel is 2.94 acres and contains the Spicer House (Recreation Department offices) and a storage barn for boating equipment. The Spicer Park parcel is 3.55 acres and has a small playing field, storage garage and parking located on it. 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>Requested for FYE 14 are funds to finish exterior repainting of wood shingles and trim (\$40,000) and for interior maintenance work consisting of floor refinishing (\$9,000), plaster repair and spot painting (\$2,000), and additional interior lighting (\$4,000).</p> <p>Programmed for FYE 16 are funds (\$7,000 engineering, \$75,000 construction) for repairs to the large wooden barn to include lead paint abatement, painting and the replacement of the smaller garage that is used for storage.</p> <p>Spicer House is approximately 3,730 square feet. Replacement cost of a facility of this type would approach \$850,000.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: No impact on operating budget. If postponed, a cost increase of 2-4% each year would be expected. Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C			7				7
B. Land and Right of Way								0
C. Construction	C O	40	15	75				90 40
D. Equipment								0
E. Other Costs								0
Total	C,O	40	15	82	0	0	0	137
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)								

During budget deliberations there were no changes.

PROJECT		ACTIVITY/DEPARTMENT						
B) POLICE STATION		6) PUBLIC BUILDINGS						
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>One of the two existing boilers at the Police Station has experienced a failure. After disassembly, it was found to be severely rusted. Several attempts were made by technicians to reseal the boiler sections and have failed. As a stop gap measure, a liquid stop leak was introduced into the system and is working now. The facility can run off one boiler, but that boiler is the same age, make and model as the one that failed. It is important to have redundancy at this critical facility.</p> <p>Requested for FYE 14 are funds (\$10,000 for planning and engineering and \$80,000 for construction) to replace the unit that failed.</p> <p>Approved in FYE 08 were funds to start the process to modernize the prisoner processing and detention areas of the Police Station originally built in 1977. Approved in FYE 10 were funds to prepare plans and cost estimates to bring this project to a bond referendum. Connecticut legislation now mandates the separation of juveniles and adults. Additionally, in January 2012 statutes changed the definition of juvenile status. Currently it includes those aged 16 and 17 year olds who were previously considered to be adults.</p> <p>The major identified issues are 1) a realized potential for detained persons to attempt suicide, engage in self-harm, commit assaults upon personnel or engage in acts of destructive vandalism of municipal property; 2) Connecticut legislative mandates exist requiring the separation of juveniles from adults; 3) physical separation of genders; 4) the confidentiality of detained persons; 5) poor video coverage; 6) detained persons overcrowding; and 7) Sally Port limitations. This project also includes funding for the repaving of the building parking area. Additionally, a recently completed structural analysis of this facility has identified over \$500,000 of structural and building envelope items that would need to be completed to strengthen the facility to withstand a Category 3 hurricane. This concern will be addressed as part of the overall project to modernize the prisoner processing and detention areas.</p> <p>In previous capital improvement programs, there was a separate project identified to replace the equipment in the firing range located in the basement of the Police Station, which is now included in this project narrative. The request is to upgrade the mechanical and electrical equipment in the firing range to prevent frequent malfunctions and subsequent repairs thereby allowing the department to complete mandated firearms training. The firing range is used to annual mandated police firearm and use of force training, qualification and certification. The equipment is the target system which was installed in 1977 when the police building was constructed. The equipment is over 34 years old, is prone to break downs and requires a great deal of maintenance and repair. Some replacement parts are no longer being manufactured and are becoming very difficult to obtain. If parts can be found, the price is at a premium. On occasion, our range officers have manufactured parts on their own because they were unable to locate the parts. We have employed local welders, machinists and electricians to help with problems but these have only been temporary fixes to keep the range running. It is estimated that the time spent on maintenance and repairs is equal to actual range usage time. Since this project is a bond referendum recommended by staff for November 2013, no formal budget action is requested of the Town Council or RTM. This page is for informational purposes only.</p> <p>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: Sustainability Goal #1 (reduce overall energy use) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	G of	455 10						455 10
B. Land and Right of Way								0
C. Construction	G O	4800 80						4800 80
D. Equipment								0
E. Other Costs								0
Total	G,O	5345	0	0	0	0	0	5345
*Funding		(C) Capital Reserve Fund		(G) General Obligation Bonds				
				(O) Other (LoCIP)				

During budget deliberations there was no vote taken on this item.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
D) TOWN HALL				6) PUBLIC BUILDINGS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>In future years, areas of Town Hall should be evaluated such as Land Records and the Town Clerk's Office; addressing the concerns of our insurance carrier regarding the IT Division being in the basement of the building that is prone to flooding; and other space requirements for the Department of Finance, Town Manager's Office, Administrative Services and the Judge of Probate. Not only should the space issue be addressed, but also the mechanical and electrical issues.</p> <p>The analysis will review the cost of new construction versus renovation of existing space for a different function.</p> <p>Requested for FYE 14 are funds (\$20,000) to hire an Architect to provide renovation consulting services to maximize the space at the existing Town Hall. These services would take into account the needs of Town operations.</p> <p>Programmed for FYE 15 are funds (\$15,000) for planning and engineering and (\$72,000) for construction to address the lack of heating and cooling control in the Town Clerk and Judge of Probate areas. This project involves control valves, roof top units and duct installation.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Unknown until the study has been completed. Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #4 (adapt to climate change) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	0	15					15
B. Land and Right of Way								0
C. Construction	C		72					72
D. Equipment								0
E. Other Costs								0
Total	C	0	87	0	0	0	0	87
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

The Town Council made no change to this \$20,000 r The RTM reduced this project to zero.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
E) GROTON PUBLIC LIBRARY			6) PUBLIC BUILDINGS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Requested for FYE 14 are funds (\$25,000) to prepare preliminary design and cost estimates to replace the existing roof top unit (RTU) #4. RTU #4 serves the Video Studio. This replacement will require an in depth analysis because of the heat loads from the lighting and the humidity issues and the need to provide cooling and dehumidification quietly. Repair of the studio floor will also be addressed at this time. Also requested is \$20,000 to install digital control of the heating, ventilation, and cooling systems in this building.</p> <p>Programmed for FYE 15 are funds (\$135,000) to replace the existing RTU #4, and make the necessary repairs to the studio.</p> <p>Programmed for FYE 16 are funds (\$105,000) to address the replacement of RTU #3, the last remaining RTU.</p> <p>Programmed for FYE 17 are funds (\$175,000) for the reconstruction of the parking lot and minor modifications to the overflow parking to the rear of the Library. Pervious pavement and rain gardens will be investigated to mitigate stormwater flow from this site.</p> <p>Engineering: In-House/Consultant            Construction: Contractor for pavement recycling / In-House paving            Impact on Operating Budget: None            Sustainability Goal: For FYE 14, FYE 15 and FYE 16, Sustainability Goal #1 (reduce overall energy use) would apply. For FYE 17 Goal #5 (retention of landscaping) would apply.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	25	10	10				45
B. Land and Right of Way								0
C. Construction	C	20	125	95	175			415
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>135</b>	<b>105</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>460</b>
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

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CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT			ACTIVITY/DEPARTMENT					
G) VACATED SCHOOL PROPERTIES			6) PUBLIC BUILDINGS					
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Of the schools that were declared surplus in 2008, the Eastern Point site has been leased to Project LEARN and is home to a new marine magnet high school and the Colonel Ledyard site has been leased to the City of Groton. Remaining are the Groton Heights, William Seely and Noank School sites. It should be noted that the William Seely School is currently being utilized by the Parks and Recreation Department for programming needs.</p> <p>The Town Council's Noank School Reuse Task Force submitted its final report to the Council with the Council endorsing two of the three Task Force recommendations: 1) The School property remain publicly owned and 2) as a publicly owned property, the Noank Fire District be given an opportunity to present a plan for the school and surrounding property. The Fire District formed the Noank School Reuse Committee and was tasked with obtaining cost estimates and formulating a plan for the reuse by the Fire District. The plan which envisions public use of the building and passive use of the grounds during daylight hours was completed and presented to the Town Council for action. The Town Council voted to reject the proposal.</p> <p>Requested for FYE 2014 are funds (\$370,000) to demolish Noank School and remove the underground fuel tank.</p> <p>For Groton Heights, the underground tank must be removed by 2017, thus programmed for FYE 15 are funds to remove the tank. If the Town wishes to continue heating the building, an additional \$80,000 must be funded to install an above ground tank.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Will vary depending on the ultimate disposition of the properties. Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	0	15					15
B. Land and Right of Way								0
C. Construction	C	0	65					65
D. Equipment								0
E. Other Costs								0
Total	C	0	80	0	0	0	0	80
<div>*Funding</div> <div>(C) Capital Reserve Fund                      (G) General Obligation Bonds</div> <div>(O) Other</div>								

During Budget Deliberations:

The Town Council added this project for \$370,000. The RTM reduced the funding to zero.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b> H) TOWN HALL ANNEX COMPLEX - ANNEX	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

Requested for FYE 14 are funds (\$10,000 for planning and engineering, \$65,000 for construction) to replace the existing boiler plant at the Town Hall Annex before it fails.

The existing boiler plant is approximately 14 years old. The plant is comprised of two Burnham model V9, 4 section, wet base cast iron boilers with Beckett model CF500#2 fuel oil on/off burners. Each boiler has a rated gross output of 404 MBH. All town facility boilers are cleaned and inspected prior to the heating season. During these inspections beginning in 2012, technicians noted excessive and premature signs of corrosion. The worst areas were on the upper right sides near the supply tapping. It has been well documented that there has been casting and push nipple problems with the Burnham V9 commercial boilers resulting in a moderated amount of seepage which overtime leads to corrosion and deterioration of the sealing surfaces of the boiler sections. These two boilers are of a single-pass design. With single pass boilers, the burner fires into a combustion chamber, then the hot flue gases pass upward between the sections through a pinned or baffled flue way and out into the exhaust stack. It is recommended that we replace the two single pass boilers with a single more efficient multi-pass boiler comprised of a fully modulating burner with integral boiler control system. Multi-pass boilers operate differently than more conventional single or double-pass boilers. A multi-pass boiler directs flue gases through multiple combustion chamber passes, extracting the maximum amount of heat out of the hot boiler flue gases. Then it directs the flue gases into several smaller passes, which allows the sections to absorb more heat than if the flue gases just passed through the boiler sections one time. A single boiler would also eliminate the need for the existing continuously running oil transfer pump, resulting in electrical energy savings.

Engineering: Consultant/Construction: Contractor

Impact on Operating Budget: Unknown at this time.

Sustainability Goals: Sustainability Goal #1 (reduce overall energy use) and Goal #2 (renewable energy) would apply.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	O	0						0
B. Land and Right of Way								0
C. Construction	O	65						65
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (LoCIP)

**During Budget Deliberations:**

The Town Council reduced this project by \$10,000. The RTM sustained this change.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
K) 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 to address the protection of historic resources.</p> <p>The c. 1783 Jabez Smith House has undergone extensive stabilization and restoration work since the Town accepted stewardship of the homestead in 1974.</p> <p>Requested in FYE 14 are funds (\$12,000) to repair termite damage and paint the exterior of the carriage house, which is the two-bay garage and public restroom building on the property. The building was last painted in 2001.</p> <p>Programmed in FYE 15 are funds (\$10,000) to hire an historic architect to update the <i>Condition Report and Manual of Maintenance and Repair for the Jabez Smith House</i> that was prepared by Noyes-Vogt Architects in 2006. This report provided the framework for the prioritized list of maintenance and repair projects that have been systematically addressed at the house. In order to assure preservation of the house in perpetuity, it would be prudent to review and update the condition report.</p> <p>Programmed in outlying years are funds to address findings of an updated report. These numbers will be adjusted based on cost estimates for identified projects.</p> <p>Engineering: Consultant  Construction: In House/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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C		10					10
B. Land and Right of Way								0
C. Construction	C	12			25		25	62
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>12</b>	<b>10</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>72</b>
<div style="display: flex; justify-content: space-between;"> <span>*Funding</span> <div> <span>(C) Capital Reserve Fund</span> <span>(G) General Obligation Bonds</span> <span>(O) Other</span> </div> </div>								

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

PROJECT	ACTIVITY/DEPARTMENT
L) GOLF COURSE FACILITIES - MAINTENANCE BUILDING	6) PUBLIC BUILDINGS
DESCRIPTION/PURPOSE/JUSTIFICATION	
<p>Approved in FYE 07 were funds to construct a vehicle wash pad at the Golf Course Maintenance Building. The construction of this pad and canopy were completed in the spring of 2010. The pad was designed to allow for placement of a chemical storage building and a mix/load pad for spraying equipment. Current operations have chemical storage located in a corner room inside the Maintenance Building.</p> <p>Requested for FYE 14 are funds (\$35,000) to purchase a chemical storage building, chemical recovery tank, chemical sump pump and an eyewash station/shower. Upgrading the storage and handling of chemicals at this site will allow the golf course to meet the highest standards of compliance in this regard and further enhance Shennecossett's environmental stewardship efforts.</p> <p>The Maintenance Building exterior surfaces (roof, walls, three exterior windows, three overhead and two passage doors) need to be replaced or repaired. The existing metal panels are rusted and have numerous holes. Programmed in FYE 15 is \$15,000 to prepare a bid package for FYE 16. Based on a visual inspection, the repairs/replacement will be approximately \$120,000.</p> <p>Anticipated for FYE 17 and outlying years are modifications to the interior including a larger heating unit to heat the entire building, renovation of the toilet areas to add a female toilet area, ventilation and other improvements to the work area. Cost estimates will be developed in FYE 15.</p> <p>Engineering: In-House/Consultant Construction: Contractor Impact on Operating Budget: No increase in costs. Sustainability Goals: Not applicable.</p>	

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C		15					15
B. Land and Right of Way								0
C. Construction	C			120				120
D. Equipment	O	35						35
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>35</b>	<b>15</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (LoCIP)

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT M) CONSTRUCTION OF PERMANENT VEHICLE WASH FACILITY				ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<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 Energy and Environmental Protection may take any enforcement action provided by law.</p> <p>After the referendum failed in 2002 that would have constructed the 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 has led 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>Modular, touch-less, automatic washing systems are available for trucks and large Public Works special vehicles. A touch-less, automatic system will reduce the risk of injury and reduce wash time 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. Currently, a 5 yard dump truck uses 900 gallons of non-recycled water. As proposed, a 5 yard dump truck would use roughly 62 gallons of water, saving 838 gallons of water. Other green technology options to be investigated will be photovoltaic solar panels, heated hot water roof panels, and geothermal heated flooring.</p> <p>Requested for FYE 14 are funds (\$25,000) to prepare the preliminary design for the vehicle wash bay that would, in the future, be part of the vehicle maintenance facility. The costs from the design will be programmed for FYE 15 for construction.</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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	C		TBD					0
D. Equipment	C		TBD					0
E. Other Costs								0
Total	C	0	0	0	0	0	0	0
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other								

During Budget Deliberations:

The Town Council reduced this project from \$25,000 to \$0. The RTM sustained this change.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
O) ENERGY EFFICIENCY MEASURES				6) PUBLIC BUILDINGS				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>The Town has a goal of lowering its operating costs through energy savings by completing projects that yield these savings. As part of an Energy Efficiency and Conservation Block Grant provided by the Department of Energy, the Town recently completed an Energy Efficiency and Conservation Action Plan. This plan provides a recommended course of action toward energy efficiency and provides a prioritized listing of projects. The projects are categorized into three groups based upon financial return, available budget, and short/long term needs of a building.</p> <p>Requested for FYE 14 are funds (\$30,000) to upgrade lighting in Town Hall to more efficient lighting fixtures, fluorescent tubes and associated lighting controls. This project was chosen because of the short return on investment including significant energy savings. The request represents a significant improvement to the lighting situation in Town Hall and will realize cost savings exceeding \$10,000 annually. Utility rebates may also be expected.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: \$10,000 in annual savings. 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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	30						30
D. Equipment								0
E. Other Costs								0
Total	C	30	0	0	0	0	0	30
*Funding		(C) Capital Reserve Fund			(G) General Obligation Bonds (O) Other			

During budget deliberations there were no changes.



CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
A) NETWORK INFRASTRUCTURE UPGRADE				7) TECHNOLOGY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>This is an ongoing project to improve the Town's network infrastructure and add efficiency to the computer applications. Software applications are becoming more powerful, driving the need for more efficient and faster infrastructure. Interfaces and shared data are also placing additional demands on the network.</p> <p>Over the past few years the Town has been upgrading its network infrastructure through the purchase of Blade Servers and associated SAN (System Area Network) devices. The installation of VM software on the Blade Servers allows them to function as virtual servers which has resulted in the elimination of physical servers resulting in improved efficiency and network management. Concurrently, as part of the Town's disaster recovery plan redundant data storage and server capacity has been built up at the Police Station with a second blade server and associated SAN devices.</p> <p>Requested for FYE 14 are funds (\$105,000) for the purchase of two additional SAN devices which will add the additional storage capacity necessary to move the Town's GIS system and data to the Blade System. The second SAN device will replicate the additional capacity at the Police Station site.</p> <p>Programmed for FYE 15 through FYE 19 are funds (\$50,000/year) to continue the upgrading of the network infrastructure.</p> <p>Engineering: None Construction: None Impact on Operating Budget: None 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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	10						10
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	95	50	50	50	50	50	345
E. Other Costs								0
Total	C	105	50	50	50	50	50	355
<div>*Funding</div> <div>(C) Capital Reserve Fund</div> <div>(G) General Obligation Bonds</div> <div>(O) Other</div>								

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

PROJECT		ACTIVITY/DEPARTMENT						
B) COMPUTER TECHNOLOGY		7) TECHNOLOGY						
ACQUISITION - SOFTWARE SYSTEMS								
DESCRIPTION/PURPOSE/JUSTIFICATION								
Several of the Town's major software systems need to be upgraded over the next few years, including Infor (Permitting and Asset Management) and Kronos (Time and Attendance). The projected costs to upgrade these major software systems are included in this project as well as a longer term need to look at the Town's Financial and Budgeting Systems. However, before committing funds for these upgrades it is strongly recommended that the Town undertake a comprehensive analysis/review of its internal operating processes and procedures and software needs. Given the scope and expertise needed for this review as well as the need for an "outside perspective" \$75,000 is programmed for FYE 14 to hire a consultant(s) to undertake this review/analysis.								
The Town is several versions behind in the current time and attendance system. This is an appropriate time to review possible alternative systems. Especially since the current system requires an additional \$40,000 every eighteen months. The newest version would be programmed for FYE 15 and would require \$55,000 to upgrade.								
Programmed for FYE 16 are funds (\$805,000) for an upgrade of Infor to an internet based version. Infor (formerly Hansen) is a permit and asset management software application used by Planning and Development Services, Public Works, WPCF and Parks Maintenance. The software contains numerous modules and has been implemented in phases since FYE 00. Modules include Permit Tracking, Fleet Management, Maintenance and Asset Management. Infor data is interfaced with the Town's GIS database and easily shares information from the CAMA (Property Appraisal) and Tax System. Again, the cost of this upgrade necessitates the review of alternative systems.								
Programmed for FYE 17 are funds (\$45,000) for a post-implementation assessment to ensure a successful and maximized utilization of the software for the Roads and Streets and WPCF Divisions as well as additional funding (\$55,000) for the next scheduled Kronos update. FYE 18 includes funding for financial/budget system. FYE 19 includes another Kronos update.								
Engineering: None								
Construction: None								
Impact on Operating Budget: None								
Sustainability Goals: Not applicable.								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	C	75	40	800	85	250	40	1290
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C		15	5	15	25	15	75
E. Other Costs								0
Total	C	75	55	805	100	275	55	1365
*Funding		(C) Capital Reserve Fund		(G) General Obligation Bonds				
				(O) Other				

During budget deliberations there were no changes.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
C) REPLACEMENT RADIO CONTROL CONSOLE SYSTEM	7) TECHNOLOGY

**DESCRIPTION/PURPOSE/JUSTIFICATION**

Radio Communications for Town and emergency services are handled by a variety of radio systems. Separate radio systems service police, fire, ambulance and Town departments. In addition, several state and regional radio systems connect the Town of Groton to Connecticut State Police, Department of Emergency Management and Homeland Security as well as surrounding towns during times of emergency. The Emergency Communications Center currently operates over 20 radio frequencies across the radio spectrum ranging from low band to 900 mhz.

These various radio systems are centralized, controlled and operated by a single Radio Control Console System located within the Emergency Communications Center. This system allows emergency dispatchers to communicate with field units and regional/state agencies, and provides the ability to cross-connect the various radio frequencies allowing responders interoperability.

The current computer operated Radio Console System was purchased in 2000. The manufacturer stopped producing the product in 2007. Upgrades and parts were available only through 2010. Repairs will not be supported beyond 2014. Failure to replace the console increases the risk of communication failures with no ability to correct the problems in a timely manner.

Funds (\$55,000) were approved in FYE 13 for planning/engineering costs and preparation of specifications/bid documents. Requested in FYE 14 are funds to purchase the equipment (\$640,000) along with a State 911 Grant that would cover \$45,000 of the equipment cost.

Engineering: Contractor  
Construction: Contractor  
Impact on Operating Budget: Unknown  
Sustainability Goals: Not applicable.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	O C	45 640						45 640
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>685</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (State 911 Grant)

During budget deliberations there were no changes.

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
D) PHONE SYSTEM				7) TECHNOLOGY				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>Recently, the Town has been exploring options for replacing its phone and voicemail systems. The review was prompted by the expiration of a seven year contract with AT&amp;T to utilize the CENTRIX system and also by the significant technological improvements in telecommunications in the 15+ years since the Town purchased its current phone system. Preliminary indications are that the Town could replace its current phone system with a VOIP (Voice Over Internet Protocol) system utilizing the Town's upgraded infrastructure. This would allow the Town to replace its current phones and install an up to date phone system with additional features and efficiencies with no increase in the Town's operating budget for phone costs through utilization of a lease purchase arrangement.</p> <p>The only equipment expenditures required are for (\$65,000) for POE (Power over Ethernet) switches which are needed to provide the connection between the phone system and the Town's network, which are included in this project.</p> <p>Engineering: Contractor Construction: Contractor Impact on Operating Budget: No impact on operating budget. Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	45						45
E. Other Costs								0
Total	C	45	0	0	0	0	0	45
<p>*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other</p>								

During Budget Deliberations:

This project was proposed at \$65,000 and reduced to \$45,000 by the Town Council. The RTM sustained this change.

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
B) FLANDERS ROAD UTILITY INSTALLATION	8) ECONOMIC DEVELOPMENT

**DESCRIPTION/PURPOSE/JUSTIFICATION**

In 2005, a consultant was engaged to prepare a study to analyze the various routes to provide sewer to a portion of land north and east of I-95. The study was to analyze all reasonable routes for constructability, ability to provide sewer service to abutting properties, public cost/benefit analyses, and environmental impact. Part of this project would be to provide public water to the same area. As this is in Groton Utilities' service area, they would be responsible for the design and construction, for which the Town would reimburse them. This project is included in the Town's Strategic Economic Development Plan and the final report of the Governor's Diversification Committee.

In December of 2006, the Town Council established the Flanders Road Utilities Extension Committee ("Committee") to further study the preferred routes for water and sewer line extension, identify potential funding sources for any expansion, and recommend a preferred route. To further refine the data, permitting, subsurface investigation, wetland delineation, zoning, flow, and opinion of cost were then evaluated by Fuss and O'Neill.

The Committee and Town staff began work in June of 2007 and a recommendation on the preferred route for both sewer and water was submitted and presented to the Town Council in February 2008. Approved for FYE 09 were funds to further refine the engineering design and develop more detailed costs of construction for the recommended route. These cost estimates, depending upon which segments are constructed, range from \$5 million to \$16.9 million. This cost estimate does not include any escalation to mid-point of construction due to inflation.

Since this is likely to be a bond referendum, no formal budget action is requested by the Town Council or RTM. This page is for informational purposes only.

Engineering: Consultant

Construction: Contractor

Impact on Operating Budget: No impact on operating budget. If constructed, operating expenses will be recovered by user fees.

Sustainability Goals: Not applicable.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	G	16890						16890
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>G</b>	<b>16890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16890</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
C) ECONOMIC ASSISTANCE FUND				8) ECONOMIC DEVELOPMENT				
DESCRIPTION/PURPOSE/JUSTIFICATION								
<p>This fund provides for the construction of necessary public infrastructure improvements associated with new job-creating development opportunities (i.e. light manufacturing, assembly, research and development, office, commercial and tourist activities, etc.). This program is used to retain, support and entice new job-creating businesses to Groton and funds will be used to pay for public infrastructure improvements that are extraordinary in nature (i.e. beyond the property line, utility extension, "downstream" improvements, etc.). This fund is to be contributed to on an annual basis with appropriations being made on an as-needed basis. Program guidelines have been established by the Town Council and the Town Council will authorize all expenditures.</p> <p>To date, four projects have been funded out of this program: 1) property acquisition associated with the Midway Industrial area; 2) Shore Avenue relocation associated with the Pfizer/Groton land exchange project; 3) Mystic public restrooms; and 4) partial cost of a new sidewalk on Route 1, east of Buddington Road. As of June 30, 2012 this fund balance was \$211,009.55.</p> <p>Engineering: Not applicable.            Construction: No applicable.            Impact on Operating Budget: None identified at this time; will depend on type(s) of project(s) authorized.            Sustainability Goals: Not applicable.</p>								
RECOMMENDED FINANCING (000)								
	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	50	100	100	100	100	100	550
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>550</b>
*Funding		(C) Capital Reserve Fund			(G) General Obligation Bonds (O) Other			

During budget deliberations there were no changes.



CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				ACTIVITY/DEPARTMENT				
C) TREATMENT FACILITY				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. This project addresses the need to maintain the exteriors of the buildings, as well as the interior structural components, such as concrete repairs to the wet wells, metal coatings, and painting.</p> <p>Requested for FYE 14 are funds (\$800,000) for the renovation of the sludge thickeners. The design was completed with funds approved in FYE 13. The Gravity Thickeners are original to the facility, and were constructed in the early 1970s.</p> <p>Programmed for FYE 15 are funds (\$1,400,000) for renovation of the Effluent Pump Station. Approved in FYE 13 were funds to design the upgrade. The station transfers treated effluent to the Thames River for discharge.</p> <p>Programmed for FYE 16 are funds (\$50,000 design, \$290,000 construction) for the HVAC Upgrade to the Administration and Operations buildings in order to improve energy efficiency. The Operations Building may be able to use treated effluent for cooling and primary heating. Funds are also programmed for the replacement of Generator A (\$50,000 design, \$400,000 construction). Generator A is a 900 kilowatt unit located in the Operations Building and is original to the plant (1974).</p> <p>Programmed for FYE 17 are funds (\$160,000 construction) for the first phase of work required to strengthen the building envelope around the Operations Building so that it can withstand category 3 hurricane winds. Essentially, this means bringing the roof, windows and walls to current building code requirements.</p> <p>Programmed for FYE 18 is the final phase of work for the upgrades to the sludge processing area, the replacement of the underground heating oil storage tank at the operations building and the design of the renovation of the laboratory.</p> <p>Programmed for FYE 19 is the renovation of the laboratory and the start of the rehabilitation of the primary clarifiers.</p> <p>Engineering: Consultant Construction: Contractor Impact on Operating Budget: Energy efficient boilers should yield a savings due to better fuel usage 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
		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018	FYE2019	
A. Planning and Engineering	O			100		35	50	185
B. Land and Right of Way								0
C. Construction	O	800	1400	690	160	850	900	4800
D. Equipment								0
E. Other Costs								0
Total	O	800	1400	790	160	885	950	4985
*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)								

During budget deliberations there were no changes.



## TOWN OF GROTON, CONNECTICUT

GLOSSARY OF TERMS  
FYE 2014

**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 - Legal commitments 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 legal commitment 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 2014", means the fiscal year which began on July 1, 2013 and ends on June 30, 2014.

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 2013 Adopted Budget is 20.22 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 2013 budget, this means that \$20.22 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.

- 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.
- 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 \$110,100 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.
- 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/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/Risk Management**

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, commercial driver's license (CDL) physicals and drug and alcohol tests.
- 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, pre-employment physicals/drug/alcohol tests 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 Fee**  
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.

