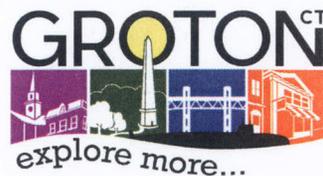


# Town of Groton



## Proposed FYE 2021 Budget

Fiscal Year Ending June 30, 2021



March 15, 2020

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FYE 2021 PROPOSED BUDGET  
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# TOWN OF GROTON

## OFFICE OF THE TOWN MANAGER

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March 15, 2020

### **FYE 2021 PROPOSED 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 FYE 2021 Proposed Budget. The proposed budget has two main components: proposed expenditures and anticipated 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 proposed FYE 2021 budget is \$134,837,141, a \$5,784,395 or 4.5% increase from the FYE 2020 Adopted/Adjusted Budget. The budget is divided into six "Areas of Service," and changes in the proposed budgets for these areas of service from the FYE 2020 Adopted/Adjusted Budget are as follows:

- Town Operations (\$2,164,872 or 6.1%)
- Education Services (\$496,460 or .64%)
- Capital/Debt Service (\$2,506,713 or 30.3%)
- Outside Agencies (\$8,321 or 0.5%)
- Subdivisions (\$549,384 or 10.1%)
- Contingency (\$50,000 or 14.3%)

In addition to the proposed expenditure changes noted above, the other factors impacting the proposed budget/mill rate is a decrease in the net adjusted taxable Grant List as well as an increase in estimated state grant revenues. The October 1, 2019 net adjusted taxable Grand List decreased 0.4% from 2018, from \$3,729,602,117 after BAA to \$3,714,393,695 before BAA. As part of the proposed FYE 2021 budget the following staff changes have been incorporated:

- Public Safety: Full-time School Resource Officer for the new Middle School

**The proposed budget would result in a mill rate of 25.65, being a 1.48 mill increase over the FYE 2020 mill rate of 24.17.**

Town has been collecting higher than expected revenues in recent years, so it is proposed that \$1,500,000 of the Fund Balance be used to fund proposed FYE 2021 expenditures which will maintain the Town's Unassigned Fund Balance level at 16.9%.

## **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, Representative Town Meeting (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 and identifies the type of information that must be presented.

Town staff began formal development of the FYE 2021 Proposed Budget in October 2019. Format and presentation changes that were first implemented in the FYE 2017 Budget have been continued including the use of a three ring binder instead of bound documents; the removal of Fleet Fuel and Fleet Maintenance funding from Department accounts; and the creation of new cost centers in Contributions to Other Funds.

This year, as in years past, the Town Manager requested all Town department heads to begin their budget preparation by developing a requested FYE 2021 "level service" budget which would maintain necessary and/or current programming. Department heads were also requested to prepare two alternative scenarios that would result in a zero dollar increase and a 5% reduction scenario from their FYE 2020 appropriation. Department budget requests are shown in the "Request FYE 2021" column of the Summary Cost Center page for each function. The information that departments submitted as part of their alternative budget scenarios was considered by the Town Manager along with other information in formulating the Town Manager's FYE 2021 Proposed Budget for Town Operations.

Finally, 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 less than one-third of the proposed budget amount (Town Operations, Contingency, and a portion of Capital Reserve). 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. The proposed budget for FYE 2021 is \$134,837,141 and represents a \$5,784,395 or 4.5% increase from the FYE 2020 Adopted/Adjusted Budget. The proposed increase is attributable to Education Services (\$496,460); Town Operations (\$2,164,872); Capital/Debt Service (\$2,506,713); Subdivisions (\$549,384); and Outside Agencies (\$8,321). Below are overviews 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 presented, the Town Operations portion of the budget is \$37,896,179, and represents a \$2,164,872 or a 6.1% increase from the FYE 2020 Adopted/Adjusted Budget. The Town Operations portion of the budget represents 28.1% of the FYE 2021 Proposed Budget, compared to 27.7% of the FYE 2020 Adopted/Adjusted budget.

Wage increases for the Town's union groups and the non-union group have been built into the budget.

### *Town Departments*

As previously noted, the Town Manager asked all department heads to begin preparation of their FYE 2021 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 2021" column represent what would be required in the opinion of the department to maintain necessary and/or current programming.

Town department budget requests for FYE 2021 totaled \$24,649,933. Following review by the Town Manager, department/function requests were reduced by \$124,068, resulting in a proposed FYE 2021 Town Departments budget of \$24,525,865, a \$467,307 or 1.9% increase from the FYE 2020 Adopted/Adjusted Budget amount.

Table 1 entitled "Town Operations Expenditure Report" shows proposed increases/decreases for all Salary and Wages and Operating Expenses for the Town Departments portion of the Town Operations budget. As noted in the table, Salary and Wages represent 49.1% of the proposed FYE 2021 Town Operations budget. In FYE 2010, Salary and Wages for Town Operations totaled \$18,195,950 compared to \$18,592,849 in the FYE 2021 Proposed Budget, an increase of \$396,899 or 2.18% over the last twelve years.

Town Operations Expenditure Report							
Account Code	DESCRIPTION	ACTUAL FYE 2019	ADJUSTED FYE 2020	MANAGER FYE 2021	\$ VARIANCE '20' to 'REQ 21'	% VARIANCE '20' to 'REQ 21'	% OF TOTAL BUDGET
5101	Regular Full Time	\$ 14,733,354	\$ 16,252,612	\$ 16,523,310	\$ 270,698	1.7%	43.6%
5102	Part Time Personnel	\$ 313,389	\$ 298,539	\$ 382,837	\$ 84,298	28.2%	1.0%
5103	Seasonal Personnel	\$ 93,466	\$ 105,568	\$ 105,638	\$ 70	0.1%	0.3%
5104	Overtime Pay	\$ 943,702	\$ 858,332	\$ 950,470	\$ 92,138	10.7%	2.5%
5105	Longevity Pay	\$ 68,558	\$ 67,528	\$ 67,198	\$ (330)	-0.5%	0.2%
5106	College Incentive Pay	\$ 94,326	\$ 113,099	\$ 113,119	\$ 20	0.0%	0.3%
5107	Shift Replacement Overtime	\$ 399,757	\$ 340,618	\$ 347,430	\$ 6,812	2.0%	0.9%
5109	Salary Adjustment	\$ 142,829	\$ (185,800)	\$ (100,000)	\$ 85,800	-46.2%	-0.3%
5110	Regular Part Time	\$ 119,661	\$ 113,550	\$ 118,855	\$ 5,305	4.7%	0.3%
5111	Premium Pay	\$ 124,763	\$ 121,316	\$ 129,272	\$ 7,956	6.6%	0.3%
5112	Sick Incentive	\$ 57,083	\$ 53,386	\$ 60,276	\$ 6,890	12.9%	0.2%
5115	Shift Premium	\$ 66,787	\$ 78,352	\$ 78,352	\$ -	0.0%	0.2%
5118	Allowances	\$ 41,010	\$ 49,620	\$ 50,924	\$ 1,304	2.6%	0.1%
5119	Salary Reimbursements	\$ -	\$ (97,875)	\$ (234,832)	\$ (136,957)	139.9%	-0.6%
	<b>Salaries and Wages</b>	<b>\$ 17,198,685</b>	<b>\$ 18,168,845</b>	<b>\$ 18,592,849</b>	<b>\$ 424,004</b>	<b>2.3%</b>	<b>49.1%</b>
5151	Social Security	\$ 893,172	\$ 1,004,877	\$ 1,017,004	\$ 12,127	1.2%	2.7%
5152	Retirement	\$ 2,448,349	\$ 2,921,077	\$ 3,114,710	\$ 193,633	6.6%	8.2%
5153	Health Insurance	\$ 3,783,049	\$ 4,131,272	\$ 4,781,823	\$ 650,551	15.7%	12.6%
5154	Unemployment Comp.	\$ 1,356	\$ 12,000	\$ 18,000	\$ 6,000	50.0%	0.0%
5155	Worker's Compensation	\$ 488,103	\$ 524,387	\$ 526,285	\$ 1,898	0.4%	1.4%
5158	Life Insurance	\$ 16,263	\$ 16,278	\$ 16,277	\$ (1)	0.0%	0.0%
5159	Heart & Hypertension	\$ 189,860	\$ 95,543	\$ 93,089	\$ (2,454)	-2.6%	0.2%
5170	Health-Retiree-Current	\$ 1,267,053	\$ 1,245,815	\$ 1,351,637	\$ 105,822	8.5%	3.6%
5180	Other PostEmployment Ben	\$ 500,000	\$ 448,123	\$ 1,252,571	\$ 804,448	179.5%	3.3%
	<b>Employee Benefits</b>	<b>\$ 9,587,205</b>	<b>\$ 10,399,372</b>	<b>\$ 12,171,396</b>	<b>\$ 1,772,024</b>	<b>17.0%</b>	<b>32.1%</b>
	<b>TOTAL PERSONNEL SERVICES</b>	<b>\$ 26,785,890</b>	<b>\$ 28,568,217</b>	<b>\$ 30,764,245</b>	<b>\$ 2,196,028</b>	<b>7.7%</b>	<b>81.2%</b>
5201	Postage/Print/Advertising	\$ 160,174	\$ 167,705	\$ 174,836	\$ 7,131	4.3%	0.5%
5210	Profession Develop/Train	\$ 144,839	\$ 189,443	\$ 241,712	\$ 52,269	27.6%	0.6%
5220	Utilities/Fuel/Mileage	\$ 1,251,093	\$ 1,385,277	\$ 1,381,758	\$ (3,519)	-0.3%	3.6%
5230	Pymnts/Contributions	\$ 1,714,669	\$ 1,673,149	\$ 1,554,099	\$ (119,050)	-7.1%	4.1%
5240	Boards & Commissions	\$ -	\$ 350	\$ 350	\$ -	0.0%	0.0%
5260	Repairs & Maint-Fac/Equip	\$ 296,730	\$ 387,322	\$ 388,272	\$ 950	0.2%	1.0%
5261	Software Maint Fees	\$ 373,165	\$ 452,513	\$ 489,113	\$ 36,600	8.1%	1.3%
5280	Insurance/Risk Mgmt	\$ 588,437	\$ 601,303	\$ 648,298	\$ 46,995	7.8%	1.7%
5281	Occupational Health & Safety	\$ 59,611	\$ 94,376	\$ 98,422	\$ 4,046	4.3%	0.3%
5289	Insurance Claim Payments	\$ 25,000	\$ 25,000	\$ 24,283	\$ (717)	-2.9%	0.1%
5290	Profess/Technical Service	\$ 1,194,932	\$ 1,428,987	\$ 1,398,312	\$ (30,675)	-2.1%	3.7%
5300	Materials & Supplies	\$ 737,924	\$ 682,119	\$ 691,184	\$ 9,065	1.3%	1.8%
5310	Vehicle Oper/Maintenance	\$ 16,639	\$ 14,400	\$ 14,400	\$ -	0.0%	0.0%
5400	Equip/Machinery & Furniture	\$ 141,274	\$ 40,546	\$ 25,165	\$ (15,381)	-37.9%	0.1%
5410	Computer Equipment	\$ 35,631	\$ 20,600	\$ 1,730	\$ (18,870)	-91.6%	0.0%
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 6,740,118</b>	<b>\$ 7,163,090</b>	<b>\$ 7,131,934</b>	<b>\$ (31,156)</b>	<b>-0.4%</b>	<b>18.8%</b>
	<b>GRAND TOTAL</b>	<b>\$ 33,526,008</b>	<b>\$ 35,731,307</b>	<b>\$ 37,896,179</b>	<b>\$ 2,164,872</b>	<b>6.1%</b>	

Table 1. Town Operations Expenditure Report

In FYE 2010, Operating Expenses for Town Operations totaled \$6,827,708 compared to \$7,131,934 in the FYE 2021 Proposed Budget, which represents an increase of \$304,226 or 4.4% over the last twelve years. In order to have a full appreciation of the changes that have occurred in these operating accounts, one has to also take into account inflation that has occurred over this period.

#### Town Other

The Town Other subsection of the Town Operations budget includes Non-Departmental [Insurance and Claims (1070); Self-Funded Plans (1071)]; and Contributions to Other Funds (1073). The Town Other portion of the Town Operations budget shows an increase of \$1,697,565 or 14.5% from the FYE 2020 Adopted/Adjusted Budget. This increase is attributable to an increase in Insurance and claims (1070) of \$52,278 or 8.2%; an increase in Self-Funded

Plans (1071) of \$1,753,897 or 18.7%; and a decrease in Contributions to Other Funds of \$108,610 or 6.6%.

**Summary**

In summary, the proposed FYE 2021 Town Operations budget is \$37,896,179 and a \$2,164,872 or 6.1% increase from the FYE 2020 Adopted/Adjusted Budget and represents 28.1% of the FYE 2021 Proposed Budget compared to 27.7% in FYE 2020. The major cost drivers for this increase are an increase in health care renewal costs along with an increase in department costs.

Since 2012, the Town Operations portion of the budget has increased a total 17.7%, an average of 1.8% per year (see Table 2. Town Operations Adjusted/Proposed Budgets - Ten Year Comparison).

Town Operations Adjusted/Adopted Budgets Ten (10) Year Comparison		
Fiscal Year Ending (FYE)	Budget	% change from Previous Year
Adjusted 2012	\$ 32,195,298	-0.6%
Adjusted 2013	\$ 32,662,872	1.5%
Adjusted 2014	\$ 32,745,720	0.3%
Adjusted 2015	\$ 33,851,015	3.4%
Adjusted 2016	\$ 33,928,603	0.2%
Adjusted 2017	\$ 32,073,967	-5.5%
Adjusted 2018	\$ 32,270,079	0.6%
Adjusted 2019	\$ 34,290,729	6.3%
Adjusted 2020	\$ 35,731,307	4.2%
Proposed 2021	\$ 37,896,179	6.1%
Increase over Ten years: 2012 to 2021	----->	17.7%
Average Ten Year Increase	----->	1.8%

*Table 2. Town Operations Adjusted/Proposed Budgets. Ten Year Comparison*

**EDUCATION**

The proposed Education Services budget as submitted by the Board of Education/ Superintendent of Schools is \$77,934,550 and represents a \$496,460 or 0.6% increase from the FYE 2020 Adopted/Adjusted Budget. As proposed, this budget represents 57.8% of the FYE 2021 Proposed Budget compared to 59.8% in FYE 2020. As per the Town Charter, the Town Manager must submit the proposed Education budget with no adjustments. (See Board of Education FYE 2021 Proposed Budget for details.)

Other budgeted education-related expenses that are not contained in the Education Services budget include Outside Agencies - VNA - School Health (10841); Other school programming activities (1024); School Crossing Guards (1024 and 1090); Debt Service for school related projects (1076); and a portion of the Capital Reserve contribution (5010 and 1075) to support 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 function, as well as debt service payments including interest and principle payments made on bonded projects. The proposed FYE 2021 appropriation for Capital/Debt Services is \$10,766,482 which is a \$2,506,713 or 30.3% increase over the FYE 2020 appropriation. The Capital/Debt Services account represents 8.0% of the FYE 2021 Proposed Budget compared to 6.7% in FYE 2020.

The Town's FYE 2021 contribution to the Capital Reserve Fund is proposed to be \$2,662,000, which is a \$1,041,000 or 64.2% increase from the FYE 2020 amount. Due to the limited Capital Reserve Fund balance estimate only \$500,000 in fund balance will be used to offset General Fund expenditures. As noted in years past, the Town continues to have a growing backlog of capital improvement needs and a minimal Capital Reserve fund balance.

The Town's budgeted debt service payment is increasing \$1,465,713 or 22.1% from \$6,638,769 in FYE 2020 to \$8,104,482 in FYE 2021. This increase is attributed to estimated debt service related to a FYE 2020 bond sale for construction of the new Middle School. Between the debt increase for the new Middle School in FYE 2020 and for FYE 2021, it accounts for .87 mills (.45 mills in FYE 2020 and .42 mills in FYE 2021).

### OUTSIDE AGENCIES

The Outside Agencies service area includes Functions 1083 Regional Agencies; and 1084 Health and Service Agencies. For FYE 2021, the proposed budget for Outside Agencies is \$1,846,101 which is a \$8,321 or 0.5% increase from the FYE 2020 Adopted/Adjusted Budgeted amount. The proposed Outside Agencies budget represents 1.4% of the FYE 2021 Proposed Budget compared to 1.4% in FYE 2020.

- **Regional Agencies (1083)** request is \$136,499, which is an increase of \$2,260 or 1.7% from the FYE 2020 appropriation. Requests for the Southeastern Connecticut Council of Governments (SCCOG); the Southeastern Connecticut Enterprise Region (seCTer); the Southeastern Connecticut Probate Court are the same as last year, while Southeastern CT Transportation (SEAT) is requesting an increase of \$2,260.
- **Health and Service Agencies (1084)** is the largest function area in the Outside Agencies area of service. This function includes the contribution 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; funding for outside social services including Groton Ambulance, Mystic River Ambulance,

Mystic Noank Library, and Bill Memorial Library. For FYE 2021 Thames River Heritage Park has been moved to this function. The overall budget for this function is \$11,709,602 an increase \$6,061 or 0.4% from the FYE 2020 appropriation.

### 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/provided payments for the City of Groton, Groton Long Point and the Fire Districts PILOT for FYE 2021 total \$5,993,829, a \$549,384 or 10.1% increase above the FYE 2020 appropriation. Requested/provided funds in this service area represent 4.4% of the proposed FYE 2021 budget compared to 4.2% in the FYE 2020 budget. As per the Town Charter, the Town Manager submits the subdivisions' budget requests to the Town Council/RTM with no adjustments.

- **City of Groton (1090)** requested/provided payments for police, highway and streetlights are \$5,096,859, an increase of \$413,934 or 8.8% compared to FYE 2020.
- **Groton Long Point (1091)** requested/provided payments for police, highway and streetlights are \$650,970, a \$135,450 or 26.3% increase over FYE 2020.
- **Fire District PILOT (Payment In-Lieu of Taxes) Program (1092)** is proposed to be funded at \$246,000, which is the same amount as FYE 2020. There are two components to the Fire District PILOT program - a State reimbursement PILOT portion and a Town-owned property PILOT program.

### CONTINGENCY

The Contingency account (1094) is its own service area and represents funds set aside for unforeseen expenses; 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 2021, it is requested that \$400,000 be budgeted for this purpose, which is an increase of \$50,000 compared to the FYE 2020 budget amount. The requested Contingency amount equates to approximately 0.3% of the General Fund Operating Budget.

Comparison by Function Budget Increases								
Function	Increase	% increase	Mill rate	Mill Rate	Debt + benefits	Debt + benefits + Cap res	Debt + benefits	Debt + benefits + Cap res
Departments	\$467,307	1.9%		0.127				
Non-Departmental	\$1,806,175	18.0%		0.493	0.493	0.493		
Ins & Claims	\$52,278	8.2%	0.014					
Self funded	\$1,753,897	18.7%	0.478					
Contr to Other Fnds	-\$108,610	-6.6%		-0.030				
Capital/Debt Srvs	\$2,506,713	30.3%		0.684				
Capital Reserve	\$1,041,000	64.2%	0.284			0.284		
Debt Services	\$1,465,713	22.1%	0.400		0.400	0.400		
Outside Agencies	\$8,321	0.5%		0.002				
Education	\$496,460	0.6%		0.135				
Subdivisions	\$549,384	10.1%		0.150				
City of Groton	\$413,934	8.8%	0.113	0.113				
GLP	\$135,450	26.3%	0.037	0.037				
Contingency	\$58,645	17.2%	0.000	0.016				
			Totals:	1.728	0.893	1.177	\$3,271,888	\$4,312,888

Table 3. Comparison by function budget increases

Table 3 above shows cost increases by major function as well as by sub-functions experiencing significant increases. Additionally you can see the mill rate impact of such increases. You can see the most significant impacts are from health care, capital projects, and debt services.

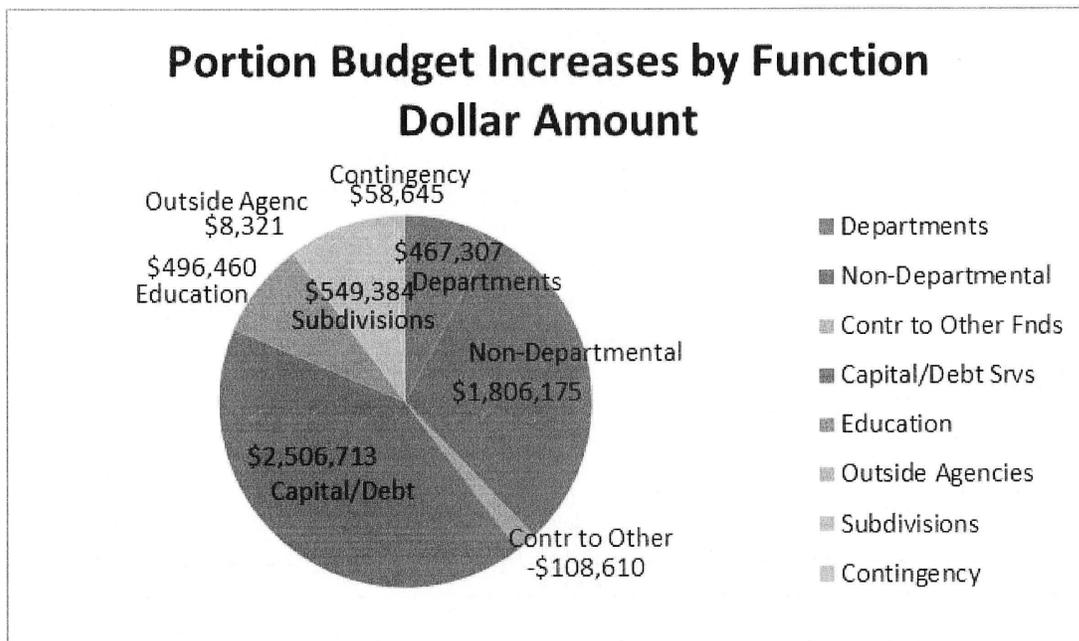


Chart 1 shows the dollar amount increase previously shown in Table 3 by function in a graphic representation.

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

The following is a summary of the projected FYE 2021 revenues which will be used to fund the proposed FYE 2021 operating budget of \$134,837,141. The FYE 2021 revenues are based on the Governor’s proposed budget which was released on February 5, 2020. Town staff will monitor this year’s state budget deliberations and if warranted, modifications to state revenue projections will be made prior to the Town Council setting the final mill rate in May 2020.

One of the greatest challenges facing all Connecticut municipalities over the last couple of years is the uncertainty associated with the amount of state funding that will be received. Historically, the Town has used the Governor’s estimates in formulating our proposed budget. In most years, the actual funding received from the state has exceeded the Governor’s estimates. It is recommended that the Governor’s proposed FYE 2021 budget be used at this time.

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 2021 Proposed Budget, the percentages of revenue coming from these various sources are projected to be as follows:

General Property Taxes	70.8%	Federal Grants in Aid	2.6%
Licenses and Permits	0.4%	Charges for Current Services	1.2%
Revenue from Investments	0.4%	Schools-Library-Recreation	0.1%
State Grants in Aid-Education	19.4%	Other Revenue	0.3%
State Grants in Aid-General Government	3.6%	Fund Balance Applied	1.1%

**GENERAL PROPERTY TAXES**

The FYE 2021 Proposed Budget, if adopted without change, would result in a mill rate of 25.65, compared to the FYE 2020 rate of 24.17. One mill is equivalent to \$3,666,107. The proposed property tax levy for FYE 2021 will be based on all taxable property in the Town as of October 1, 2019 before adjustments by the Board of Assessment Appeals (BAA).

**Summary** - Total revenue to be raised by general property taxes including supplemental motor vehicles, interest and liens, and prior year taxes is \$95,525,458 compared to the FYE 2020 budget of \$90,592,174, a 5.4% increase. General property taxes will provide 70.8% of the General Fund budget.

**OTHER REVENUES**

**Licenses and Permits** - Revenues generated from licenses and fees will total \$552,950, which represents 0.4% of the FYE 2021 Proposed Budget. These funds are received from building and development activity, sporting and dog licenses, and other licenses and fees.

**Investments** - For FYE 2021, it is estimated that the Town will receive \$500,000 in investment income which is a \$50,000 decrease from the FYE 2020 budget.

**State Grants in Aid-Education** – The Town will receive \$26,211,365 in State Grants in Aid-Education in FYE 2021 which represents 19.4% of the FYE 2021 Proposed Budget. This amount is approximately \$23,299 more than the FYE 2020 budget.

**State Grants in Aid-General Government** – According to the Governor’s proposed FYE 2021 budget, the Town will receive \$4,863,810 in State Grants in Aid-General Government. This proposed amount is approximately \$576,065 more than the FYE 2020 budget.

**Federal Grants in Aid** – Revenues from Federal Grants in Aid for FYE 2021 are estimated to be \$3,467,757, which represents 2.6% of the FYE 2021 Proposed 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.

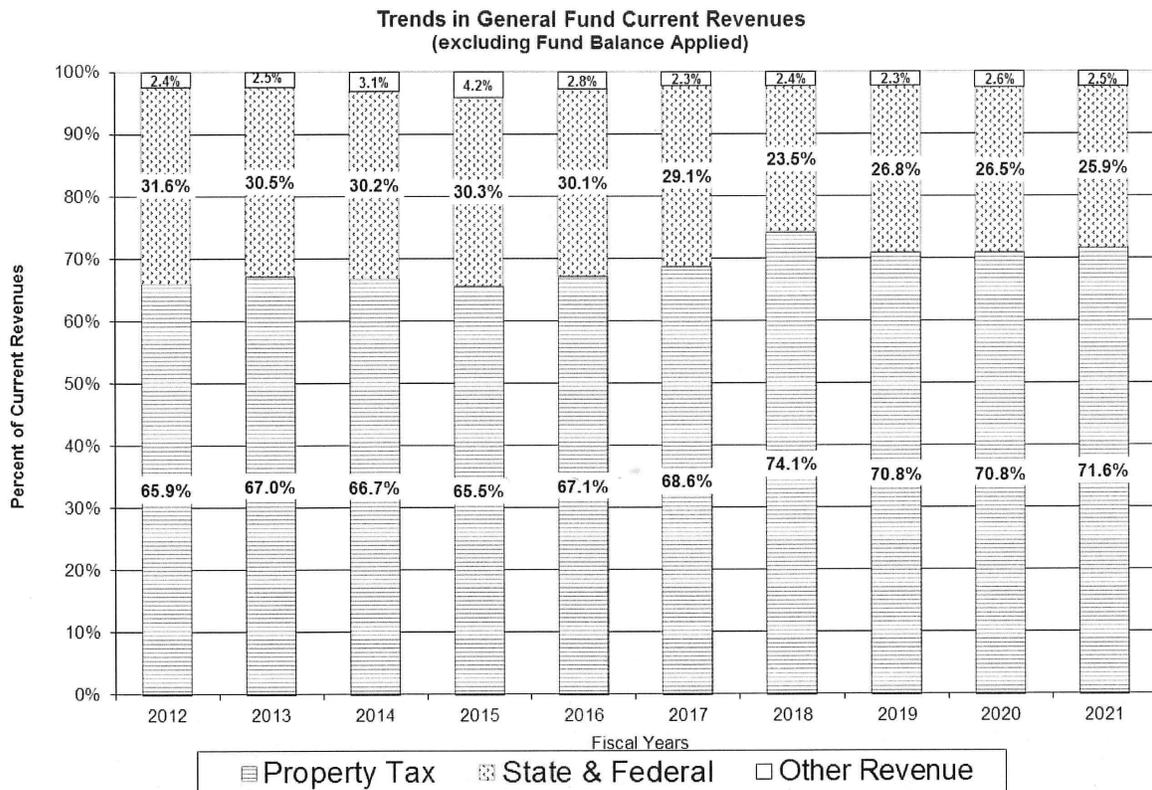
**Charges for Current Services** - Revenues for current services are estimated to be \$1,622,573, which represents 1.2% of the FYE 2021 Proposed Budget.

**Schools-Library-Recreation Accounts** - Revenues from user fees associated with Schools-Library-Recreation activities are estimated to be \$131,580, which represents 0.1% of the FYE 2021 Proposed Budget.

**Other Revenue** - Other Revenue is estimated at \$461,648, which represents 0.3% of the FYE 2021 Proposed Budget.

**Fund Balance Applied** – The use of General Fund fund balance is planned at \$1,500,000 for FYE 2021. The unassigned Fund Balance is projected to be at 16.9% of expenditures.

**Summary** - As shown in Table 4 entitled “Trends in General Fund Current Revenues (excluding Fund Balance Applied)” the trend has been for state, federal, and other revenues to decline while property taxes are used to make up the shortfall. In FYE 2012, State/Federal revenues funded 31.6%, Other Revenue funded 2.4% and Property Tax funded 65.9% of all revenues. Over the last ten years, State/Federal and Other Revenue generally declined as a percentage of revenues while the percentage of Property Tax funding of revenues increased. As noted below, for FYE 2021, State/Federal revenue funding is 25.9%, Other Revenue funding is 2.5% and Property Tax funding is 71.6% of the proposed budget.



*Table 4. Trends in General Fund Current Revenues (excluding Fund Balance Applied)*

### **GAINING SOME PERSPECTIVE**

In an effort to help the reader have a better understanding and appreciation of how Groton currently compares to other Connecticut communities, an excerpt from the State of Connecticut/Municipal Fiscal Indicators for Fiscal Years Ended 2014-2018, dated January 2020 has been included. A review of a number of the major indicators confirms that Groton, compared to most of the other 169 communities in Connecticut has been in a very enviable position. A summary of these indicators follows:

- Bonded Debt per Capita / below the average/median; 110 out of 169. The average was \$2,580 and the median was \$1,866. Groton had debt per capita of \$1,229.
- Education Expenditures per Pupil / below the average/median; 117 out of 169. The average was \$16,951 and the median of \$17,429. Groton's education expenditures per pupil was \$16,208.
- Tax Levy per Capita / below the average/median; 137 out of 169. The average was \$3,028 and median was \$2,934. Groton's tax levy per capita was \$2,260.
- Property Tax Revenue as a % of Total Revenue / below the average/median; 144 out of 169. The average was 70.1% and the median was 75.8%. Groton's property tax revenue as a % of total revenue was 61.9%.
- Equalized Mill Rate / below the average/median; 143 out of 169 (does not take into account that Groton has one of the largest commercial/industrial tax bases in the state as a percentage of its grand list.) The average was 19.7 and the median was 20.91. Groton's Equalized Mill Rate was 16.47.

While everything is relative, we must not lose sight that Groton has been a very fortunate community from an economic/fiscal perspective and has had incredible good fortune for many decades. In dealing with our changing budget revenue realities, we need to make certain that we do not do damage to our long term prospect for growth and strong financial management practices in order to achieve short term tax relief. Those types of decisions will be more costly to the Town and its residents and businesses in the long term.

#### **MANAGER PERSPECTIVE**

Increases in the budget are primarily due to health care, bond debt, and capital projects. While the health care renewal rate increase was 8%, the loss of available fund balance in the Health Care Fund required a further increase. Until two years ago, the town had historically used health care fund balance to a point now where there is not available funding to help with a bad usage year, as experienced this last year, or to account for increases in the 25% corridor. In addition, the Ledge Light Health District moved to the State's Partnership 2.0 Plan after the Town's FYE 2020 budget was adopted. This caused approximately \$265,000 in unrealized revenue. Human Resources had MDG, the Town's Third Party Administrator, review other health care options, but the high deductible health care plan continues to appear to be the best plan for the Town. If the Town had maintained a PPO plan, health care would go up by approximately another \$2 million from the planned FYE 2021 funding level. MDG also looked at the State Plan 2.0 which, depending on which options are chosen, would cost between 15% and 21% more than the high deductible plan.

Debt service is increasing by 22.1% in FYE 2021 due to an increase of \$1,465,713 associated with bonding for the Groton 2020 Plan (school construction projects). In FYE 2020 debt service was added for the bond sale in an amount of \$1,647,901 followed by an expected \$1,554,766 in FYE 2021. Together the bond increase, so far, totals \$3,202,667 which is approximately .87 mills. That means that without the Groton 2020 bonding, the expected mill increase for FYE 2021 would be .61 rather than 1.48.

Capital Projects (Capital Reserve) have increased by \$1,041,000. The Town has historically underfunded Capital Projects. The proposed level is closer to the funding level the Town should be at moving forward.

While increasing revenues for the Town will continue to be a primary goal, growth will not prevent an increase in the Mill rate without making other changes. The Town has many challenges facing it over the next few years. Some of these challenges include:

- The State will continue to attempt to move costs currently funded by the State to the Towns.
- State grants will likely continue to decline.
- Town health care and retirement costs will continue to increase with current benefits. The Town has negotiated with the Supervisors union to have new employees moved to a Cash Balance retirement plan rather than a defined benefit plan. The Town will continue to work to negotiate similar changes with other unions as well as implementing with the new non-union employees.

- It is expected that should Groton Public Schools lose their Alliance District status, approximately \$4 million to \$5 million in revenue potentially lost.
- The Town has an extensive list of needed projects in the FYE 2021-2026 Capital Improvement Program (CIP). It will need to make some tough decisions on which ones to fund. Examples include two bridges (North Stonington Bridge and Quaker Farm Road Bridge) that are not currently usable. The Town Council needs to make a decision to either fund repair of the bridges or else make the decision to close them permanently.
- With its current configuration of services and departments, the Town cannot afford to continue to cut positions as it has done in the past while expecting to maintain those services. Any cuts that are imposed should be done so in conjunction with selecting services to no longer provide.

The Town does have a lot of potential construction likely to occur over the next few years with a prime example being Electric Boat but the resulting tax revenues will be stifled for a number of years (either 5 or 10 years depending on the State award) due to the likelihood of being granted an Enterprise Zone designation. While very welcome news, the revenues cannot be counted on to meet all of the Town's financial goals even when combined with other prospective construction projects.

The Town Council and the community must decide what we are going to be. We must come to a shared vision. We can no longer cut positions without dramatically reducing or eliminating services. A prosperous Town cannot be achieved solely by continually cutting costs no matter what the impact. The attraction of people and jobs is often tied into the services, or quality of life in a community. A low tax rate is only one component of prosperity. Without parks, libraries, and other similar services, the Town will suffer and never realize its full potential, but we also cannot afford to continue to provide our services in the manner that we have. We must all be open to new and creative ways to work together to achieve our ideal community. The Town needs to look at the following to help meet its goal of maintaining services without significantly increasing the mill rate:

- The Town has to earnestly engage with other entities to enter into cost-sharing opportunities and regionalization.
- Employee benefits can no longer be afforded at their current levels. The Town must seek smarter ways to provide benefits that continue to meet the commitment to our employees while creating savings for the Town.
- Analyze its Departments to find whether there better ways to structure them to provide services at a lower cost, or to review services that are not mandated.
- Move away from funding items that are not related to the provision of Town services.

Below is my philosophy used in drafting the Town Manager's Budget:

- My budget includes over \$1.5 million in fund balance to alleviate some of the increase in the mill rate.
- Either adequately fund the infrastructure that it has or else make the decision to remove/abandon those items.
- Prior to cutting Departments, first cut non-Town functions.
- Do not take on new projects or services without significant discussion on the costs to maintain those items and the benefits to be gained.

### **ACKNOWLEDGEMENTS**

Work began on preparation of the FYE 2021 Proposed Budget in fall 2019 and has involved countless hours of effort by Department Heads and their respective staffs. In addition to recognizing and thanking the Departments for their hard work and dedication in preparing their FYE 2021 budget requests, I would like to especially express my sincere gratitude and appreciation to Cindy R. Landry, Finance Director; Robert Zagami, Human Resources Director/Assistant Town Manager; Robin Moulding, Budget Analyst & Coordinator, Lori Watrous, Financial Assistant II, and Lisa Hylton, Executive Assistant for their commitment and the hard work they put forth in assisting me in the preparation of the FYE 2021 Proposed Budget.

Sincerely,

A handwritten signature in black ink, appearing to read 'J Burt', with a long, sweeping horizontal line extending to the right.

John Burt  
Town Manager

**TOWN OF GROTON, CONNECTICUT**  
**PRINCIPAL OFFICIALS**

**Town Council**

Patrice Granatosky, Mayor  
Portia Bordelon  
Aundré Bumgardner  
Rachael Franco  
Conrad F. Heede  
Juan Melendez, Jr.  
Lian Obrey  
Juliette Parker  
Joe Zeppieri

**Representative Town Meeting**

Syma Ebbin – Moderator

**District 1**

Karin Adams  
Kathy Chase  
Wilmer Lambert  
Lisa M. Luck  
Roscoe Merritt  
Sheila Perry  
Ali Starkley

**District 2**

Syma Ebbin  
Eric Ossmann  
Ian C. Thomas  
Beverly Washington

**District 3**

Albert Colon  
Chase Foster  
Autumn Hanscom  
Jill Rusk  
Taylor Salva  
Dane W. Stevenson

**District 4**

Robert Bailey  
David Gauthier  
Lauren Gauthier

Kristen Powers  
Shawn Powers  
Michael Whitehouse

**District 5**

Melinda Cassiere  
Susan Deane-Shinbrot  
Roseanne Kotowski  
Gary Welles  
Michael Whitney

**District 6**

Jeanne Baker  
Katrina Fitzgerald  
Bruce Flax  
Cindy Fortner  
Thomas Frickman  
James Gustavson  
Kate Richards

**District 7**

Clarence Casper  
Lynn Crockett Hubbard  
Jennifer Desillier-Flemming  
Bruce Jones  
Nancy Mello Miller

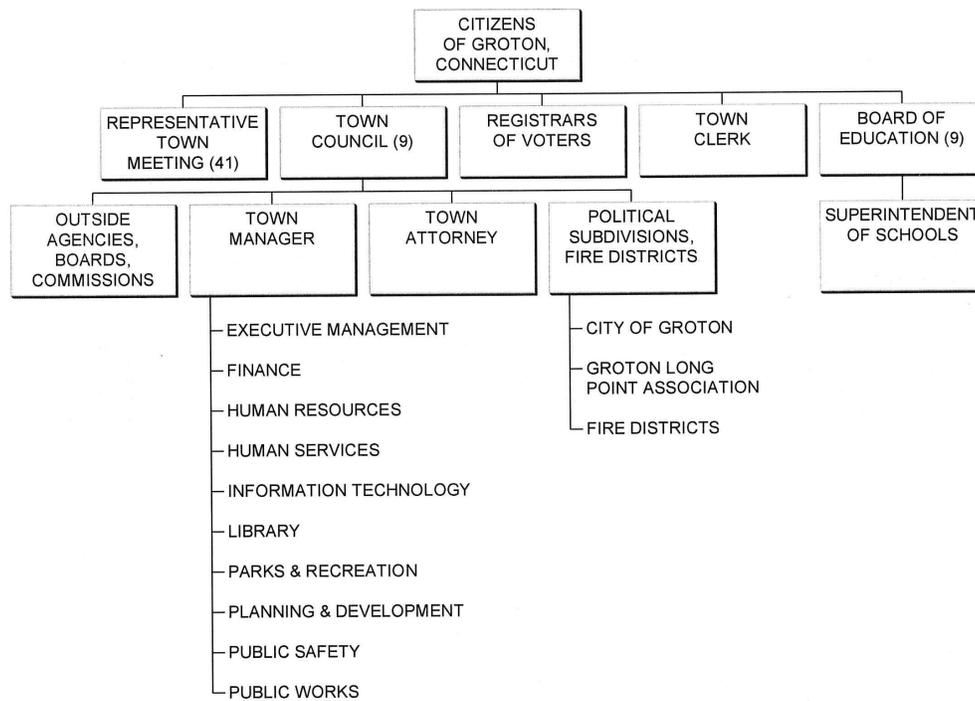
**Appointed Officials**

John M. Burt:	Town Manager
Dr. Michael H. Graner:	Superintendent of Schools
Eileen M. Duggan, Esq.:	Town Attorney

**Department Directors**

Finance:	Cindy R. Landry
Human Resources:	Robert Zagami
Human Services:	Marjorie D. Fondulas
Library:	Jennifer Miele
Parks & Recreation:	Mark Berry
Planning & Development:	Jonathan Reiner
Police:	Louis J. Fusaro Jr.
Public Works:	Greg Hanover
Town Clerk:	Betsy Moukawsher

# TOWN OF GROTON ORGANIZATION CHART



FYE 2021

## 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 fifteen of eighteen classes of nuclear submarines including Trident, Seawolf, and the new attack submarine.

Groton is home to Pfizer, Incorporated which encompasses over 2.4 million square feet of research, office and manufacturing space. Pfizer employs over 3,500 individuals and is the Town's largest single taxpayer. Products discovered, developed, and manufactured in Groton generate a substantial percentage of the company's yearly income, and alleviate disease and improve the quality of life throughout the world.

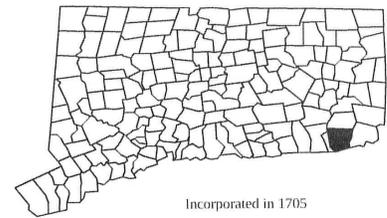
The treasures of Groton's past are retained through the historic homes that are scattered through the Town, the quaint streets of Noank, and the scenic Long Island Sound. The Town is committed to preserving this past, while striving to implement new initiatives as the leader in Southeastern Connecticut.

# Groton, Connecticut

CERC Town Profile 2019 *Produced by Connecticut Data Collaborative*

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

*Belongs To*  
New London County  
LMA Norwich - New London - Westerly  
Southeastern Planning Area



Incorporated in 1705

## Demographics

Population				Race/Ethnicity (2013-2017)										
	Town	County	State		Town	County	State							
2000	39,907	259,088	3,405,565	White Alone, Non-Hispanic	27,841	206,261	2,446,049							
2010	40,115	274,055	3,574,097	Black Alone	2,829	15,556	376,240							
2013-2017	39,492	270,772	3,594,478	Asian	2,176	11,210	156,450							
2020	40,326	283,665	3,604,591	Native American	160	1,722	9,385							
'17 - '20 Growth / Yr	0.7%	1.5%	0.1%	Other/Multi-Race	3,292	22,466	294,408							
				Hispanic or Latino	5,259	27,186	551,916							
	Town	County	State		Town	County	State							
Land Area (sq. miles)	31	665	4,842	Poverty Rate (2013-2017)	10.2%	9.9%	10.1%							
Pop./Sq. Mile (2013-2017)	1,273	407	742	Educational Attainment (2013-2017)										
Median Age (2013-2017)	33	41	41		Town	County	State							
Households (2013-2017)	16,002	107,193	1,361,755	High School Graduate	7,231	28%	673,582	27%						
Med. HH Inc. (2013-2017)	\$63,895	\$69,411	\$73,781	Associates Degree	2,099	8%	188,481	8%						
	Town	County	State	Bachelors or Higher	9,347	37%	953,199	38%						
Veterans (2013-2017)	3,398		180,111	Age Distribution (2013-2017)										
Age Distribution (2013-2017)				0-4	5-14	15-24	25-44	45-64	65+	Total				
Town	2,694	7%	3,708	9%	7,526	19%	11,232	28%	8,879	22%	5,453	14%	39,492	100%
County	13,625	5%	30,437	11%	38,082	14%	65,254	24%	78,190	29%	45,184	17%	270,772	100%
State	186,188	5%	432,367	12%	495,626	14%	872,640	24%	1,031,900	29%	575,757	16%	3,594,478	100%

## Economics

Business Profile (2018)				Top Five Grand List (2018)		Amount
Sector	Units	Employment				
Total - All Industries	1,079	28,125		Pfizer Inc.,		\$322,120,250
23 - Construction	58	179		Electric Boat Corp		\$287,676,760
31-33 - Manufacturing	NA	NA		Ledges Groton #199Y LP		\$27,845,860
44-45 - Retail Trade	126	1,879		Exit 88 Hotel LLC		\$21,524,220
54 - Professional, Scientific, and Technical Services	136	1,697		Groton Development Assoc LTD		\$19,920,670
72 - Accommodation and Food Services	132	2,166		Net Grand List (SFY 2016-2017)		\$3,802,539,060
Total Government	55	3,646		Major Employers (2018)		
				Electric Boat Corporation	U.S. Navy Submarine Base	
				Pfizer, Inc.	Town of Groton	
				1109th TASMG - CT Army		
				National Guard		

## Education

2018-2019 School Year				Smarter Balanced Test Percent Above Goal (2017-2018)						
	Grades	Enrollment		Grade 3		Grade 4		Grade 8		
				Town	State	Town	State	Town	State	
Groton School District	PK-12	4324		Math	54.1%	53.8%	53.1%	51.3%	54.4%	43.0%
				ELA	59.5%	53.1%	55.6%	54.9%	66.2%	56.1%
Pre-K Enrollment (PSIS)				Rate of Chronic Absenteeism (2017-2018)						
		2018-2019		All						
Groton School District		190		Connecticut	10.7%					
				Groton School District	11.6%					
4-Year Cohort Graduation Rate (2017-2018)				Public vs Private Enrollment (2013-2017)						
	All	Female	Male	Town		County		State		
Connecticut	88.3%	91.8%	85.1%	Public	88.3%	88.6%	86.8%			
Groton School District	83.7%	90.0%	78.8%	Private	11.7%	11.4%	13.2%			

# Groton, Connecticut

## CERC Town Profile 2019



Connecticut  
Economic  
Resource Center

### Government

Government Form: Council - Manager

Total Revenue (2017)	\$135,088,508	Total Expenditures (2017)	\$133,430,459	Annual Debt Service (2017)	\$6,215,462
Tax Revenue	\$83,180,759	Education	\$90,690,477	As % of Expenditures	4.7%
Non-tax Revenue	\$51,907,749	Other	\$42,739,982	Eq. Net Grand List (2017)	\$4,914,736,072
Intergovernmental	\$48,964,896	Total Indebtedness (2017)	\$45,147,078	Per Capita	\$125,777
Per Capita Tax (2017)	\$2,109	As % of Expenditures	33.8%	As % of State Average	83.3%
As % of State Average	71.9%	Per Capita	\$1,155	Moody's Bond Rating (2017)	Aa2
		As % of State Average	45.9%	Actual Mill Rate (2017)	21.73
				Equalized Mill Rate (2017)	16.77
				% of Net Grand List Com/Ind (2017)	23.6%

### Housing/Real Estate

Housing Stock (2013-2017)

	Town	County	State
Total Units	18,073	122,599	1,507,711
% Single Unit (2013-2017)	45.5%	65.5%	59.2%
New Permits Auth (2017)	36	295	4,547
As % Existing Units	0.2%	0.2%	0.3%
Demolitions (2017)	0	35	1,403
Home Sales (2017)	293	2,137	21,880
Median Price	\$237,500	\$238,900	\$270,100
Built Pre-1950 share	22.4%	29.0%	29.3%
Owner Occupied Dwellings	7,425	71,447	906,798
As % Total Dwellings	46.4%	66.7%	66.6%
Subsidized Housing (2018)	4,049	13,693	167,879

Distribution of House Sales (2017)

	Town	County	State
Less than \$100,000	26	128	536
\$100,000-\$199,999	55	662	5,237
\$200,000-\$299,999	106	709	6,681
\$300,000-\$399,999	41	376	3,863
\$400,000 or More	65	262	5,563

Rental (2013-2017)

	Town	County	State
Median Rent	\$1,183	\$1,071	\$1,123
Cost-burdened Renters	45.7%	48.6%	52.3%

### Labor Force

	Town	County	State
Residents Employed	17,832	132,032	1,827,070
Residents Unemployed	642	5,431	78,242
Unemployment Rate	3.5%	4.0%	4.1%
Self-Employed Rate	7.1%	8.2%	10.0%
Total Employers	1,079	7,772	122,067
Total Employed	28,125	123,881	1,673,867

Connecticut Commuters (2015)

Commuters Into Town From:	Town Residents Commuting To:
Groton, CT	Groton, CT
Stonington, CT	New London, CT
Ledyard, CT	Stonington, CT
New London, CT	Ledyard, CT
Waterford, CT	Waterford, CT
Norwich, CT	Norwich, CT
East Lyme, CT	Montville, CT

### Quality of Life

Crime Rates (per 100,000 residents) (2017)

	Town	State
Property	1,535	1,777
Violent	129	228

Disengaged Youth (2013-2017)

	Town	State
Female	17.6%	4.2%
Male	0.4%	5.6%

	Town
Library circulation per capita	9.49

Distance to Major Cities

	Miles
Hartford	45
Providence	46
Boston	86
New York City	110
Montreal	301

Residential Utilities

Electric Provider  
Groton Utilities Electric Division  
(860) 446-4000

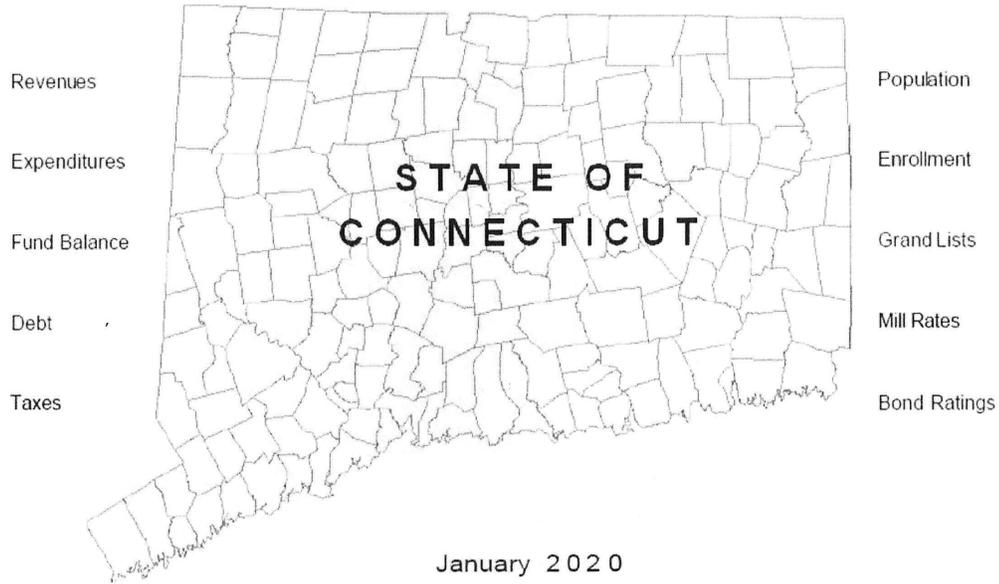
Gas Provider  
Eversource Energy  
(800) 989-0900

Water Provider  
Groton Utilities Water Division  
(860) 446-4000

Cable Provider  
Thames Valley Communications, Inc  
(860) 446-4009

## MUNICIPAL FISCAL INDICATORS

Fiscal Years Ended  
2014 - 2018



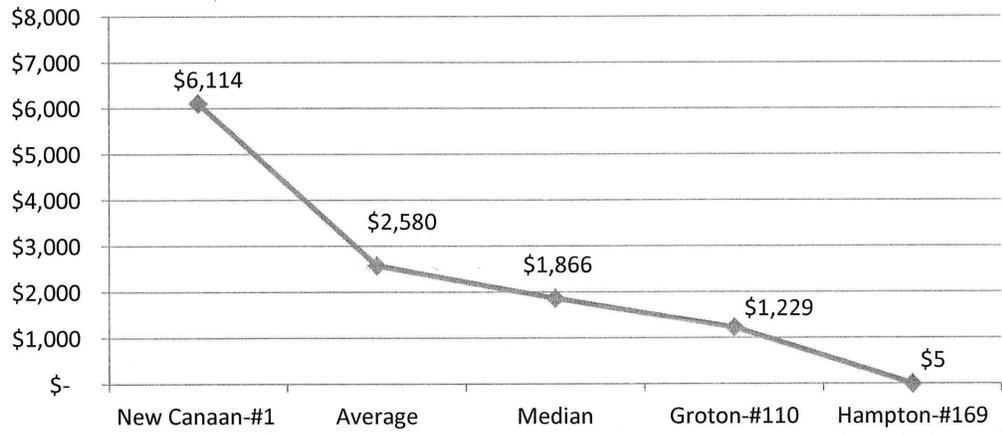
"Municipal Fiscal Indicators" is an annual publication of the Municipal Finance Services Unit of the Office of Policy and Management (OPM).

The publication consists of the most current financial information available for each of Connecticut's 169 municipalities. The majority of the data has been compiled from the audited financial reports of municipalities. The data extracted from these reports pertains primarily to each municipality's General Fund.

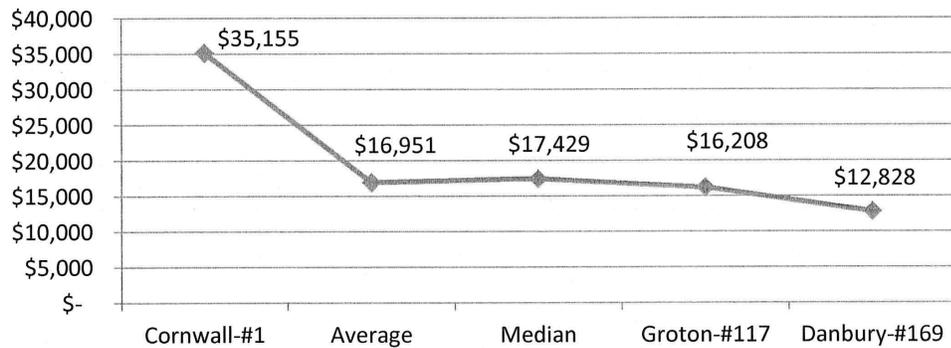
Attached are five (5) Fiscal Indicators that show the State-wide rankings comparing the Town of Groton along with the highest, lowest, average and median indicator for those five fiscal indicators:

Bonded Debt Per Capita  
Education Expenditures per Pupil  
Tax Levy per Capita  
Property Tax Revenue as a % of Total Revenue  
Equalized Mill Rate

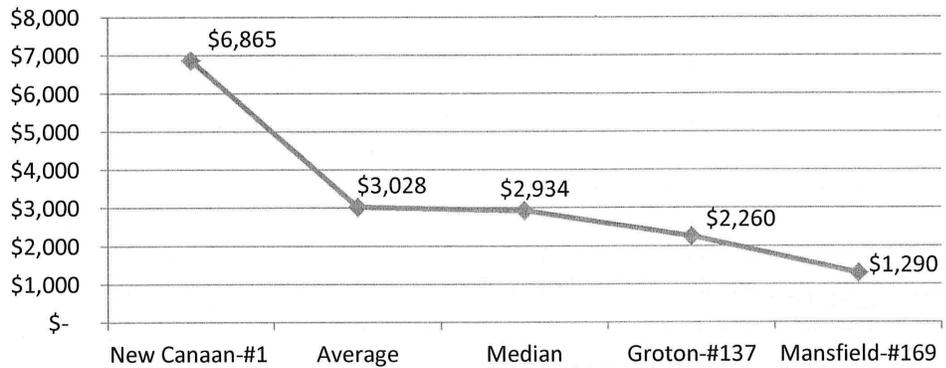
### Bonded Debt per Capita

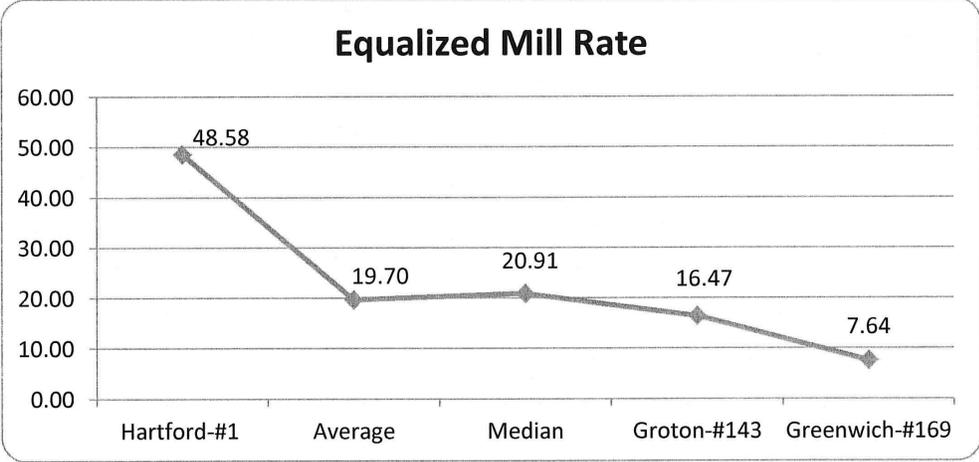
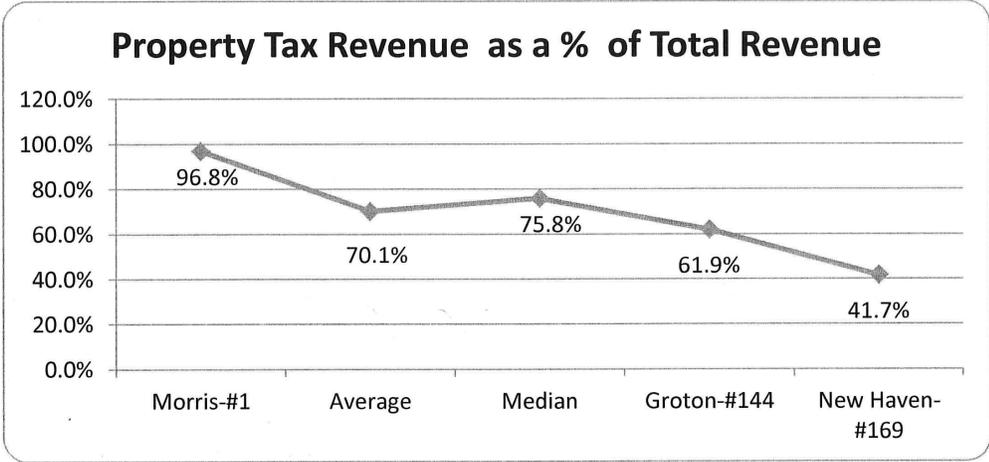


### Education Expenditures per Pupil



### Tax Levy per Capita





The Equalized Mill Rate, or Effective Tax Rate, is calculated by dividing the adjusted tax levy by the Equalized Net Grand List. OPM calculates the Equalized Net Grand List from sales and assessment ratio information and grand list reports filed by municipalities providing a more comparable mill rate statewide.

## **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 seven (7) 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 up to 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.

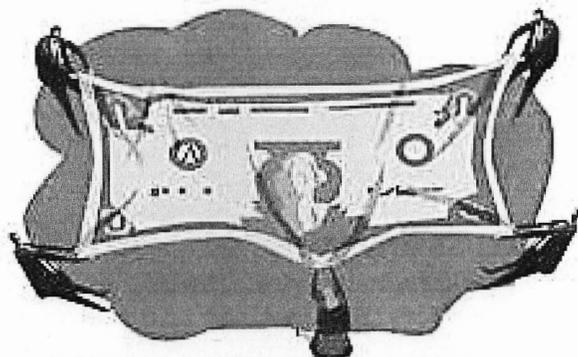
## **BUDGETARY CONTROL**

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 \$1,000 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 \$15,000. 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 CONTROL**

## 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 2021 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 and a 5% decrease from the FYE 2020 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 2021											
Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.
(late Oct.)	Budget Calendar developed										
	(late Nov. - mid Dec.)	Town Council develops and finalizes Budget Goals & Objectives									
		(mid Dec. - mid Jan.)	Department's prepare Budget Requests								
			(by Jan. 14)	Departments submit Requests to Finance							
			(late Jan. - late Feb.)	Town Manager reviews Requests & prepares Recommended Budget							
			(mid Feb.)	Town Council holds a Preliminary Public Input Meeting on the Budget							
			(by Feb. 28)	Board of Education & Political Subdivisions submit their requests for appropriations							
				(by March 15)	Town Manager submits Recommended Budget & Capital Improvement Plan (CIP) to the Town Council and RTM						
				(late March - mid April)	Town Council holds Public Hearing by April 6th & Budget Deliberations						
					(by April 28)	Town Council approves Budget & forwards to RTM					
						May (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		
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: November 28, 2017*

*Revised by the Town Council on: February 4, 2014*

*Revised by the Town Council on: May 19, 2009*

*ADOPTED BY THE TOWN COUNCIL ON: SEPTEMBER 21, 1993.*

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**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: AA2; 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. Undesignated levels should not be construed as surpluses or over taxation by the town but rather an element of sound fiscal management required for sustaining a high credit rating and financial management flexibility. They are an integral part of the financial structure of the

Town and provide a cushion against potential revenue and expenditure volatility. 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 eleven percent (11%) with a gradual increase to a minimum of fifteen percent (15%) of annual general fund expenditures. In the event the balance falls below the minimum a plan will be developed to promptly address the shortfall.
  - (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 the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) system 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 nonrecurring 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.

## FUND DESCRIPTIONS

The accounts of the Town are organized on the basis of funds, each of which are considered a separate accounting entity. The individual funds account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with special regulation, restriction, or limitations. Any budgeted fund that represents more than 10 percent of the total appropriated revenues or expenditures is considered a major fund for this purpose. The breakdown of the Town's fund structure is as follows:

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

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

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

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

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

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

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

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

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

**Borrow/IT CT (Function 3310):** This fund accounts for receipt of state aid for library purposes.

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

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

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

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

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

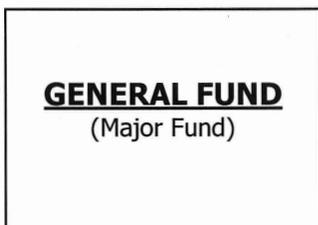
**EXPENDABLE TRUST FUND:** This non-major fund is used to account for trust where both principal and earnings on principal may be spent for the trust's intended purposes.

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

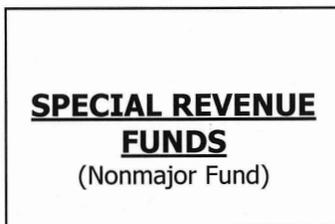
## FLOW OF FUNDS STRUCTURE

### Funding Sources:

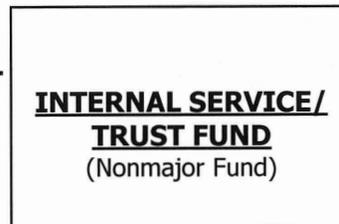
- ..... Property Tax
- ..... Licenses & Permits
- ..... Interest on Investment
- ..... State & Federal Funds
- ..... Service Charges
- ..... Other Revenues



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



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



### Users:

- General Government -
  - Legislative Policy
  - Voter Registration
  - Town Clerk
  - Legal Services
- General Services -
  - Executive Management
  - Information Technology
  - Human Resources
  - Finance
- Public Safety
- Public Works
- Planning & Development
- Human Services
- Community Services -
  - Groton Public Library
  - Parks & Recreation
- Non-Departmentals
- Contributions to Other Funds
- Education
- Capital/Debt Service
- Outside Agencies
- Subdivisions
- Contingency

### Users:

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

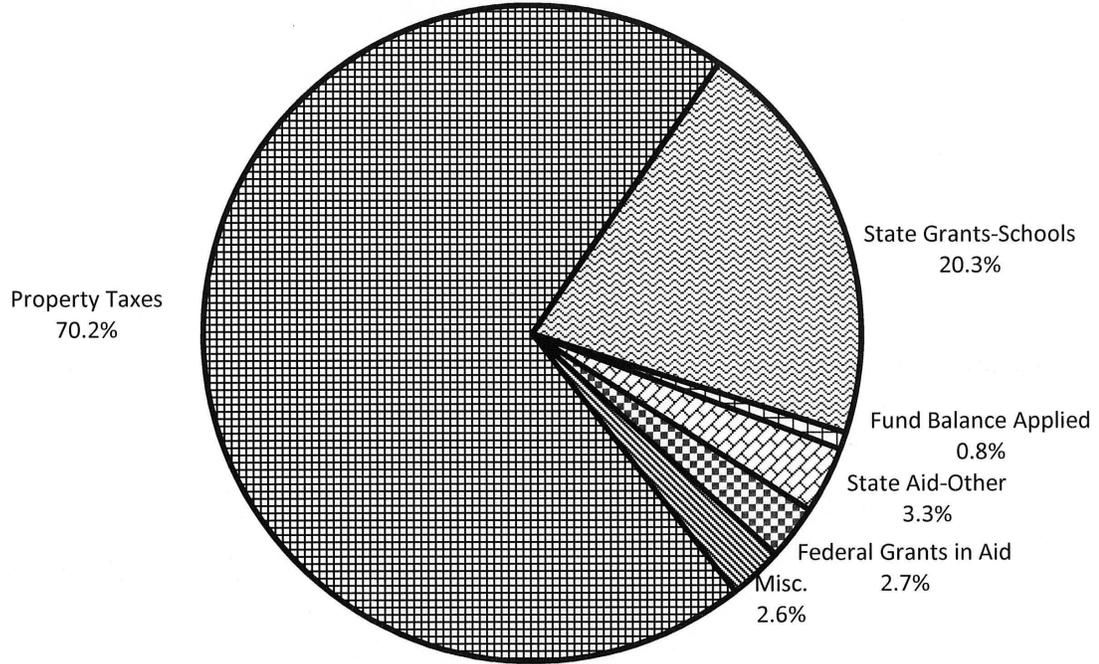
### Users:

- Fleet
- Human Services Assistance

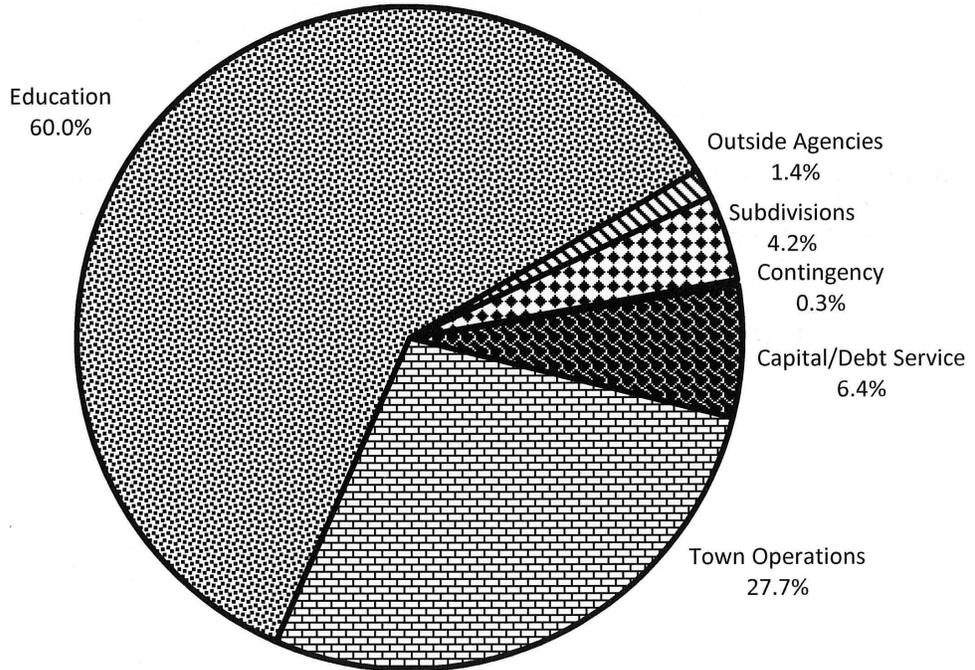
# TOWN OF GROTON

## ADOPTED/ADJUSTED FYE 2020 Budget

### GENERAL FUND REVENUES



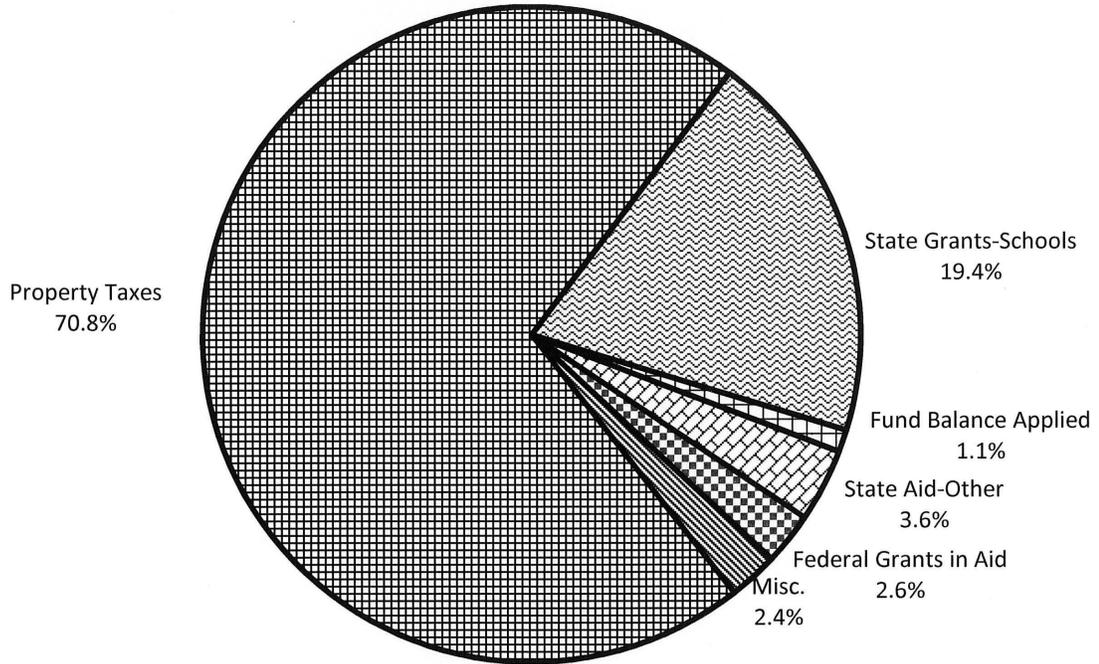
### GENERAL FUND EXPENDITURES



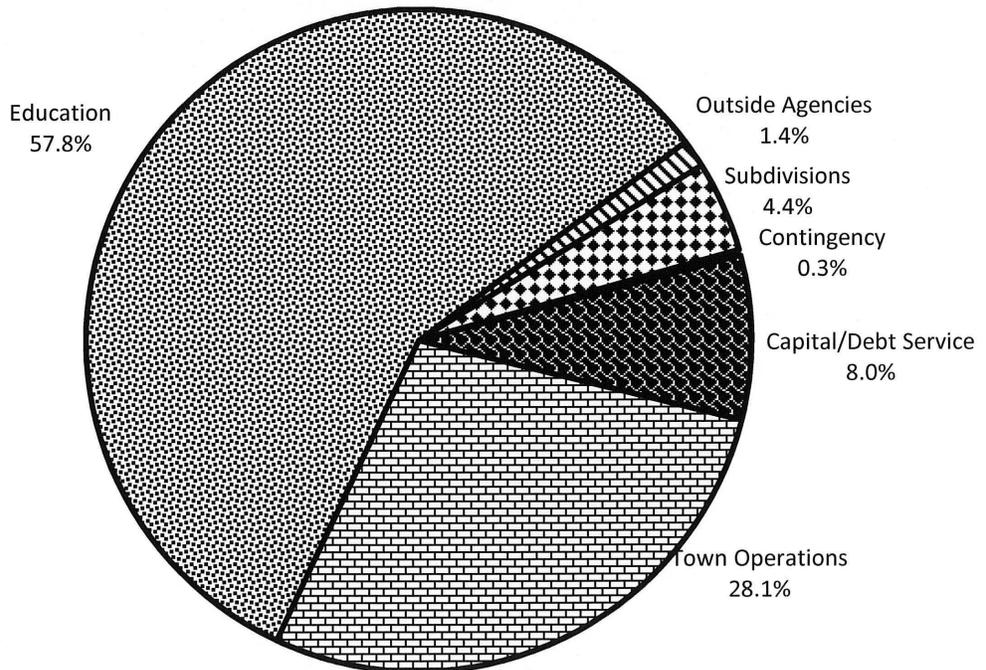
# TOWN OF GROTON

## PROPOSED FYE 2021 Budget

### GENERAL FUND REVENUES



### GENERAL FUND EXPENDITURES



**TOWN OF GROTON**  
**FYE 2021 Proposed Budget**  
**GENERAL FUND REVENUE DETAIL**

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	PROPOSED FYE 2021	\$ Variance Adjusted to Proposed	% Variance Adjusted to Proposed
<b><u>General Property Taxes</u></b>						
4110 Current Taxes	\$ 87,717,378	\$ 88,987,174	\$ 88,215,532	\$ 94,045,458	\$ 5,058,284	5.7%
4111 Supplemental MV Tax	\$ 704,791	\$ 500,000	\$ 575,000	\$ 525,000	\$ 25,000	5.0%
4113 Interest & Lien Fees	\$ 568,301	\$ 355,000	\$ 403,000	\$ 355,000	\$ -	0.0%
4114 Prior Year Taxes	\$ 980,800	\$ 750,000	\$ 660,000	\$ 600,000	\$ (150,000)	-20.0%
Total General Property Taxes	\$ 89,971,270	\$ 90,592,174	\$ 89,853,532	\$ 95,525,458	\$ 4,933,284	5.4%
<b><u>Licenses and Permits</u></b>						
4234 Bldg & Related Permit/C.O.	\$ 531,629	\$ 469,314	\$ 500,000	\$ 525,000	\$ 55,686	11.9%
4236 Sporting Licenses	\$ 651	\$ -	\$ 6,500	\$ 6,500	\$ 6,500	0.0%
4238 Dog Licenses	\$ 7,020	\$ 6,500	\$ 6,000	\$ 6,500	\$ -	0.0%
4239 Other Licenses & Permits	\$ 14,538	\$ 11,500	\$ 14,240	\$ 14,100	\$ 2,600	22.6%
4242 Building Permits-Education Fee	\$ 760	\$ 550	\$ 750	\$ 750	\$ 200	36.4%
4243 State Land Use Fees	\$ 92	\$ 100	\$ 100	\$ 100	\$ -	0.0%
Total Licenses and Permits	\$ 554,690	\$ 487,964	\$ 527,590	\$ 552,950	\$ 64,986	13.3%
<b><u>Revenue from Investments</u></b>						
4412 Interest on Investments	\$ 751,511	\$ 550,000	\$ 700,000	\$ 500,000	\$ (50,000)	-9.1%
Total Revenue from Investments	\$ 751,511	\$ 550,000	\$ 700,000	\$ 500,000	\$ (50,000)	-9.1%
<b><u>State Grants in Aid-Education</u></b>						
4521 Education Cost Sharing	\$ 25,025,766	\$ 25,025,766	\$ 25,040,045	\$ 25,040,045	\$ 14,279	0.1%
4522 Adult Education	\$ 102,394	\$ 102,300	\$ 113,026	\$ 114,320	\$ 12,020	11.7%
4525 Special Education	\$ 917,145	\$ 850,000	\$ 850,000	\$ 850,000	\$ -	0.0%
4534A Magnet School Transportation	\$ 182,000	\$ 188,000	\$ 188,000	\$ 185,000	\$ (3,000)	-1.6%
4544 Non-Public Pupil Service	\$ 22,315	\$ 22,000	\$ 26,246	\$ 22,000	\$ -	0.0%
Total State Grants in Aid-Education	\$ 26,249,620	\$ 26,188,066	\$ 26,217,317	\$ 26,211,365	\$ 23,299	0.1%
<b><u>State Grants in Aid-General Gov</u></b>						
4516 Municipal Project Grant	\$ 1,242,507	\$ 1,240,819	\$ 1,819,768	\$ 1,819,768	\$ 578,949	46.7%
4553 PILOT: State & Tax Exempts	\$ 603,686	\$ 603,580	\$ 603,142	\$ 603,030	\$ (550)	-0.1%
4554 Pequot-Mohegan Grant	\$ 1,232,069	\$ 1,232,069	\$ 1,232,069	\$ 1,232,069	\$ -	0.0%
4555 911 Enhancements	\$ 142,046	\$ 165,318	\$ 160,440	\$ 160,000	\$ (5,318)	-3.2%
4557 Nuclear Safety Drill	\$ 50,948	\$ 38,000	\$ 68,434	\$ 50,000	\$ 12,000	31.6%
4558 Highway Illumination	\$ -	\$ 470	\$ 470	\$ 470	\$ -	0.0%
4559 Town Highway Aid	\$ 375,122	\$ 375,122	\$ 373,106	\$ 373,106	\$ (2,016)	-0.5%
4560 Telephone Access	\$ 134,971	\$ 138,000	\$ 131,137	\$ 131,000	\$ (7,000)	-5.1%
4565A Municipal Stabilization Grant	\$ 466,668	\$ 466,668	\$ 466,668	\$ 466,668	\$ -	0.0%
4568 Youth Service Bureau	\$ 27,699	\$ 27,699	\$ 27,699	\$ 27,699	\$ -	0.0%
Total State Grants in Aid-General Gov	\$ 4,349,283	\$ 4,287,745	\$ 4,882,933	\$ 4,863,810	\$ 576,065	13.4%
<b><u>Federal Grants in Aid</u></b>						
4508 Federal Funds	\$ 271,881	\$ 149,039	\$ 203,739	\$ 192,100	\$ 43,061	28.9%
4591 Pupil Impact Aid	\$ 5,253,028	\$ 3,306,657	\$ 3,551,902	\$ 3,256,657	\$ (50,000)	-1.5%
4592 Emergency Management (SLA)	\$ 19,846	\$ 20,150	\$ 19,600	\$ 19,000	\$ (1,150)	-5.7%
Total Federal Grants in Aid	\$ 5,544,755	\$ 3,475,846	\$ 3,775,241	\$ 3,467,757	\$ (8,089)	-0.2%

**TOWN OF GROTON**  
**FYE 2021 Proposed Budget**  
**GENERAL FUND REVENUE DETAIL**

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	PROPOSED FYE 2021	\$ Variance Adjusted to Proposed	% Variance Adjusted to Proposed
<b><u>Charges for Current Services</u></b>						
4602 Planning Application Fees	\$ 11,820	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
4610 Recording Instruments	\$ 129,910	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%
4611 Conveyance Tax	\$ 1,237,870	\$ 700,000	\$ 700,000	\$ 650,000	\$ (50,000)	-7.1%
4616 Golf Course Contribution	\$ 59,433	\$ 46,170	\$ 46,170	\$ -	\$ (46,170)	-100.0%
4617 Maps/Copies/Document Sales	\$ 1,746	\$ 500	\$ 500	\$ 500	\$ -	0.0%
4618 Tax Collection Services	\$ 150,991	\$ 159,674	\$ 159,674	\$ 171,282	\$ 11,608	7.3%
4620 Sewer Fund Contribution	\$ 445,874	\$ 406,361	\$ 406,361	\$ 503,108	\$ 96,747	23.8%
4622 Accident Reports	\$ 4,736	\$ 3,500	\$ 4,800	\$ 4,800	\$ 1,300	37.1%
4623 Dispatch/Paramedic Service	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 1,000	50.0%
4624 N Stonington-Dispatch	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	\$ -	0.0%
4629 Coord Medical Emergency Director	\$ 29,081	\$ 22,257	\$ 21,874	\$ 22,000	\$ (257)	-1.2%
4631 BOE-FHS/Ground Mowing	\$ 60,111	\$ 60,111	\$ 60,111	\$ 61,914	\$ 1,803	3.0%
4632 GIS Revenue	\$ 1,527	\$ 1,000	\$ 75	\$ 150	\$ (850)	-85.0%
4637 Snow/Ice Control Services	\$ 35,669	\$ 20,000	\$ 12,000	\$ 20,000	\$ -	0.0%
4641 Vital Statistics	\$ 6,101	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Total Charges for Current Services	\$ 2,229,688	\$ 1,607,392	\$ 1,599,384	\$ 1,622,573	\$ 15,181	0.9%
<b><u>Schools-Library-Recreation</u></b>						
4662 Tuition from Other Towns	\$ 104,855	\$ 70,000	\$ 100,000	\$ 64,000	\$ (6,000)	-8.6%
4669 Other School Receipts	\$ 33,549	\$ 19,000	\$ 25,000	\$ 27,500	\$ 8,500	44.7%
4670 Library Fines	\$ 13,769	\$ 13,877	\$ 14,058	\$ 14,000	\$ 123	0.9%
4671 Library-Lost & Damaged	\$ 2,630	\$ 2,939	\$ 2,930	\$ 2,930	\$ (9)	-0.3%
4672 Senior Programs	\$ 3,118	\$ 2,750	\$ 2,750	\$ 2,750	\$ -	0.0%
4688 Library Fees	\$ 15,912	\$ 15,802	\$ 16,572	\$ 16,000	\$ 198	1.3%
4691 Library-Copier Fees	\$ 5,678	\$ 5,073	\$ 3,778	\$ 4,400	\$ (673)	-13.3%
Total School-Library-Recreation	\$ 179,511	\$ 129,441	\$ 165,088	\$ 131,580	\$ 2,139	1.7%
<b><u>Other Revenue</u></b>						
4310 Court Fines	\$ 13,000	\$ 13,000	\$ 13,200	\$ 13,000	\$ -	0.0%
4311 Parking Tickets	\$ 1,565	\$ 1,300	\$ 3,500	\$ 2,040	\$ 740	56.9%
4710 Land Record Copies	\$ 27,599	\$ 28,000	\$ 28,000	\$ 25,000	\$ (3,000)	-10.7%
4711 Vital Copies	\$ 61,611	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%
4712 Finance Dept. Copies	\$ 841	\$ 950	\$ 950	\$ 900	\$ (50)	-5.3%
4714 Returned Check Fees	\$ 1,008	\$ 1,300	\$ 1,300	\$ 1,200	\$ (100)	-7.7%
4715 Aircraft Registrations	\$ 22,560	\$ 19,700	\$ 22,310	\$ 22,000	\$ 2,300	11.7%
4716 Delinquent MV Fee	\$ 18,652	\$ 16,200	\$ 16,000	\$ 16,000	\$ (200)	-1.2%
4717 PILOT Payments - Other	\$ 51,178	\$ 50,000	\$ 54,289	\$ 50,000	\$ -	0.0%
4731 Sale of Capital Assets	\$ 7,109	\$ 5,000	\$ 12,000	\$ 8,000	\$ 3,000	60.0%
4733 Misc. Unclassified	\$ 30,124	\$ 10,000	\$ 10,955	\$ 10,700	\$ 700	7.0%
4734 Animal Control Fees	\$ 2,235	\$ 2,300	\$ 2,200	\$ 2,250	\$ (50)	-2.2%
4740 Disposal Fees	\$ 218,091	\$ 170,050	\$ 209,558	\$ 209,558	\$ 39,508	23.2%
4741 Lease Fees	\$ 192,336	\$ 185,073	\$ 34,500	\$ 34,500	\$ (150,573)	-81.4%
4766 Payments From Other Funds	\$ 51,011	\$ 76,245	\$ 76,245	\$ 6,500	\$ (69,745)	-91.5%
Total Other Revenue	\$ 698,920	\$ 639,118	\$ 545,007	\$ 461,648	\$ (177,470)	-27.8%
<b>Total Revenue</b>	<b>\$130,529,248</b>	<b>\$127,957,746</b>	<b>\$128,266,092</b>	<b>\$133,337,141</b>	<b>\$ 5,379,395</b>	<b>4.2%</b>
4999 Fund Balance Applied	\$ -	\$ 1,095,000	\$ 307,319	\$ 1,500,000	\$ 405,000	
<b>Total Revenue with Fund Balance</b>	<b>\$130,529,248</b>	<b>\$129,052,746</b>	<b>\$128,573,411</b>	<b>\$134,837,141</b>	<b>\$ 5,784,395</b>	<b>4.5%</b>

**GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL**  
**PROPOSED FISCAL YEAR ENDING JUNE 30, 2021**

The proposed financing plan for the General Fund for Fiscal Year Ending June 30, 2021 totals \$134,837,141. This is an increase of 5.4% compared to the FYE 2020 revenue budget. The following are explanations of the FYE 2021 revenues by category along with comparison financial data. Historically the revenues designated from the State of Connecticut are based on the Governor's Budget which is released in early February each year and includes the "Estimates of State Aid Formula to Municipalities".

**\*\*\*GENERAL PROPERTY TAXES: 70.8% of the General Fund Budget:**

The current mill rate of 24.17 mills is proposed to increase to 25.65 for FYE 2021.

**\*Current Taxes:** The current levy for FYE 2021 is based on all taxable property in the Town as of October 1, 2019, before adjustments by the Board of Assessment Appeals. The total value of all taxable property is called the Grand List and consists of real estate, personal property and motor vehicles.

The amount to be raised by taxes is calculated by taking the proposed budget appropriations for FYE 2021 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, 2019 Grand List, and the tax collection rate of 98.7%. Current taxes are due July 1 and January 1.

The Grand List which consists of three categories, decreased 0.4% as of 10/1/19. The real estate category rose slightly to \$3.251 billion compared to \$3.248 billion for the 2018 grand list after Board of Assessment Appeals. Several exemptions are applied to the real estate grand list including Enterprise Zone exemptions, one fixed assessment agreement and a 10 year PILOT agreement approved by the Town Council for a commercial real estate account. The State EZ program is currently not funded to reimburse towns for the tax loss creating an unfunded mandate. EZ/PILOT agreement exemptions total \$31 million in assessments.

Personal property decreased 9.0% most of which is attributed to the depreciation of assets. Both Pfizer and Electric Boat experienced a decrease in personal property when typical depreciation is applied.

The Manufacturing & Machinery Equipment (MM&E) program which exempts manufacturers personal property assets was enacted by the state in 1990. Since then several modifications have been made to the program including OPM discontinuing its audit program which is now the towns responsibility and in discontinuing the reimbursement to municipalities in 2011. The created yet another unfunded mandate. Exemptions totalling \$187 million in assessment are primarily related to the MM&E program.

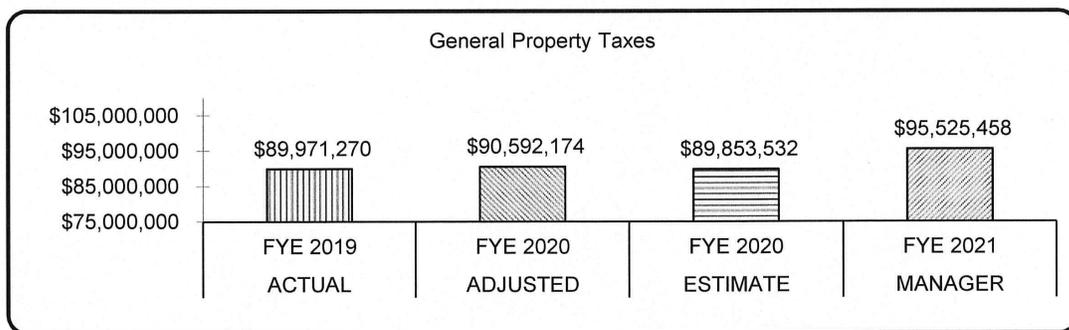
Motor vehicles increased by 3.1%. Both personal property and motor vehicles are revalued each year.

**\*Supplemental Motor Vehicle Tax:** These taxes are based on vehicles expected to be registered in the Town during the interim period of October 2, 2019 to August 1, 2020; i.e., after the Grand List of October 1, 2019 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.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4110 Current Taxes	\$ 87,717,378	\$ 88,987,174	\$ 88,215,532	\$ 94,045,458	1999
4111 Supplemental MV Tax	\$ 704,791	\$ 500,000	\$ 575,000	\$ 525,000	1999
4113 Interest & Lien Fees	\$ 568,301	\$ 355,000	\$ 403,000	\$ 355,000	1999
4114 Prior Year Taxes	\$ 980,800	\$ 750,000	\$ 660,000	\$ 600,000	1999
<b>Total General Property Taxes</b>	<b>\$ 89,971,270</b>	<b>\$ 90,592,174</b>	<b>\$ 89,853,532</b>	<b>\$ 95,525,458</b>	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*LICENSES & PERMITS;**

**0.4% of the General Fund Budget:**

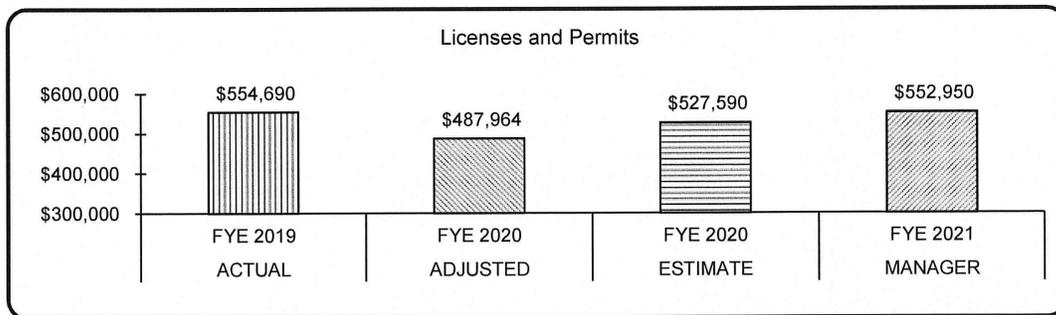
\*Building Permits/Certificates of Occupancy: The Town charges \$25.00 on the first thousand dollars of construction cost and thereafter a \$15.00 fee on each one thousand dollars of construction. The Town also collects an issuance fee of \$25 or 2% of the building permit fee, whichever is greater.

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

\*Dog Licenses: 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 and Vendor Permits.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4234 Build and Related Permits/C.O.	\$ 531,629	\$ 469,314	\$ 500,000	\$ 525,000	1046
4236 Sporting Licenses	\$ 651	\$ 0	\$ 6,500	\$ 6,500	1005
4238 Dog Licenses	\$ 7,020	\$ 6,500	\$ 6,000	\$ 6,500	1005
4239 Other Licenses & Permits	\$ 14,538	\$ 11,500	\$ 14,240	\$ 14,100	1005, 1024
4242 Building Permits-Education Fee	\$ 760	\$ 550	\$ 750	\$ 750	1046
4243 State Land Use Fees	\$ 92	\$ 100	\$ 100	\$ 100	1046
<b>Total Licenses &amp; Permits</b>	<b>\$ 554,690</b>	<b>\$ 487,964</b>	<b>\$ 527,590</b>	<b>\$ 552,950</b>	

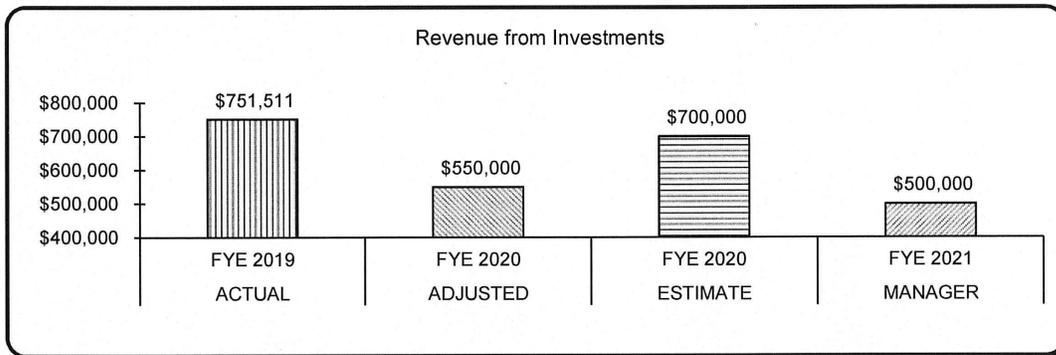


GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*REVENUE FROM INVESTMENTS: 0.4% of the General Fund Budget:**

\*Interest on Investments: reflects the income earned from temporary investments made when Town funds in a given period exceed the Town's immediate disbursement needs. Projected earnings from investments were budgeted at an average interest rate of 1.74% for FYE 2020 while estimates averaged 1.30%. The proposed rate is 1.22% for FYE 2021.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4412 Interest on Investments	\$ 751,511	\$ 550,000	\$ 700,000	\$ 500,000	1013
Total Revenue from Investments	\$ 751,511	\$ 550,000	\$ 700,000	\$ 500,000	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*STATE GRANTS IN AID-EDUCATION; 19.4% of the General Fund Budget:**

The FYE 2021 revenues designated from the State of Connecticut are based on the Governor's FYE 2021 budget issued February 5, 2020. The FYE 2020 adjusted revenues were based on the Governor's FYE 2020 budget while the FYE 2020 Estimates are based on the Governor's FYE 2021 budget dated February 5, 2020. The Special Education and Non-Public Services are based on information 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".

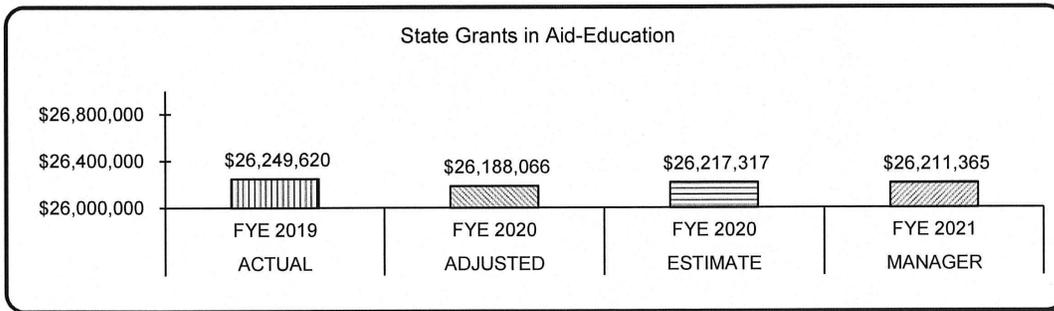
\*Adult Education: provides reimbursement of a percentage of eligible costs of providing Adult Education programs.

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

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

\*Non-Public Pupil Service: represents a health services grant related to school based health centers.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4521 Education Cost Sharing	\$ 25,025,766	\$ 25,025,766	\$ 25,040,045	\$ 25,040,045	1080
4522 Adult Education	\$ 102,394	\$ 102,300	\$ 113,026	\$ 114,320	1080
4525 Special Education	\$ 917,145	\$ 850,000	\$ 850,000	\$ 850,000	1080
4534A Magnet School Transportation	\$ 182,000	\$ 188,000	\$ 188,000	\$ 185,000	1080
4544 Non-Public Pupil Service	\$ 22,315	\$ 22,000	\$ 26,246	\$ 22,000	1080
<b>Total State Grants in Aid-Education</b>	<b>\$ 26,249,620</b>	<b>\$ 26,188,066</b>	<b>\$ 26,217,317</b>	<b>\$ 26,211,365</b>	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*STATE GRANTS IN AID-GENERAL GOVERNMENT; 3.6% of the General Fund Budget:**

The FYE 2021 revenues designated from the State of Connecticut are based on the Governor's FYE 2021 Budget issued February 5, 2020. The FYE 2020 adjusted revenues were based on the Governor's FYE 2020 Budget while the FYE 2020 estimates are based on the Governor's FYE 2021 Budget dated February 5, 2020.

\*Municipal Projects Grants: represents the allocation of funds designated for public works' related projects, i.e., roads and streets and snow and ice control and the administration and planning thereof.

\*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.

\*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.

\*911 Enhancements: represents a state legislated monthly surcharge of \$0.40 to \$0.50 placed on each telephone line. The funds are used to provide grants to Medical Regional Medical Coordination (C-MED) Centers and 911 Centers to partially offset operating costs. As both a 911 Center and a C-MED, Groton is a recipient of these grant funds.

\*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.

\*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, 2019.

Municipal Stabilization Grant: paid to municipalities based on a statutory payment list established in Section 589 of P.A. 17-2(JSS)

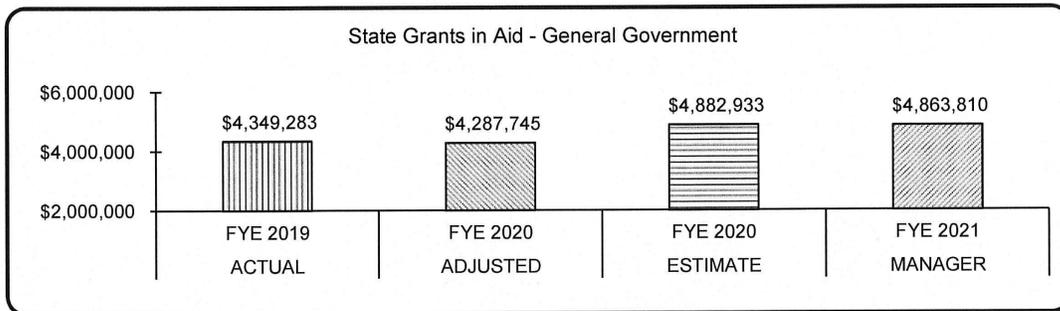
\*Youth Service Bureau: represents a grant which enables the Human Services Department to provide counseling and crisis intervention services for at risk children, youth and parents.

(cont.)

GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*STATE GRANTS IN AID-GENERAL GOVERNMENT: (cont.)**

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4516 Municipal Project Grant	\$ 1,242,507	\$ 1,240,819	\$ 1,819,768	\$ 1,819,768	1035
4551 Pilot Enterprise Zone	\$ 73,567	\$ 0	\$ 0	\$ 0	1999
4553 PILOT: State & Tax Exempts	\$ 603,686	\$ 603,580	\$ 603,142	\$ 603,030	1999
4554 Pequot-Mohegan Grant	\$ 1,232,069	\$ 1,232,069	\$ 1,232,069	\$ 1,232,069	1999
4555 911 Enhancements	\$ 142,046	\$ 165,318	\$ 160,440	\$ 160,000	1024
4557 Nuclear Safety Drill	\$ 50,948	\$ 38,000	\$ 68,434	\$ 50,000	1024
4558 Highway Illumination	\$ 0	\$ 470	\$ 470	\$ 470	1035
4559 Town Highway Aid	\$ 375,122	\$ 375,122	\$ 373,106	\$ 373,106	1035
4560 Telephone Access	\$ 134,971	\$ 138,000	\$ 131,137	\$ 131,000	1999
4565A Municipal Stabilization Grant	\$ 466,668	\$ 466,668	\$ 466,668	\$ 466,668	1999
4568 Youth Service Bureau	\$ 27,699	\$ 27,699	\$ 27,699	\$ 27,699	1051
<b>Total State Grants in Aid-General Govern.</b>	<b>\$ 4,349,283</b>	<b>\$ 4,287,745</b>	<b>\$ 4,882,933</b>	<b>\$ 4,863,810</b>	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

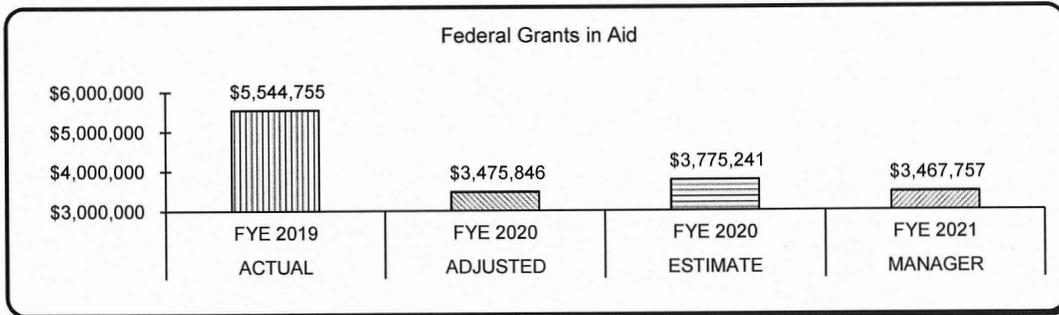
**\*\*\*FEDERAL GRANTS IN AID: 2.6% of the General Fund Budget:**

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

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

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4508 Federal Funds	\$ 271,881	\$ 149,039	\$ 203,739	\$ 192,100	1080, 1024
4591 Pupil Impact Aid	\$ 5,253,028	\$ 3,306,657	\$ 3,551,902	\$ 3,256,657	1080
4592 Emergency Management (SLA)	\$ 19,846	\$ 20,150	\$ 19,600	\$ 19,000	1024
<b>Total Federal Grants in Aid</b>	<b>\$ 5,544,755</b>	<b>\$ 3,475,846</b>	<b>\$ 3,775,241</b>	<b>\$ 3,467,757</b>	



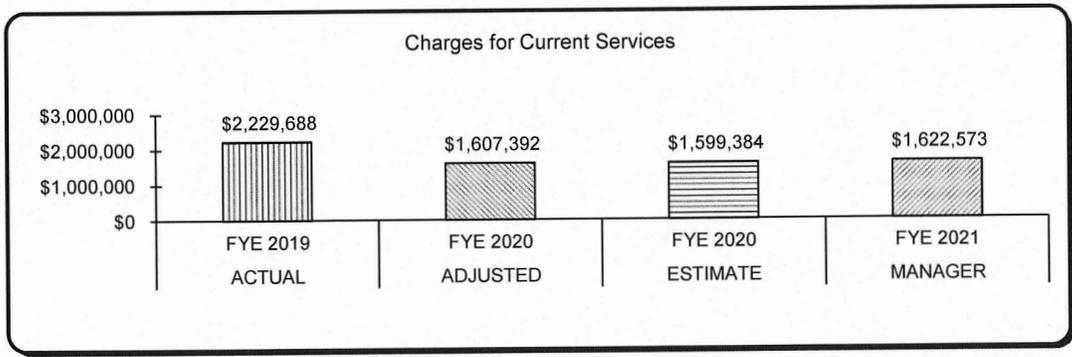
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

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

**1.2% 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). The Conveyance Tax revenue consists of a local real estate conveyance tax of 0.25% of the selling price for all municipalities.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4602 Planning Application Fees	\$ 11,820	\$ 8,000	\$ 8,000	\$ 8,000	1046
4610 Recording Instruments	\$ 129,910	\$ 120,000	\$ 120,000	\$ 120,000	1005
4611 Conveyance Tax	\$ 1,237,870	\$ 700,000	\$ 700,000	\$ 650,000	1005
4616 Golf Course Contribution	\$ 59,433	\$ 46,170	\$ 46,170	\$ 0	1999
4617 Maps/Copies/Document Sales	\$ 1,746	\$ 500	\$ 500	\$ 500	1046
4618 Tax Collection Services	\$ 150,991	\$ 159,674	\$ 159,674	\$ 171,282	1013
4620 Sewer Fund Contribution	\$ 445,874	\$ 406,361	\$ 406,361	\$ 503,108	1999
4622 Accident Reports	\$ 4,736	\$ 3,500	\$ 4,800	\$ 4,800	1024
4623 Dispatch/Paramedic Service	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	1024
4624 N Stonington-Dispatch	\$ 52,819	\$ 52,819	\$ 52,819	\$ 52,819	1024
4629 Coord Medical Emerg Direc	\$ 29,081	\$ 22,257	\$ 21,874	\$ 22,000	1024
4631 BOE-FHS/Ground Mowing	\$ 60,111	\$ 60,111	\$ 60,111	\$ 61,914	1064
4632 GIS Revenue	\$ 1,527	\$ 1,000	\$ 75	\$ 150	1013
4637 Snow/Ice Control Services	\$ 35,669	\$ 20,000	\$ 12,000	\$ 20,000	1035
4641 Vital Statistics	\$ 6,101	\$ 5,000	\$ 5,000	\$ 5,000	1005
<b>Total Charges for Current Services</b>	<b>\$ 2,229,688</b>	<b>\$ 1,607,392</b>	<b>\$ 1,599,384</b>	<b>\$ 1,622,573</b>	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

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

**0.1% of the General Fund Budget:**

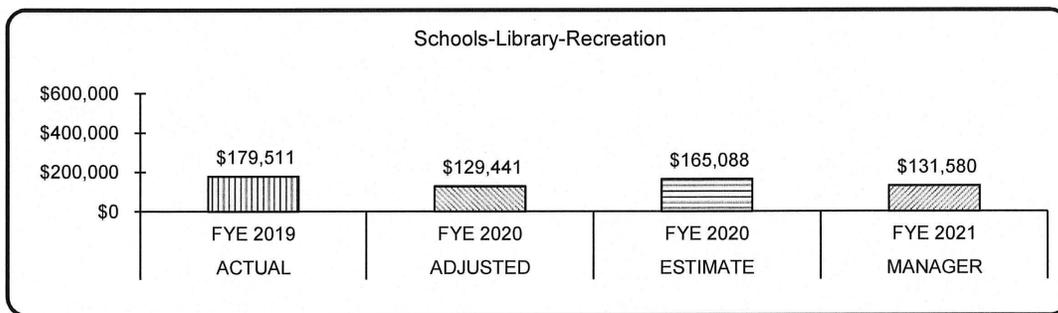
Includes revenues generated from activities provided by the Town and Board of Education of which the major revenue sources are:

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4662 Tuition from Other Towns	\$ 104,855	\$ 70,000	\$ 100,000	\$ 64,000	1080
4669 Other School Receipts	\$ 33,549	\$ 19,000	\$ 25,000	\$ 27,500	1080
4670 Library Fines	\$ 13,769	\$ 13,877	\$ 14,058	\$ 14,000	1063
4671 Library-Lost & Damaged	\$ 2,630	\$ 2,939	\$ 2,930	\$ 2,930	1063
4672 Senior Center Fees	\$ 3,118	\$ 2,750	\$ 2,750	\$ 2,750	1064
4688 Library Fees	\$ 15,912	\$ 15,802	\$ 16,572	\$ 16,000	1063
4691 Library-Copier Fees	\$ 5,678	\$ 5,073	\$ 3,778	\$ 4,400	1063
<b>Total Schools-Library-Recreation</b>	<b>\$ 179,511</b>	<b>\$ 129,441</b>	<b>\$ 165,088</b>	<b>\$ 131,580</b>	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

**\*\*\*OTHER REVENUE and FUND BALANCE APPLIED: 1.5% of the General Fund Budget:**

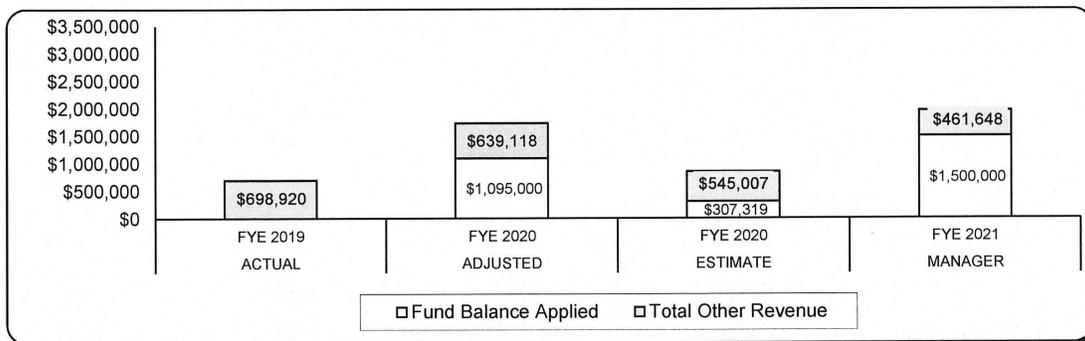
A miscellaneous category which includes fees for copies of vital statistics, land records, delinquent motor vehicle fees, returned checks and income from dogs sold and redeemed from the Animal Control Shelter.

PILOT Payments - Other: represents voluntary payments in lieu of taxes based on a 10 year Memorandum of Agreement with the Town Council dated November 20, 2017.

Payments from Other Funds: represents funds associated with other funds transferred to the General Fund.

A major dollar amount in this category is the Fund Balance Applied which reflects funds earmarked from unassigned funds to balance the the proposed fiscal year's expenditures. The General Fund's unassigned Fund Balance is projected to be at 16.9% which is within the current Town Council policy range.

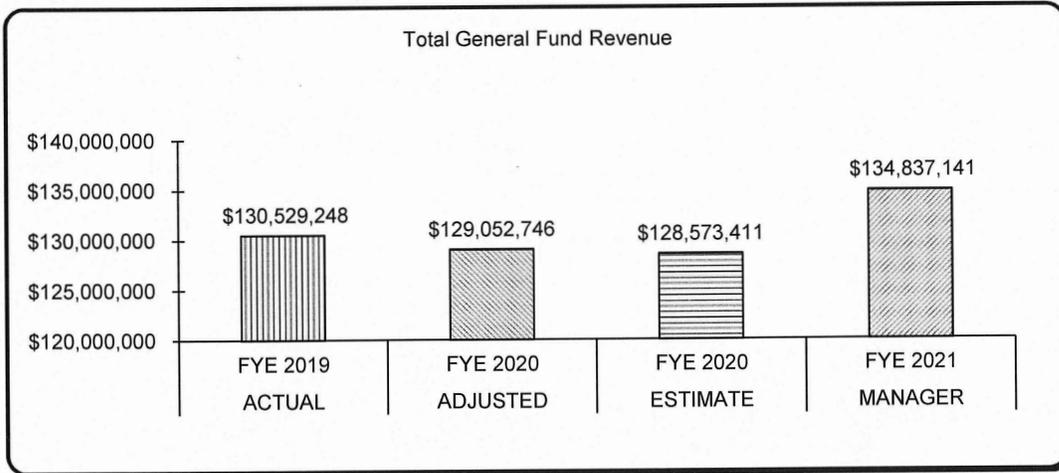
	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021	FUNCTION(S) CODE
4310 Court Fines	\$ 13,000	\$ 13,000	\$ 13,200	\$ 13,000	1024
4311 Parking Tickets	\$ 1,565	\$ 1,300	\$ 3,500	\$ 2,040	1024
4710 Land Record Copies	\$ 27,599	\$ 28,000	\$ 28,000	\$ 25,000	1005
4711 Vitals Copies	\$ 61,611	\$ 60,000	\$ 60,000	\$ 60,000	1005
4712 Finance Dept. Copies	\$ 841	\$ 950	\$ 950	\$ 900	1013
4714 Returned Check Fees	\$ 1,008	\$ 1,300	\$ 1,300	\$ 1,200	1013
4715 Aircraft Registrations	\$ 22,560	\$ 19,700	\$ 22,310	\$ 22,000	1013
4716 Delinquent MV Fee	\$ 18,652	\$ 16,200	\$ 16,000	\$ 16,000	1013
4717 PILOT Payments - Other	\$ 51,178	\$ 50,000	\$ 54,289	\$ 50,000	1999
4731 Sale of Capital Assets	\$ 7,109	\$ 5,000	\$ 12,000	\$ 8,000	1013, 1035
4733 Misc. Unclassified	\$ 30,124	\$ 10,000	\$ 10,955	\$ 10,700	various
4734 Animal Control Fees	\$ 2,235	\$ 2,300	\$ 2,200	\$ 2,250	1024
4740 Disposal Fees	\$ 218,091	\$ 170,050	\$ 209,558	\$ 209,558	1035
4741 Lease Fees	\$ 192,336	\$ 185,073	\$ 34,500	\$ 34,500	various
4766 Payments From Other Funds	\$ 51,011	\$ 76,245	\$ 76,245	\$ 6,500	1005, 1024, 1999
Total Other Revenue	\$ 698,920	\$ 639,118	\$ 545,007	\$ 461,648	
4999 Fund Balance Applied	\$ 0	\$ 1,095,000	\$ 307,319	\$ 1,500,000	1999
Total Other Revenue & Fund Balance Applied	\$ 698,920	\$ 1,734,118	\$ 852,326	\$ 1,961,648	



GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL  
PROPOSED FISCAL YEAR ENDING JUNE 30, 2021

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

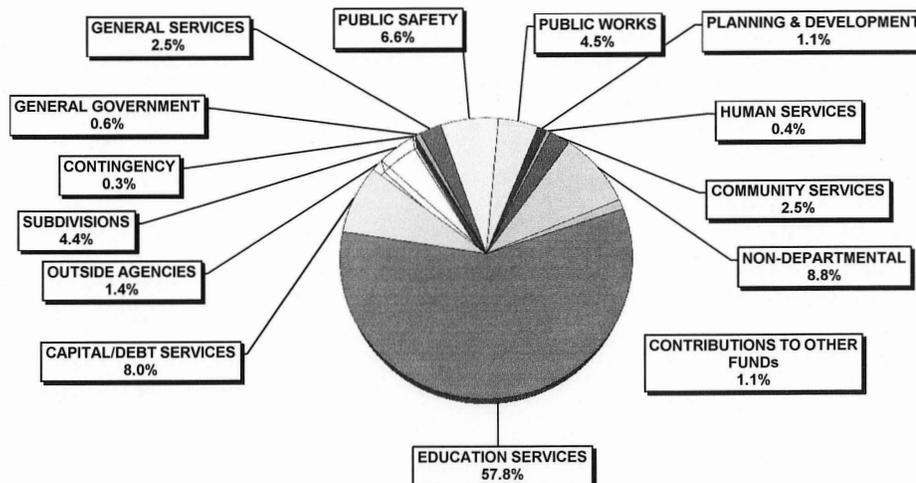
	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
Total Revenues and Fund Balance Committed and Applied	\$ 130,529,248	\$ 129,052,746	\$ 128,573,411	\$ 134,837,141



**Town of Groton  
General Fund  
FYE 2021 Proposed Budget  
Program Summary**

AREA OF SERVICE	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021	Difference in \$'s Adjusted to Manager	Difference in % Adjusted to Manager
GENERAL GOVERNMENT	\$ 729,517	\$ 846,477	\$ 830,148	\$ 850,584	\$ 850,584	\$ 4,107	0.5%
GENERAL SERVICES	\$ 3,050,919	\$ 3,308,504	\$ 3,264,635	\$ 3,417,786	\$ 3,413,786	\$ 105,282	3.2%
PUBLIC SAFETY	\$ 8,118,320	\$ 8,563,339	\$ 8,541,954	\$ 8,891,008	\$ 8,890,208	\$ 326,869	3.8%
PUBLIC WORKS	\$ 5,661,464	\$ 6,109,977	\$ 6,071,790	\$ 6,003,099	\$ 6,003,099	\$ (106,878)	-1.7%
PLANNING & DEVELOPMENT	\$ 1,265,644	\$ 1,403,555	\$ 1,417,253	\$ 1,529,027	\$ 1,474,027	\$ 70,472	5.0%
HUMAN SERVICES	\$ 592,765	\$ 580,650	\$ 550,181	\$ 581,541	\$ 581,541	\$ 891	0.2%
COMMUNITY SERVICES	\$ 3,100,753	\$ 3,246,056	\$ 3,200,510	\$ 3,376,888	\$ 3,312,620	\$ 66,564	2.1%
SUBTOTAL TOWN DEPARTMENTS	<u>\$ 22,519,382</u>	<u>\$ 24,058,558</u>	<u>\$ 23,876,471</u>	<u>\$ 24,649,933</u>	<u>\$ 24,525,865</u>	<u>\$ 467,307</u>	<u>1.9%</u>
NON-DEPARTMENTAL	\$ 9,307,469	\$ 10,020,798	\$ 10,023,575	\$ 11,826,973	\$ 11,826,973	\$ 1,806,175	18.0%
CONTRIBUTIONS TO OTHER FUNDS	\$ 1,699,159	\$ 1,651,951	\$ 1,651,951	\$ 1,855,865	\$ 1,543,341	\$ (108,610)	-6.6%
SUBTOTAL TOWN OTHER	<u>\$ 11,006,628</u>	<u>\$ 11,672,749</u>	<u>\$ 11,675,526</u>	<u>\$ 13,682,838</u>	<u>\$ 13,370,314</u>	<u>\$ 1,697,565</u>	<u>14.5%</u>
TOWN OPERATIONS	<u>\$ 33,526,010</u>	<u>\$ 35,731,307</u>	<u>\$ 35,551,997</u>	<u>\$ 38,332,771</u>	<u>\$ 37,896,179</u>	<u>\$ 2,164,872</u>	<u>6.1%</u>
CAPITAL/DEBT SERVICES	\$ 7,561,288	\$ 8,259,769	\$ 8,200,467	\$ 10,766,482	\$ 10,766,482	\$ 2,506,713	30.3%
EDUCATION SERVICES	\$ 76,446,463	\$ 77,438,090	\$ 77,393,337	\$ 77,934,550	\$ 77,934,550	\$ 496,460	0.6%
OUTSIDE AGENCIES	\$ 1,799,000	\$ 1,837,780	\$ 1,837,780	\$ 1,912,695	\$ 1,846,101	\$ 8,321	0.5%
SUBDIVISIONS	\$ 5,315,236	\$ 5,444,445	\$ 5,424,830	\$ 5,993,829	\$ 5,993,829	\$ 549,384	10.1%
CONTINGENCY	\$ -	\$ 341,355	\$ 165,000	\$ 400,000	\$ 400,000	\$ 58,645	17.2%
TOTAL GENERAL FUND	<u>\$ 124,647,997</u>	<u>\$ 129,052,746</u>	<u>\$ 128,573,411</u>	<u>\$ 135,340,327</u>	<u>\$ 134,837,141</u>	<u>\$ 5,784,395</u>	<u>4.5%</u>

**Proposed General Fund Budget by Area of Service  
(as a % of the Total General Fund Budget)**



**Town of Groton  
Comparison By Function  
FYE 2020 Adopted/Adjusted Budget to Manager's FYE 2021 Budget**

Func. #	Function Description/ Area of Service	Page Number	Actual FYE 2019	Adopted/ Adjusted FYE 2020	Estimated FYE 2020	Department Request FYE 2021	Town Manager FYE 2021	Dollars Adjusted To Town Manager	Percentage Adjusted To Town Manager
1001	Legislative Policy	61	\$ 54,089	\$ 49,400	\$ 48,670	\$ 39,200	\$ 39,200	\$ (10,200)	(20.6%)
1003	Voter Registration	64	\$ 177,376	\$ 176,679	\$ 161,899	\$ 183,027	\$ 183,027	\$ 6,348	3.6%
1005	Town Clerk	67	\$ 295,587	\$ 322,898	\$ 322,079	\$ 330,857	\$ 330,857	\$ 7,959	2.5%
1006	Legal Services	71	\$ 202,465	\$ 297,500	\$ 297,500	\$ 297,500	\$ 297,500	\$ -	0.0%
	<b>GENERAL GOVERNMENT</b>		<b>\$ 729,517</b>	<b>\$ 846,477</b>	<b>\$ 830,148</b>	<b>\$ 850,584</b>	<b>\$ 850,584</b>	<b>\$ 4,107</b>	<b>0.5%</b>
1010	Executive Management	74	\$ 279,602	\$ 301,632	\$ 301,632	\$ 311,097	\$ 307,097	\$ 5,465	1.8%
1011	Information Technology	78	\$ 994,463	\$ 1,068,215	\$ 1,058,572	\$ 1,070,561	\$ 1,070,561	\$ 2,346	0.2%
1012	Human Resources	87	\$ 323,636	\$ 330,145	\$ 324,213	\$ 380,682	\$ 380,682	\$ 50,537	15.3%
1013	Finance	102	\$ 1,453,218	\$ 1,608,512	\$ 1,580,218	\$ 1,655,446	\$ 1,655,446	\$ 46,934	2.9%
	<b>GENERAL SERVICES</b>		<b>\$ 3,050,919</b>	<b>\$ 3,308,504</b>	<b>\$ 3,264,635</b>	<b>\$ 3,417,786</b>	<b>\$ 3,413,786</b>	<b>\$ 105,282</b>	<b>3.2%</b>
1024	Public Safety	110	\$ 8,118,320	\$ 8,563,339	\$ 8,541,954	\$ 8,891,008	\$ 8,890,208	\$ 326,869	3.8%
	<b>PUBLIC SAFETY</b>		<b>\$ 8,118,320</b>	<b>\$ 8,563,339</b>	<b>\$ 8,541,954</b>	<b>\$ 8,891,008</b>	<b>\$ 8,890,208</b>	<b>\$ 326,869</b>	<b>3.8%</b>
1035	Public Works	115	\$ 5,661,464	\$ 6,109,977	\$ 6,071,790	\$ 6,003,099	\$ 6,003,099	\$ (106,878)	(1.7%)
	<b>PUBLIC WORKS</b>		<b>\$ 5,661,464</b>	<b>\$ 6,109,977</b>	<b>\$ 6,071,790</b>	<b>\$ 6,003,099</b>	<b>\$ 6,003,099</b>	<b>\$ (106,878)</b>	<b>(1.7%)</b>
1046	Planning & Development Svcs	136	\$ 1,265,644	\$ 1,403,555	\$ 1,417,253	\$ 1,529,027	\$ 1,474,027	\$ 70,472	5.0%
	<b>PLANNING &amp; DEVELOPMENT</b>		<b>\$ 1,265,644</b>	<b>\$ 1,403,555</b>	<b>\$ 1,417,253</b>	<b>\$ 1,529,027</b>	<b>\$ 1,474,027</b>	<b>\$ 70,472</b>	<b>5.0%</b>
1051	Human Services	141	\$ 592,765	\$ 580,650	\$ 550,181	\$ 581,541	\$ 581,541	\$ 891	0.2%
	<b>HUMAN SERVICES</b>		<b>\$ 592,765</b>	<b>\$ 580,650</b>	<b>\$ 550,181</b>	<b>\$ 581,541</b>	<b>\$ 581,541</b>	<b>\$ 891</b>	<b>0.2%</b>
1063	Groton Public Library	149	\$ 1,588,299	\$ 1,653,277	\$ 1,642,186	\$ 1,653,248	\$ 1,653,248	\$ (29)	(0.0%)
1064	Parks & Recreation	157	\$ 1,512,454	\$ 1,592,779	\$ 1,558,324	\$ 1,723,640	\$ 1,659,372	\$ 66,593	4.2%
	<b>COMMUNITY SERVICES</b>		<b>\$ 3,100,753</b>	<b>\$ 3,246,056</b>	<b>\$ 3,200,510</b>	<b>\$ 3,376,888</b>	<b>\$ 3,312,620</b>	<b>\$ 66,564</b>	<b>2.1%</b>
	<b>SUBTOTAL TOWN DEPARTMENTS</b>		<b>\$ 22,519,382</b>	<b>\$ 24,058,558</b>	<b>\$ 23,876,471</b>	<b>\$ 24,649,933</b>	<b>\$ 24,525,865</b>	<b>\$ 467,307</b>	<b>1.9%</b>
1070	Insurance & Claims	92	\$ 614,792	\$ 638,303	\$ 641,080	\$ 690,581	\$ 690,581	\$ 52,278	8.2%
1071	Self Funded Plans	96	\$ 8,692,677	\$ 9,382,495	\$ 9,382,495	\$ 11,136,392	\$ 11,136,392	\$ 1,753,897	18.7%
	<b>NON-DEPARTMENTAL</b>		<b>\$ 9,307,469</b>	<b>\$ 10,020,798</b>	<b>\$ 10,023,575</b>	<b>\$ 11,826,973</b>	<b>\$ 11,826,973</b>	<b>\$ 1,806,175</b>	<b>18.0%</b>
1073	Contributions to Other Funds	171	\$ 1,699,159	\$ 1,651,951	\$ 1,651,951	\$ 1,855,865	\$ 1,543,341	\$ (108,610)	(6.6%)
	<b>CONTRIBUTIONS TO OTHER FUNDS</b>		<b>\$ 1,699,159</b>	<b>\$ 1,651,951</b>	<b>\$ 1,651,951</b>	<b>\$ 1,855,865</b>	<b>\$ 1,543,341</b>	<b>\$ (108,610)</b>	<b>(6.6%)</b>
	<b>SUBTOTAL TOWN OTHER</b>		<b>\$ 11,006,628</b>	<b>\$ 11,672,749</b>	<b>\$ 11,675,526</b>	<b>\$ 13,682,838</b>	<b>\$ 13,370,314</b>	<b>\$ 1,697,565</b>	<b>14.5%</b>
	<b>TOWN OPERATIONS</b>		<b>\$ 33,526,010</b>	<b>\$ 35,731,307</b>	<b>\$ 35,551,997</b>	<b>\$ 38,332,771</b>	<b>\$ 37,896,179</b>	<b>\$ 2,164,872</b>	<b>6.1%</b>
1075	Capital Reserve	200	\$ 2,297,000	\$ 1,621,000	\$ 1,621,000	\$ 2,662,000	\$ 2,662,000	\$ 1,041,000	64.2%
1076	Debt Service	207	\$ 5,264,288	\$ 6,638,769	\$ 6,579,467	\$ 8,104,482	\$ 8,104,482	\$ 1,465,713	22.1%
	<b>CAPITAL/DEBT SERVICES</b>		<b>\$ 7,561,288</b>	<b>\$ 8,259,769</b>	<b>\$ 8,200,467</b>	<b>\$ 10,766,482</b>	<b>\$ 10,766,482</b>	<b>\$ 2,506,713</b>	<b>30.3%</b>
1080	Education	174	\$ 76,446,463	\$ 77,438,090	\$ 77,393,337	\$ 77,934,550	\$ 77,934,550	\$ 496,460	0.6%
	<b>EDUCATION SERVICES</b>		<b>\$ 76,446,463</b>	<b>\$ 77,438,090</b>	<b>\$ 77,393,337</b>	<b>\$ 77,934,550</b>	<b>\$ 77,934,550</b>	<b>\$ 496,460</b>	<b>0.6%</b>
1083	Regional Agencies	177	\$ 132,033	\$ 134,239	\$ 134,239	\$ 136,499	\$ 136,499	\$ 2,260	1.7%
1084	Health & Service Agencies	180	\$ 1,666,967	\$ 1,703,541	\$ 1,703,541	\$ 1,776,196	\$ 1,709,602	\$ 6,061	0.4%
	<b>OUTSIDE AGENCIES</b>		<b>\$ 1,799,000</b>	<b>\$ 1,837,780</b>	<b>\$ 1,837,780</b>	<b>\$ 1,912,695</b>	<b>\$ 1,846,101</b>	<b>\$ 8,321</b>	<b>0.5%</b>
1090	City of Groton	183	\$ 4,607,830	\$ 4,682,925	\$ 4,666,143	\$ 5,096,859	\$ 5,096,859	\$ 413,934	8.8%
1091	Groton Long Point	186	\$ 461,406	\$ 515,520	\$ 512,687	\$ 650,970	\$ 650,970	\$ 135,450	26.3%
1092	Fire Districts PILOT	189	\$ 246,000	\$ 246,000	\$ 246,000	\$ 246,000	\$ 246,000	\$ -	0.0%
	<b>SUBDIVISIONS</b>		<b>\$ 5,315,236</b>	<b>\$ 5,444,445</b>	<b>\$ 5,424,830</b>	<b>\$ 5,993,829</b>	<b>\$ 5,993,829</b>	<b>\$ 549,384</b>	<b>10.1%</b>
1094	Contingency	213	\$ -	\$ 341,355	\$ 165,000	\$ 400,000	\$ 400,000	N/A	N/A
	<b>CONTINGENCY</b>		<b>\$ -</b>	<b>\$ 341,355</b>	<b>\$ 165,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>N/A</b>	<b>N/A</b>
	<b>GENERAL FUND TOTAL</b>		<b>\$ 124,647,997</b>	<b>\$ 129,052,746</b>	<b>\$ 128,573,411</b>	<b>\$ 135,340,327</b>	<b>\$ 134,837,141</b>	<b>\$ 5,784,395</b>	<b>4.5%</b>

Func. #	Function Description/ Area of Service	Page Number	Actual FYE 2019	Adopted/ Adjusted FYE 2020	Estimated FYE 2020	Department Request FYE 2021	Town Manager FYE 2021	Dollars Adjusted To Town Manager	Percentage Adjusted To Town Manager
2010	Golf Course Fund	162	\$ 1,245,112	\$ 1,235,349	\$ 1,225,486	\$ 1,266,598	\$ 1,266,598	\$ 31,249	2.5%
2020	Sewer Operating Fund	121	\$ 6,378,786	\$ 6,217,550	\$ 6,192,205	\$ 7,690,053	\$ 7,690,361	\$ 1,472,811	23.7%
2030	Solid Waste Fund	127	\$ 1,545,066	\$ 1,736,585	\$ 1,621,892	\$ 1,627,537	\$ 1,627,537	\$ (109,048)	(6.3%)
2060	Mumford Cove	192	\$ 21,033	\$ 21,102	\$ 21,092	\$ 21,180	\$ 21,180	\$ 78	0.4%
2120	Revaluation Fund	106	\$ 40,260	\$ 182,200	\$ 218,200	\$ 502,025	\$ 502,025	\$ 319,825	175.5%
3240	Recreation & Senior Activities	167	\$ 1,022,400	\$ 1,242,238	\$ 1,197,867	\$ 1,293,502	\$ 1,308,502	\$ 66,264	5.3%
3310	BorrowIT CT	153	\$ 16,813	\$ 18,300	\$ 17,531	\$ 25,000	\$ 25,000	\$ 6,700	36.6%
4010	Groton Sewer District	195	\$ 800,208	\$ 794,486	\$ 794,486	\$ 1,398,745	\$ 1,398,745	\$ 604,259	76.1%
5010	Capital Reserve Fund	203	\$ 3,867,000	\$ 2,725,500	\$ 2,725,500	\$ 4,637,000	\$ 4,637,000	\$ 1,911,500	70.1%
6040	Fleet Fund	131	\$ 1,054,634	\$ 871,416	\$ 980,294	\$ 1,308,286	\$ 1,078,286	\$ 206,870	23.7%
6050	Technology Replacement Fund	83	\$ 48,581	\$ 96,638	\$ 92,426	\$ 90,215	\$ 90,215	\$ (6,423)	(6.6%)
7320	Human Serv. Asst Fund	145	\$ 8,603	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
<b>OTHER FUND TOTAL</b>			\$ 16,048,496	\$ 15,151,364	\$ 15,096,979	\$ 19,870,141	\$ 19,655,449	\$ 4,504,085	29.7%

**TOWN OF GROTON**

**Fiscal Year Ending June 30, 2021**

**BUDGETS-IN-BRIEF FOR ALL FUNDS**

(without Fund Balance Applied)

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

<b>FINANCING PLAN BY FUND</b>	<b>ACTUAL FYE 2019</b>	<b>ADJUSTED FYE 2020</b>	<b>ESTIMATED FYE 2020</b>	<b>MANAGER FYE 2021</b>
General Fund (100)	\$ 130,529,247	\$ 127,957,746	\$ 128,266,092	\$ 133,337,141
Golf Course (201)	\$ 1,089,743	\$ 1,188,414	\$ 1,188,736	\$ 1,211,950
Sewer Operating Fund (202)	\$ 6,632,039	\$ 6,544,710	\$ 6,561,629	\$ 6,956,464
Solid Waste (203)	\$ 1,459,361	\$ 1,688,258	\$ 1,610,296	\$ 1,578,921
Mumford Cove (206)	\$ 21,404	\$ 21,102	\$ 21,636	\$ 20,480
Revaluation Fund (212)	\$ 228,393	\$ 241,800	\$ 246,000	\$ 284,000
Recreation & Senior Activities (324)	\$ 1,005,359	\$ 1,178,020	\$ 1,101,000	\$ 1,167,000
BorrowIT CT (331)	\$ 24,199	\$ 300	\$ 18,800	\$ 400
Sewer District (401)	\$ 661,472	\$ 694,486	\$ 671,776	\$ 1,348,745
Capital Reserve Fund (501)	\$ 3,124,101	\$ 2,046,000	\$ 2,068,000	\$ 4,195,000
Fleet Fund (604)	\$ 1,519,700	\$ 1,463,618	\$ 1,515,418	\$ 1,244,011
Technology Replacement Fund (605)	\$ 84,690	\$ 89,016	\$ 89,516	\$ 72,420
Human Services Assist Fund (732)	\$ 1,128	\$ 3,000	\$ 2,900	\$ 2,600
<b>Total Revenue By Fund Without Fund Balance Applied</b>	<b>\$ 146,380,836</b>	<b>\$ 143,116,470</b>	<b>\$ 143,361,799</b>	<b>\$ 151,419,132</b>
<b>EXPENDITURES BY FUND</b>	<b>ACTUAL FYE 2019</b>	<b>ADJUSTED FYE 2020</b>	<b>ESTIMATED FYE 2020</b>	<b>MANAGER FYE 2021</b>
General Fund (100)	\$ 124,647,996	\$ 129,052,746	\$ 128,573,411	\$ 134,837,141
Golf Course (201)	\$ 1,245,112	\$ 1,235,349	\$ 1,225,486	\$ 1,266,598
Sewer Operating Fund (202)	\$ 6,378,785	\$ 6,217,550	\$ 6,192,205	\$ 7,690,361
Solid Waste (203)	\$ 1,545,066	\$ 1,736,585	\$ 1,621,892	\$ 1,627,537
Mumford Cove (206)	\$ 21,033	\$ 21,102	\$ 21,092	\$ 21,180
Revaluation Fund (212)	\$ 40,260	\$ 182,200	\$ 218,200	\$ 502,025
Recreation & Senior Activities (324)	\$ 1,022,402	\$ 1,242,238	\$ 1,197,867	\$ 1,308,502
BorrowIT CT (331)	\$ 16,813	\$ 18,300	\$ 17,531	\$ 25,000
Sewer District (401)	\$ 800,208	\$ 794,486	\$ 794,486	\$ 1,398,745
Capital Reserve Fund (501)	\$ 3,867,000	\$ 2,725,500	\$ 2,725,500	\$ 4,637,000
Fleet Fund (604)	\$ 1,054,633	\$ 871,416	\$ 980,294	\$ 1,078,286
Technology Replacement Fund (605)	\$ 48,581	\$ 96,638	\$ 92,426	\$ 90,215
Human Services Assist Fund (732)	\$ 8,603	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Expenditures by Fund</b>	<b>\$ 140,696,492</b>	<b>\$ 144,204,110</b>	<b>\$ 143,670,390</b>	<b>\$ 154,492,590</b>

TOWN OF GROTON

Fiscal Year Ending 2021

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 2019	Estimated Fund Balance FYE 2020	FYE 2021 Proposed Revenues	FYE 2021 Proposed Expenditures	Estimated Fund Balance FYE 2021	Fund Balance as a % of Expenditures
General (100)	\$24,685,577	\$24,378,258	\$133,337,141	\$134,837,141	\$22,878,258	16.97%
Golf Course (201)	\$169,666	\$132,916	\$1,211,950	\$1,266,598	\$78,268	6.18%
Sewer Operating (202)	\$2,473,920	\$2,843,344	\$6,956,464	\$7,690,361	\$2,109,447	27.43%
Solid Waste (203)	\$282,216	\$270,620	\$1,578,921	\$1,627,537	\$222,004	13.64%
Mumford Cove (206)	\$1,212	\$1,756	\$20,480	\$21,180	\$1,056	4.99%
Revaluation (212)	\$221,509	\$249,309	\$284,000	\$502,025	\$31,284	6.23%
Rec & Senior Activities (324)	\$377,367	\$280,500	\$1,167,000	\$1,308,502	\$138,998	10.62%
Borrowlt CT (331)	\$45,869	\$47,138	\$400	\$25,000	\$22,538	90.15%
Sewer District (401)	\$259,277	\$136,567	\$1,348,745	\$1,398,745	\$86,567	6.19%
Capital Reserve (501)	\$2,449,554	\$1,792,054	\$4,195,000	\$4,637,000	\$1,350,054	29.11%
Fleet Reserve (604)	\$670,218	\$1,205,342	\$1,244,011	\$1,078,286	\$1,371,067	127.15%
Technology Replacement (605)	\$345,112	\$342,202	\$72,420	\$90,215	\$324,407	359.59%
Human Serv Asst fund (732)	\$45,388	\$38,288	\$2,600	\$10,000	\$30,888	308.88%
Total All Funds	\$32,026,885	\$31,718,294	\$151,419,132	\$154,492,590	\$28,644,836	18.54%

**TOWN OF GROTON**  
**SUMMARY OF SOURCES AND USES - ALL FUNDS**  
**FYE 2021**

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

	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
<b>REVENUES - SOURCE OF FUNDS</b>						
General Property Taxes	\$ 95,525,458				\$ 20,480	
Licenses & Permits	\$ 552,950					
Revenue from Investments	\$ 500,000		\$ 5,000	\$ 1,000		\$ 4,000
State Grants in Aid-Gen Govt	\$ 4,863,810					
State Grants in Aid-Education	\$ 26,211,365					
Federal Grants in Aid	\$ 3,467,757					
Charges for Current Services	\$ 1,622,573					
Schools-Library-Recreation	\$ 131,580					
Other Revenue	\$ 461,648					
Memberships, Greens Fees, Carts		\$ 1,211,950				
Sewer Use Charges			\$ 6,879,819			
Disposal Fees, Bldg Lease Pmts				\$ 1,577,921		
Payments from Other Funds			\$ 71,645			\$ 280,000
<b>Total Revenues</b>	<b>\$ 133,337,141</b>	<b>\$ 1,211,950</b>	<b>\$ 6,956,464</b>	<b>\$ 1,578,921</b>	<b>\$ 20,480</b>	<b>\$ 284,000</b>
<b>EXPENDITURES - USE OF FUNDS</b>						
General Government	\$ 850,584					
General Services	\$ 3,413,786					\$ 502,025
Public Safety	\$ 8,890,208					
Public Works	\$ 6,003,099		\$ 7,690,361	\$ 1,627,537		
Planning & Development	\$ 1,474,027					
Human Services	\$ 581,541					
Community Services	\$ 3,312,620	\$ 1,266,598				
Non-Departmental	\$ 11,826,973					
Contributions To Other Funds	\$ 1,543,341					
Capital/Debt Service	\$ 10,766,482					
Education	\$ 77,934,550					
Outside Agencies	\$ 1,846,101					
Subdivisions	\$ 5,993,829				\$ 21,180	
Contingency	\$ 400,000					
<b>Total Expenditures</b>	<b>\$ 134,837,141</b>	<b>\$ 1,266,598</b>	<b>\$ 7,690,361</b>	<b>\$ 1,627,537</b>	<b>\$ 21,180</b>	<b>\$ 502,025</b>
<b>CHANGES IN FUND BALANCE</b>						
Net Increase (Decrease) In Fund Balance	\$ (1,500,000)	\$ (54,648)	\$ (733,897)	\$ (48,616)	\$ (700)	\$ (218,025)
Estimated Beginning Fund Balance 7/1/2020	\$ 24,378,258	\$ 132,916	\$ 2,843,344	\$ 270,620	\$ 1,756	\$ 249,309
Estimated Ending Fund Balance 6/30/2021	\$ 22,878,258	\$ 78,268	\$ 2,109,447	\$ 222,004	\$ 1,056	\$ 31,284

**TOWN OF GROTON**  
**SUMMARY OF SOURCES AND USES - ALL FUNDS**  
**FYE 2021**

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

REC & SENIOR ACTIVITIES 324	Borrow/IT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
		\$ 1,344,145					\$ 96,890,083
							\$ 552,950
	\$ 400	\$ 4,000	\$ 50,000	\$ 12,000	\$ 3,500	\$ 600	\$ 580,500
							\$ 4,863,810
							\$ 26,211,365
							\$ 3,467,757
			\$ 8,000				\$ 1,630,573
\$ 1,167,000							\$ 1,298,580
		\$ 600			\$ 2,565	\$ 2,000	\$ 466,813
							\$ 1,211,950
							\$ 6,879,819
							\$ 1,577,921
			\$ 4,137,000	\$ 1,232,011	\$ 66,355		\$ 5,787,011
\$ 1,167,000	\$ 400	\$ 1,348,745	\$ 4,195,000	\$ 1,244,011	\$ 72,420	\$ 2,600	\$ 151,419,132
REC & SENIOR ACTIVITIES 324	Borrow/IT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
							\$ 850,584
		\$ 1,398,745			\$ 90,215		\$ 5,404,771
							\$ 8,890,208
				\$ 1,078,286			\$ 16,399,283
							\$ 1,474,027
						\$ 10,000	\$ 591,541
\$ 1,308,502	\$ 25,000						\$ 5,912,720
							\$ 11,826,973
							\$ 1,543,341
			\$ 4,637,000				\$ 15,403,482
							\$ 77,934,550
							\$ 1,846,101
							\$ 6,015,009
							\$ 400,000
\$ 1,308,502	\$ 25,000	\$ 1,398,745	\$ 4,637,000	\$ 1,078,286	\$ 90,215	\$ 10,000	\$ 154,492,590
REC & SENIOR ACTIVITIES 324	Borrow/IT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
\$ (141,502)	\$ (24,600)	\$ (50,000)	\$ (442,000)	\$ 165,725	\$ (17,795)	\$ (7,400)	\$ (3,073,458)
\$ 280,500	\$ 47,138	\$ 136,567	\$ 1,792,054	\$ 1,205,342	\$ 342,202	\$ 38,288	\$ 31,718,294
\$ 138,998	\$ 22,538	\$ 86,567	\$ 1,350,054	\$ 1,371,067	\$ 324,407	\$ 30,888	\$ 28,644,836

**TOWN OF GROTON**  
**AUTHORIZED FULL-TIME EMPLOYEES**

FUNCTION NUMBER & DESCRIPTION	PRIOR	LAST	THIS	THIS	NEXT	NEXT	THIS	NEXT	FYE 2020 Adjusted vs. FYE 2021 Manager Change Description
	YEAR FYE 2018 ACTUAL	YEAR FYE 2019 ACTUAL	YEAR FYE 2020 ADJUSTED	YEAR FYE 2020 ESTIMATE	YEAR FYE 2021 REQUEST	YEAR FYE 2021 MGR	YEAR   YEAR FYE 2020   FYE 2021 ADJUSTED VS. MANAGER # DIFFERENCE	YEAR   YEAR FYE 2020   FYE 2021 ADJUSTED VS. MANAGER # DIFFERENCE	
1005-TOWN CLERK	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	
1010-EXECUTIVE MANAGEMENT	3.00	3.00	2.00	2.00	2.00	2.00	0.00	0.00	
1011-INFORMATION TECHNOLOGY	7.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00	
1012-HUMAN RESOURCES	4.00	4.00	4.00	4.00	4.00	4.00	0.00	0.00	
1013-FINANCE	19.00	19.00	20.00	20.00	20.00	20.00	0.00	0.00	
1024-PUBLIC SAFETY	87.00	85.00	86.00	86.00	87.00	88.00	2.00	2.00	+2 Patrol Officer (1 SRO)
1035-PUBLIC WORKS	46.25	43.00	43.00	43.00	43.00	43.00	0.00	0.00	-1 Foreman -1 Maintainer +1 Equipment Operator
1046-PLANNING & DEVELOPMENT SVCS	14.00	15.00	15.00	15.00	15.00	15.00	0.00	0.00	+1 Transfer Station Working leader -1 Asst. Build/Zoning Officer
1051-HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	8.00	0.00	0.00	+1 Inspector I
1063-LIBRARY	20.00	19.00	19.00	18.00	17.00	17.00	-2.00	-2.00	-1 Librarian II -1 Mgr Library Public Services -1 Mgr Library Tech Svcs & Circ. +1 Asst. Dir. Of Library Services
1064-PARKS & RECREATION	19.75	18.75	18.75	18.75	19.75	18.75	0.00	0.00	
<b>GENERAL FUND: SUB-TOTAL</b>	<b>233.00</b>	<b>225.75</b>	<b>226.75</b>	<b>225.75</b>	<b>226.75</b>	<b>226.75</b>	<b>0.00</b>	<b>0.00</b>	
2010-GOLF COURSE FUND	6.25	6.25	6.25	6.25	6.25	6.25	0.00	0.00	
2020-SEWER FUND	19.75	19.00	19.00	19.00	19.00	19.00	0.00	0.00	
5000-SCHOOL PROJECTS	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	
<b>OTHER FUNDS: SUB-TOTAL</b>	<b>26.00</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>26.25</b>	<b>0.00</b>	<b>0.00</b>	
<b>T O T A L S - ALL FUNDS</b>	<b>259.00</b>	<b>252.00</b>	<b>253.00</b>	<b>252.00</b>	<b>253.00</b>	<b>253.00</b>	<b>0.00</b>	<b>0.00</b>	

# **LEGISLATIVE POLICY #1001**

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**The overall decrease in this budget is \$10,200 or 20.6% due primarily to moving \$10,000 from Initiatives for the Water Taxi to Outside Agencies.**

## **Cost Center 0 – Town Council**

Attend Town Council, Committee-of-the-Whole, meetings with other municipalities; and 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.

## **Cost Center 2 – RTM**

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

## **Cost Center 3 – Jabez Smith House**

Support program activities, maintenance needs and enhancements to the property.

## **Cost Center 5 – Veterans & Military**

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

## **Cost Center 7 – Initiatives**

Provide funding for legislative, economic development/community development and other initiatives.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	54,089	49,400	48,670	39,200	39,200
Total Appropriation	\$54,089	\$49,400	\$48,670	\$39,200	\$39,200
----- COST CENTERS -----					
10010 TOWN COUNCIL	30,913	33,900	33,570	34,000	34,000
10012 RTM	112	250	250	250	250
10013 JABEZ SMITH HOUSE	0	3,150	2,750	2,850	2,850
10015 VETERANS & MILITARY	2,070	2,100	2,100	2,100	2,100
10017 INITIATIVES	10,000	10,000	10,000	0	0
10018 CHARTER REVISION	10,994	0	0	0	0
Total Cost Centers	\$54,089	\$49,400	\$48,670	\$39,200	\$39,200
----- FINANCING PLAN -----					
MISC-UNCLASSIFIED	20	0	0	0	0
GENERAL FUND	54,069	49,400	48,670	39,200	39,200
Total Financing Plan	\$54,089	\$49,400	\$48,670	\$39,200	\$39,200

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	11,754	2,350	2,250	2,350	2,350
5210 PROFESS DEVELOP/TRAI	30,070	31,500	31,070	31,500	31,500
5220 UTILITIES/FUEL/MILEA	0	2,100	2,100	2,100	2,100
5230 PYMNTS/CONTRIBUTIONS	12,265	12,700	12,500	2,500	2,500
5300 MATERIALS & SUPPLIES	0	750	750	750	750
-----					
Total Operating Expenses	\$54,089	\$49,400	\$48,670	\$39,200	\$39,200
-----					
GRAND TOTAL	\$54,089	\$49,400	\$48,670	\$39,200	\$39,200

# VOTER REGISTRATION #1003

The overall increase in this budget is \$6,348 or 3.6%. Personnel Services are down \$87 and operating expenses are up \$6,435.

## Cost Center 3 – General Support

This cost center includes all charges that are not directly related to a specific election. All costs are the direct result of election functions. The Secretary of the State mandates what the ROV needs to accomplish every year.

## Cost Center 6 – Primary Election

In FYE 2021, we have budgeted for one Primary to be held in August along with an audit as we are usually chosen to be audited.

## Cost Center 7 – Presidential Election

In FYE 2021, we have budgeted for one Presidential Election to be held in November along with an audit.

## General Information from the Registrar of Voters

Office Hours: Monday - Friday 8:30 a.m. - 12:30 p.m.

Office Phone: (860) 441-6650

Registrars of Voters: Kristen Venditti (R) – Available anytime  
Jeanne Rogers (D) – Available anytime  
*Both Registrars are available at any time day or night by appointment.*

The Registrars' Office works using State Mandates under the Secretary of the State to:

1. Maintain the Accuracy of the Voter Registration List and Files
2. Organize and Supervise Elections
3. Maintain and Care for Voting Machines/Equipment
4. Conduct the Canvass of Electors
5. Facilitate Audits and Recounts as required by Law
6. Registration Sessions at schools/Supervised Balloting

Our office has taken voter applications the entire year which is great for our voters to show interest in voting. We worked with schools and outside organizations to help register as many people as possible to ensure a good democracy for everyone.

**REGISTER TO VOTE:** If you are **not** registered, you can go to <http://voterregistration.ct.gov> and register online at your convenience. The link is also located on the Town of Groton Registrar of Voters homepage.

**PARTY AFFILIATION CHANGES:** You can make changes to your party affiliation at any time up to 90 days before a primary in order to be eligible to vote in that primary if you were affiliated with another major party. Please feel free to call our office if you have any questions.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	143,092	134,494	125,364	134,407	134,407
Operating Expenses	34,284	42,185	36,535	48,620	48,620
<b>Total Appropriation</b>	<b>\$177,376</b>	<b>\$176,679</b>	<b>\$161,899</b>	<b>\$183,027</b>	<b>\$183,027</b>
----- COST CENTERS -----					
10033 GENERAL SUPPORT	103,667	91,579	89,914	102,471	102,471
10034 MUNICIPAL ELECTION	0	39,550	26,435	0	0
10035 STATE ELECTIONS	48,735	0	0	0	0
10036 PRIMARY ELECTIONS	24,974	45,550	45,550	34,050	34,050
10037 PRESIDENTIAL ELECTIO	0	0	0	46,506	46,506
<b>Total Cost Centers</b>	<b>\$177,376</b>	<b>\$176,679</b>	<b>\$161,899</b>	<b>\$183,027</b>	<b>\$183,027</b>
----- FINANCING PLAN -----					
GENERAL FUND	177,376	176,679	161,899	183,027	183,027
<b>Total Financing Plan</b>	<b>\$177,376</b>	<b>\$176,679</b>	<b>\$161,899</b>	<b>\$183,027</b>	<b>\$183,027</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5102 PART TIME PERSONNEL	39,996	40,000	40,000	40,000	40,000
5103 SEASONAL PERSONNEL	71,695	61,600	52,470	59,750	59,750
5104 OVERTIME PAY	665	1,000	1,000	1,806	1,806
5110 REGULAR PART TIME	25,536	25,709	25,709	26,480	26,480
5151 SOCIAL SECURITY	5,200	6,185	6,185	6,371	6,371
	-----				
Total Personnel Services	\$143,092	\$134,494	\$125,364	\$134,407	\$134,407
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	19,469	18,700	18,700	24,000	24,000
5210 PROFESS DEVELOP/TRAI	1,273	3,405	1,770	1,820	1,820
5220 UTILITIES/FUEL/MILEA	777	1,050	1,329	1,900	1,900
5260 REPAIRS & MAINT-FAC/	3,600	3,600	3,750	4,800	4,800
5290 PROFESS/TECHNICAL SE	6,277	10,350	6,386	7,100	7,100
5300 MATERIALS & SUPPLIES	1,650	5,080	4,600	6,100	6,100
5400 EQUIP/MACHINRY& FURN	1,238	0	0	2,900	2,900
	-----				
Total Operating Expenses	\$34,284	\$42,185	\$36,535	\$48,620	\$48,620
GRAND TOTAL	\$177,376	\$176,679	\$161,899	\$183,027	\$183,027

# **TOWN CLERK #1005**

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**The overall increase in this budget is \$7,959 or 2.5%. Personnel Services are up \$7,704 and operating expenses are up \$255.**

The increases in personnel are due to negotiated employment contracts.

## **Cost Center 0 – Leadership & General Support**

Included in this cost center are Town Clerk Association dues, Town Clerk Educational Conferences and schools, and support for the Town Council and the Representative Town Meeting. We offer most notarization services to the public. We respond to requests for both historical and current Town records, Council and RTM action, and all Boards and Commissions, reports, contracts, trade names, liens, memberships, etc., from Federal, State and Town departments, and from elected officials and the general public.

## **Cost Center 2 – Legislative Service**

By Town Charter the Town Clerk is designated as the Clerk of the Council and the Clerk of the RTM. In this capacity, the Town Clerk serves as the official record keeper for the Town Council, and the Representative Town Meeting. We act as the repository for all claims and legal actions for the Town. We process and record all Ordinances enacted by the Town Council and maintain the preservation of these documents.

## **Cost Center 3 – Vital Statistics**

As the Registrar of Vital Statistics, we are responsible for the preservation of all Birth, Marriage and Death records that occur in Groton or of our Groton residents. We issue certified copies of our vital records and retain the \$20 fee for this service. We compile and report all statistics and information that is required for the State on a monthly basis.

## **Cost Center 4 – Elections**

This office is responsible for certifying elections, primaries, referenda questions, and issuing all Absentee Ballots. The election reports that we provide to the Secretary of the State must be concurrent with the Registrar of Voters and Master Moderators reports. All election records are recorded for permanent record.

## **Cost Center 6 – Record Legal Documents**

Any and all transactions involving land located in the Town of Groton must be recorded in the Town Clerk's Office. This includes deeds, mortgages, attachments, tax liens, judgments, maps, probate certificates, variances and all other legal documents pertaining to land use and transfers. The Town Clerk records, and keeps permanent documentation and indices of all transactions. These records are open to the public and may be reproduced in our office or online for a fee.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	267,526	288,665	287,846	296,369	296,369
Operating Expenses	28,060	34,233	34,233	34,488	34,488
<b>Total Appropriation</b>	<b>\$295,586</b>	<b>\$322,898</b>	<b>\$322,079</b>	<b>\$330,857</b>	<b>\$330,857</b>
-----					
COST CENTERS -----					
10050 LEADERSHIP/GEN SUPPT	102,637	106,496	106,386	107,720	107,720
10052 LEGISLATIVE SERVICE	37,129	46,622	46,475	48,055	48,055
10053 VITAL STATISTICS	49,164	56,744	56,534	58,723	58,723
10054 ELECTIONS	24,674	30,637	30,535	31,597	31,597
10056 RECORD LEGAL DOCUMEN	81,982	82,399	82,149	84,762	84,762
<b>Total Cost Centers</b>	<b>\$295,586</b>	<b>\$322,898</b>	<b>\$322,079</b>	<b>\$330,857</b>	<b>\$330,857</b>
-----					
FINANCING PLAN -----					
SPORTING LICENSES	651	0	6,500	6,500	6,500
DOG LICENSES (GF)	7,020	6,500	6,000	6,500	6,500
OTHER LICENSES/PERMITS	5,993	5,000	5,000	5,000	5,000
RECORDING INSTRUMENTS	129,910	120,000	120,000	120,000	120,000
CONVEYANCE TAX	1,237,870	700,000	700,000	650,000	650,000
VITAL STATISTICS	6,101	5,000	5,000	5,000	5,000
LAND RECORD COPIES	27,599	28,000	28,000	25,000	25,000
VITALS COPIES	61,611	60,000	60,000	60,000	60,000
PAYMENTS FROM OTHER FUNDS	5,000	6,500	6,500	6,500	6,500
GENERAL FUND	(1,186,169)	(608,102)	(614,921)	(553,643)	(553,643)
<b>Total Financing Plan</b>	<b>\$295,586</b>	<b>\$322,898</b>	<b>\$322,079</b>	<b>\$330,857</b>	<b>\$330,857</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	247,694	265,650	264,892	272,807	272,807
5104 OVERTIME PAY	1,262	2,500	2,500	2,500	2,500
5151 SOCIAL SECURITY	18,570	20,515	20,454	21,062	21,062
-----					
Total Personnel Services	\$267,526	\$288,665	\$287,846	\$296,369	\$296,369
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	14,030	16,340	16,340	16,340	16,340
5210 PROFESS DEVELOP/TRAI	1,312	1,390	1,390	1,595	1,595
5230 PYMNTS/CONTRIBUTIONS	440	500	500	500	500
5260 REPAIRS & MAINT-FAC/	599	803	803	803	803
5290 PROFESS/TECHNICAL SE	6,861	9,150	9,150	9,200	9,200
5300 MATERIALS & SUPPLIES	4,716	6,050	6,050	6,050	6,050
5400 EQUIP/MACHINRY& FURN	102	0	0	0	0
-----					
Total Operating Expenses	\$28,060	\$34,233	\$34,233	\$34,488	\$34,488
GRAND TOTAL	\$295,586	\$322,898	\$322,079	\$330,857	\$330,857

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<hr style="border-top: 1px dashed black;"/>				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
<hr style="border-top: 1px dashed black;"/>				
TOWN CLERK	1.00	1.00	1.00	1.00
DEPUTY TOWN CLERK	1.00	1.00	1.00	1.00
ASSISTANT TOWN CLERK	2.00	2.00	2.00	2.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00
	<hr style="border-top: 1px dashed black;"/>			
Total FTE Personnel	5.00	5.00	5.00	5.00
FTE SALARIES & WAGES				
<hr style="border-top: 1px dashed black;"/>				
TOWN CLERK	69,000	69,000	69,000	69,000
DEPUTY TOWN CLERK	52,068	51,866	53,961	53,961
ASSISTANT TOWN CLERK	98,996	98,615	102,600	102,600
OFFICE ASSISTANT II (35)	45,585	45,410	47,245	47,245
	<hr style="border-top: 1px dashed black;"/>			
Total FTE Salaries & Wages	\$265,649	\$264,892	\$272,806	\$272,806

# LEGAL SERVICES #1006

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**The overall budget is flat with no change in requested expenditures.**

## **Cost Center 0 – Town Attorney**

The Town Attorney advises the Town on a wide variety of legal matters including but not limited to federal, state and local laws and regulations, contracts, litigation, Freedom of Information (FOI) matters and tax collection issues. The Town Attorney is available for monthly meetings at the Town Hall to address many of these issues. 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 is appointed by the Town Council.

## **Cost Center 2 – Special Attorney**

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

## **Cost Center 4 – General Support**

Includes costs associated with appraisals for tax foreclosures, marshal fees and deed research.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	202,464	297,500	297,500	297,500	297,500
Total Appropriation	\$202,464	\$297,500	\$297,500	\$297,500	\$297,500
-----					
COST CENTERS -----					
10060 TOWN ATTORNEY	165,685	227,500	227,500	227,500	227,500
10062 SPECIAL ATTORNEY	18,787	10,000	10,000	10,000	10,000
10064 GENERAL SUPPORT	17,992	60,000	60,000	60,000	60,000
Total Cost Centers	\$202,464	\$297,500	\$297,500	\$297,500	\$297,500
-----					
FINANCING PLAN -----					
GENERAL FUND	202,464	297,500	297,500	297,500	297,500
Total Financing Plan	\$202,464	\$297,500	\$297,500	\$297,500	\$297,500

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5290 PROFESS/TECHNICAL SE	202,464	297,500	297,500	297,500	297,500
Total Operating Expenses	\$202,464	\$297,500	\$297,500	\$297,500	\$297,500
GRAND TOTAL	\$202,464	\$297,500	\$297,500	\$297,500	\$297,500

# **EXECUTIVE MANAGEMENT #1010**

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**The overall increase in this budget is \$5,465 or 1.8%. Personnel Services are up \$9,414 and operating expenses are down \$3,949.**

## **Cost Center 0 - Leadership/General Support**

Assists the Town Council with policy development and guides the implementation of Town Council goals. The Town Manager is also, responsible for the Supervision and Development of the Management Team, and participation in state and regional agencies. This office responds to public inquiries, and advises and assists Town departments as well as state and regional agencies in matters of interest and benefit to Groton.

## **Cost Center 1 – Legislative Support**

Responsible for processing Town Council and RTM referrals, attending Legislative and other Committee meetings in order to set State legislative priorities and coordinating Groton's legislative agenda with local legislators. Develops and issues agendas for all meetings of Town Council, Committee-of-the-Whole, and others as required.

## **Cost Center 2 – Budget Preparation**

This office coordinates development and preparation of the Town operations and capital improvement budgets. It also works with outside agencies to incorporate their budget requests into the Town budget. Introduces the budget at public hearings and discusses budget at Town Council and RTM budget sessions. Attends RTM subcommittee budget review sessions as required.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	265,554	270,487	271,263	279,901	279,901
Operating Expenses	14,047	31,145	30,369	31,196	27,196
<b>Total Appropriation</b>	<b>\$279,601</b>	<b>\$301,632</b>	<b>\$301,632</b>	<b>\$311,097</b>	<b>\$307,097</b>

----- COST CENTERS -----					
10100 LEADERSHIP/GEN SUPPT	129,588	149,875	149,514	154,912	150,912
10101 LEGISLATIVE SUPPORT	103,457	102,689	102,984	105,807	105,807
10102 BUDGET PREPARATION	46,556	49,068	49,134	50,378	50,378
<b>Total Cost Centers</b>	<b>\$279,601</b>	<b>\$301,632</b>	<b>\$301,632</b>	<b>\$311,097</b>	<b>\$307,097</b>

----- FINANCING PLAN -----					
GENERAL FUND	279,601	301,632	301,632	311,097	307,097
<b>Total Financing Plan</b>	<b>\$279,601</b>	<b>\$301,632</b>	<b>\$301,632</b>	<b>\$311,097</b>	<b>\$307,097</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	241,659	244,385	245,106	251,758	251,758
5109 SALARY ADJUSTMENTS	2,669	0	0	0	0
5117 ALLOWANCES	4,800	9,800	9,800	11,300	11,300
5151 SOCIAL SECURITY	16,426	16,302	16,357	16,843	16,843
	-----				
Total Personnel Services	\$265,554	\$270,487	\$271,263	\$279,901	\$279,901
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	4,652	10,000	9,224	10,000	10,000
5210 PROFESS DEVELOP/TRAI	2,310	14,500	14,500	14,500	10,500
5220 UTILITIES/FUEL/MILEA	512	645	645	696	696
5260 REPAIRS & MAINT-FAC/	0	400	400	400	400
5290 PROFESS/TECHNICAL SE	1,800	2,500	2,500	2,500	2,500
5300 MATERIALS & SUPPLIES	1,773	2,600	2,600	2,600	2,600
5400 EQUIP/MACHINRY& FURN	3,000	500	500	500	500
	-----				
Total Operating Expenses	\$14,047	\$31,145	\$30,369	\$31,196	\$27,196
GRAND TOTAL	\$279,601	\$301,632	\$301,632	\$311,097	\$307,097

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
TOWN MANAGER	1.00	1.00	1.00	1.00
ASST TOWN MGR/DIRECTOR HR	0.10	0.10	0.10	0.10
EXECUTIVE ASSISTANT	1.00	1.00	1.00	1.00
	-----			
Total FTE Personnel	2.10	2.10	2.10	2.10
FTE SALARIES & WAGES				
-----				
TOWN MANAGER	171,510	171,510	176,690	176,690
ASST TOWN MGR/DIRECTOR HR	11,371	11,484	11,713	11,713
EXECUTIVE ASSISTANT	61,504	62,113	63,355	63,355
	-----			
Total FTE Salaries & Wages	\$244,385	\$245,106	\$251,758	\$251,758

# INFORMATION TECHNOLOGY #1011

**The overall increase in this budget is \$2,346 or .2%. Personnel Services are up \$13,316 and operating expenses are down \$10,970.**

We are working with Tyler and ClientFirst on the ERP phase 1 financial software installation. This would include general ledger, budgeting (already live in Tyler), Purchasing, Accounts Payable and Tyler Content Manager, Accounts Receivable, P-cards, Capital Assets, Contract Management, Grants Management Bid Management, cashiering, eProcurement, forms, reporting and grant accounting. We are working on the financial data conversion. This is scheduled for go-live 6/1/2020.

Phase 2 started January 2020, and this will include Payroll, HR, Employee Self-Service, Recruiting, ExecuTime Time & Attendance (w/ Mobile) and Risk Management. Currently HR has been extracting data for conversion. This is scheduled for go-live 1/1/2021.

The department is currently in the process of updating the Town's GIS aerial and parcel data. A Request for Proposals for updating Color Digital Orthophotography, Planimetric and Topographic Vector Data was submitted in early 2020. The last aerial fly over was done in 2015 and the Planimetric and Topographic was last updated in 2009. A full GIS data update is done every 10 years. This new GIS data will help the Assessment department with their 2021 Revaluation of Real Property and update the Town's GIS data with current information.

With the 2020 US Census coming up the department works with the US Census Bureau on updating over 13,000+ address points. Updating of address information was important for the upcoming Census to make sure all residents of Groton will receive a Census packet.

We responded to 3,217 help desk tickets in FYE 2019. The estimate for FYE 2020 is 3,300. These numbers do not include the long term projects.

We have completed the backup migration of the Town's critical systems to Microsoft Azure cloud backup services. This off-site backup is for security and redundancy. We are also continuing with internal tape backup too.

The webpage redesign committee is continuing to work on getting a new Town webpage. We have selected Revize to do the redesign. We are working on rebranding and webpage layouts.

The Palo Alto firewall to filter and protect the Public Safety building has been installed and setup. This is a major step toward being CJIS compliant.

Two-Factor authentication - we are working with the Police department on how the officers will be receiving the Two-Factor authentication information via their cell phone or token. This will be a major step toward being CJIS compliant.

Network Gateway Switch Upgrade – Upgraded several gateway edge switches from older models considered 'end of life' and implemented MACSEC security for each of the edge ports.

## Cost Center 3 – Information Technology

The department provides annual hardware (servers, network equipment) maintenance, network connectivity and internet connectivity utilized by all Town departments. We utilize the GIS software to assist numerous Town departments and the public in achieving their strategies and goals involving all aspects of GIS related

data preparation, building geodatabases and maintaining well over 1,000 layers of data and templates. We are responsible for managing and maintaining the town wide data infrastructure and GIS technical support.

### **Cost Center 4 – Software Maintenance**

The department provides annual maintenance contracts, modifications and support for third party applications utilized by all Town departments. Of these applications up for maintenance renewal, one new application has been added and two removed from the budget. The new system is Nexgen (new 911/Police Record Management system). The two that were removed were MobileTec (911 system) and IMC (Police Record Management system).

### **Cost Center 7 – Telecommunications**

Manage, support, repair and maintain the Town's VoIP telephone system, Frontier copper land lines for faxes and alarm circuits and cell phones.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	507,555	522,573	523,657	535,889	535,889
Operating Expenses	486,908	545,642	534,915	534,672	534,672
<b>Total Appropriation</b>	<b>\$994,463</b>	<b>\$1,068,215</b>	<b>\$1,058,572</b>	<b>\$1,070,561</b>	<b>\$1,070,561</b>
-----					
COST CENTERS -----					
10113 INFORMATION TECHNOLO	585,527	608,363	603,923	618,944	618,944
10114 SOFTWARE MAINTENANCE	347,791	421,112	419,246	415,963	415,963
10117 TELECOMMUNICATIONS	61,145	38,740	35,403	35,654	35,654
<b>Total Cost Centers</b>	<b>\$994,463</b>	<b>\$1,068,215</b>	<b>\$1,058,572</b>	<b>\$1,070,561</b>	<b>\$1,070,561</b>
-----					
FINANCING PLAN -----					
GIS REVENUE	0	0	75	150	150
GENERAL FUND	994,463	1,068,215	1,058,497	1,070,411	1,070,411
<b>Total Financing Plan</b>	<b>\$994,463</b>	<b>\$1,068,215</b>	<b>\$1,058,572</b>	<b>\$1,070,561</b>	<b>\$1,070,561</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	472,235	484,352	485,359	496,652	496,652
5105 LONGEVITY PAY	1,015	1,085	1,085	1,155	1,155
5151 SOCIAL SECURITY	34,305	37,136	37,213	38,082	38,082
	-----				
Total Personnel Services	\$507,555	\$522,573	\$523,657	\$535,889	\$535,889
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	83	275	275	275	275
5210 PROFESS DEVELOP/TRAI	300	1,850	885	1,835	1,835
5220 UTILITIES/FUEL/MILEA	67,542	71,421	68,366	69,680	69,680
5260 REPAIRS & MAINT-FAC/	1,299	1,299	1,299	1,395	1,395
5261 SOFTWARE MAINT FEES	348,074	421,112	419,246	415,963	415,963
5290 PROFESS/TECHNICAL SE	67,968	47,835	42,994	43,474	43,474
5300 MATERIALS & SUPPLIES	1,642	1,850	1,850	2,050	2,050
	-----				
Total Operating Expenses	\$486,908	\$545,642	\$534,915	\$534,672	\$534,672
GRAND TOTAL	\$994,463	\$1,068,215	\$1,058,572	\$1,070,561	\$1,070,561

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
MANAGER IT	1.00	1.00	1.00	1.00
GIS COORDINATOR	1.00	1.00	1.00	1.00
IT SYSTEMS ADMINISTRATOR	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT II	3.00	3.00	3.00	3.00
	-----			
Total FTE Personnel	6.00	6.00	6.00	6.00
FTE SALARIES & WAGES				
-----				
MANAGER IT	101,702	102,708	104,763	104,763
GIS COORDINATOR	77,947	77,947	81,092	81,092
IT SYSTEMS ADMINISTRATOR	77,131	77,131	78,674	78,674
PC/NETWORK SUPPORT II	227,572	227,572	232,124	232,124
	-----			
Total FTE Salaries & Wages	\$484,352	\$485,359	\$496,652	\$496,652

# TECHNOLOGY REPLACEMENT #6050

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**The overall decrease in this budget is \$6,423 or 6.6%.**

Computer equipment scheduled for replacement this fiscal year:

- 67 computers
- 12 Laptops
- 5 Police MDT replacement systems
- 1 check validator (Tax office)

Budgeted to replace up to 50 monitors - These funds are to be used to replace monitors when the current monitor fails.

Budgeted for PC peripheral equipment repair or replacement - These funds are to be used to repair or replace, if needed, PC peripheral equipment. This would include cash drawers, barcode scanners, UPS batteries, etc.

## **Cost Center 0 – Computer Replacement**

This is for replacement of computers, laptops, and monitors. The used but still working computers and laptops are repurposed.

## **Cost Center 1 – Printer Replacement**

Eight (8) network printers are scheduled for replacement this fiscal year.

## **Cost Center 2 – Software Maintenance**

This consists of Software Maintenance renewals for outside agencies. The outside agencies are billed for these items.

## **Cost Center 4 – Maintenance**

Provides funding for repairs to PCs, PC Peripheral equipment, laptops and printers that are not covered under a manufacturer warranty.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	48,581	96,638	92,426	90,215	90,215
Total Appropriation	\$48,581	\$96,638	\$92,426	\$90,215	\$90,215
-----					
COST CENTERS					
-----					
60500 COMPUTER REPLACEMENT	42,332	80,150	77,438	70,175	70,175
60501 PRINTER REPLACEMENT	1,881	3,600	3,600	9,600	9,600
60502 SOFTWARE MAINTENANCE	3,888	3,888	3,888	1,440	1,440
60504 MAINTENANCE	480	9,000	7,500	9,000	9,000
Total Cost Centers	\$48,581	\$96,638	\$92,426	\$90,215	\$90,215
-----					
FINANCING PLAN					
-----					
INTEREST INCOME	4,197	3,500	4,000	3,500	3,500
OTHER AGENCIES	1,040	1,170	1,170	1,125	1,125
OUTSIDE AGENCIES - MDT	3,892	3,880	3,880	1,440	1,440
PAYMENTS FROM OTHER FUNDS	75,561	80,466	80,466	66,355	66,355
FUND BALANCE APPLIED	0	7,622	2,910	17,795	17,795
Total Financing Plan	\$84,690	\$96,638	\$92,426	\$90,215	\$90,215

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5220 UTILITIES/FUEL/MILEA	600	600	600	600	600
5260 REPAIRS & MAINT-FAC/	480	9,000	7,500	9,000	9,000
5261 SOFTWARE MAINT FEES	2,448	2,448	2,448	0	0
5290 PROFESS/TECHNICAL SE	840	840	840	840	840
5410 COMPUTER EQUIPMENT	44,213	83,750	81,038	79,775	79,775
-----					
Total Operating Expenses	\$48,581	\$96,638	\$92,426	\$90,215	\$90,215
-----					
GRAND TOTAL	\$48,581	\$96,638	\$92,426	\$90,215	\$90,215

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**TECHNOLOGY REPLACEMENT FUND REVENUES: #6050**

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

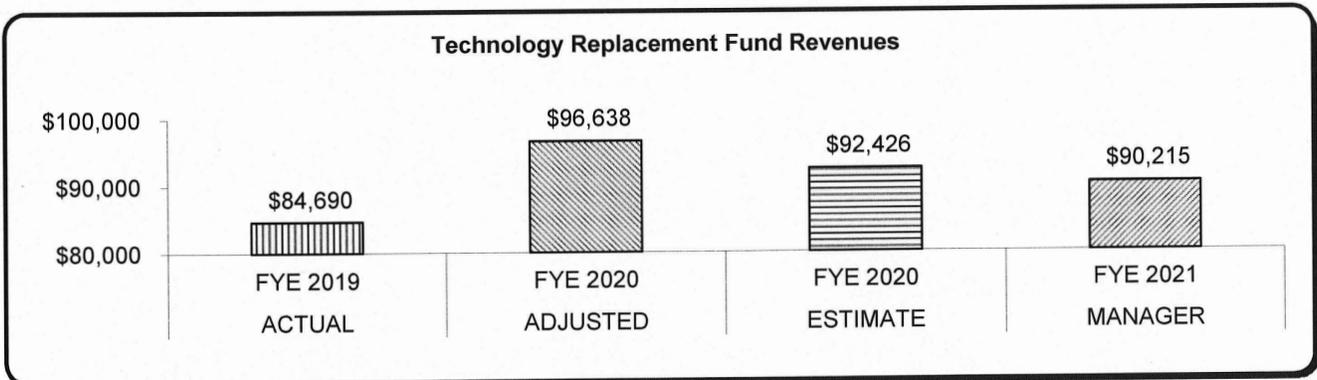
Other Agencies - represents the amount received from the Poquonnock Bridge Fire District which participates in this fund.

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 Technology Replacement Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4412 Interest Income	\$ 4,197	\$ 3,500	\$ 4,000	\$ 3,500
4625 Other Agencies	\$ 1,040	\$ 1,170	\$ 1,170	\$ 1,125
4625A Outside Agencies - MDT	\$ 3,892	\$ 3,880	\$ 3,880	\$ 1,440
4766 Payments from Other Funds	\$ 75,561	\$ 80,466	\$ 80,466	\$ 66,355
4999 Fund Balance Applied	\$ 0	\$ 7,622	\$ 2,910	\$ 17,795
<b>Total</b>	<b>\$ 84,690</b>	<b>\$ 96,638</b>	<b>\$ 92,426</b>	<b>\$ 90,215</b>



Audit Fund Balance as of 6/30/2019	\$ 345,112
Estimated Fund Balance as of 6/30/20	\$ 342,202
Estimated Fund Balance as of 6/30/21	\$ 324,407
Fund Balance as a % of 2020 Expenditures	359.59%

# HUMAN RESOURCES #1012

The overall increase in this budget is \$50,537 or 15.3%. Personnel Services are up \$5,327 and operating expenses are up \$45,210.

The following list illustrates the array of services and responsibilities provided by the Human Resources Department:

- Total Personnel Management record maintenance
- Recruiting and total onboarding
- Training and Compliance
- Review insurance certificate requirements
- Customer service (both internal and external)
- Oversight of consultation services
- Diversity, Equality and Inclusion
- Benefit Administration
- Employee Relations
- Investigations
- Conflict Resolution
- Retirement
- Risk and Safety (OSHA)
- ADA

## List of targeted tasks for FYE 2021:

1. Review of retirement plan for new employees.
2. Negotiations for two (2) successor collective bargaining agreements.
3. Continuing development of safety culture:
  - a. Training
  - b. Complete re-write of manuals
  - c. Retrain Safety Committee in regards to incentive program
4. Work on completion of Enterprise Resource Planning (ERP) (HRIS).
5. Implement succession planning, assessing competencies for both current and prospective employees. Emphasis placed on evaluation of necessary skill set and a design of a training program.
6. Continue to revamp the "Onboarding Process".
7. Expand Diversity, Equality and Inclusion within all functional areas.

## Cost Center 0 - Leadership/General Support

- Charged with the maintenance for records relative to Town personnel via Human Resources Information System (HRIS). This is inclusive of the Enterprise Resource Planning project (ERP) whereas, the department will embark on a conversion of all data to the Tyler system.
- As a member of the "Budget Committee", participate in deliberation of all Town budgets.
- Provide training in both compliance and performance enhancement.
- Continue to act as lead in investigations.

## Cost Center 1 – Recruiting & Selection

- Provide departments with staffing structure, including the revision and/or creation of applicable job descriptions.
- Responsible for sourcing a pool of qualified candidates.
- Provide orientation and training for hired, transferred and promoted employees.
- Authorized Full-Time positions are 253 in FYE 2020, and are anticipated to be 253 in FYE 2021.

## Cost Center 2 – Employee/Labor Relations

- Review current collective bargaining agreements to determine appropriate strategies to be employed by the Town.
- Participate in negotiations with the Town attorney.
- Train the existing management team in employee relations.
- Provide contract interpretation to the management staff.
- Assist management in the processing of grievances and all labor issues.

Current Status of Collective Bargaining Agreements:

GrEATS: July 1, 2019 – June 30, 2022

Police: July 1, 2016 – June 30, 2020

Telecommunicators: July 1, 2019 – June 30, 2022

USWA: July 1, 2017 – June 30, 2020

AFSCME: July 1, 2019 – June 30, 2022

<b>General Wage/Salary Increases</b>	<u>FYE 16</u>	<u>FYE 17</u>	<u>FYE 18</u>	<u>FYE 19</u>	<u>FYE 20</u>	<u>FYE21</u>	<u>Step Increases</u>
GrEATS (Clerical/Professional)	2.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Police	2.00/2.50%	2.00%	3.00%	2.50%	2.50%	n/a	4.00%
Telecommunicators	2.00%	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%
USWA (Steelworkers)	2.25%	2.25%	2.00%	2.50%	2.00%	n/a	4.00%
AFSCME (Supervisory)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Non-union	2.00%	0.00%	2.50%	2.00%	2.00%	2.00%	n/a

## Cost Center 3 – Benefits

- Constant collaboration with the healthcare consultants in maintaining the most current cost effective plans.
- Review experience rating which ultimately results in slowing down the escalation of costs.
- Monitor healthcare consultant's performance in both bidding current contracts and negotiations with the carriers.
- Maintain compliance with all regulatory bodies.
- Work with the actuaries to review the health of the plan.

## Cost Center 4 – Risk Management

- Protect the assets of the Town by developing and maintaining a consistent "Safety Culture".
- Provide the staff with training, technical assistance and organizational analysis with recommendations which foster a safe environment for both employees and those who visit our facilities.
- Encourage reporting to identify exposures to risk.
- Expedite reporting and investigations relative to accidents.

	<b>FYE 2020</b>
<b>Accidents</b>	9
<b>Liability Claims</b>	1
<b>Citizen Injury</b>	0
<b>Property Damage</b>	1

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	296,344	303,550	299,295	308,877	308,877
Operating Expenses	27,292	26,595	24,918	71,805	71,805
Total Appropriation	\$323,636	\$330,145	\$324,213	\$380,682	\$380,682

----- COST CENTERS -----					
10120 LEADERSHIP/GEN SUPPT	133,909	319,115	316,373	369,192	369,192
10121 RECRUITING & SELECTI	56,015	4,650	4,650	5,225	5,225
10122 EMPLOYEE/LABOR RELAT	70,720	190	0	0	0
10123 BENEFITS	39,581	5,525	2,525	5,600	5,600
10124 RISK MANAGEMENT	23,411	665	665	665	665
Total Cost Centers	\$323,636	\$330,145	\$324,213	\$380,682	\$380,682

----- FINANCING PLAN -----					
MISC-UNCLASSIFIED	116	0	0	0	0
GENERAL FUND	323,520	330,145	324,213	380,682	380,682
Total Financing Plan	\$323,636	\$330,145	\$324,213	\$380,682	\$380,682

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	274,710	281,979	269,324	286,927	286,927
5109 SALARY ADJUSTMENTS	0	0	8,702	0	0
5112 SICK INCENTIVE	1,082	0	0	0	0
5151 SOCIAL SECURITY	20,552	21,571	21,269	21,950	21,950
	-----				
Total Personnel Services	\$296,344	\$303,550	\$299,295	\$308,877	\$308,877
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	992	4,200	4,200	4,500	4,500
5210 PROFESS DEVELOP/TRAI	1,285	6,990	3,800	47,155	47,155
5220 UTILITIES/FUEL/MILEA	630	797	600	797	797
5260 REPAIRS & MAINT-FAC/	428	998	998	998	998
5281 OCCUPATIONAL HEALTH	806	280	280	280	280
5290 PROFESS/TECHNICAL SE	21,983	11,650	13,380	16,725	16,725
5300 MATERIALS & SUPPLIES	793	1,680	1,500	1,350	1,350
5400 EQUIP/MACHINRY& FURN	375	0	160	0	0
	-----				
Total Operating Expenses	\$27,292	\$26,595	\$24,918	\$71,805	\$71,805
GRAND TOTAL	\$323,636	\$330,145	\$324,213	\$380,682	\$380,682

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
ASST TOWN MGR/DIRECTOR HR	0.90	0.90	0.90	0.90
SUPERVISOR, ADMIN HR	1.00	1.00	1.00	1.00
EMPLOYEE BENEFITS COORD	1.00	1.00	1.00	1.00
HUMAN RESOURCES ASST	1.00	1.00	1.00	1.00
	-----			
Total FTE Personnel	3.90	3.90	3.90	3.90
FTE SALARIES & WAGES				
-----				
ASST TOWN MGR/DIRECTOR HR	102,339	103,352	105,419	105,419
SUPERVISOR, ADMIN HR	69,715	70,405	71,813	71,813
EMPLOYEE BENEFITS COORD	60,743	54,579	59,715	59,715
HUMAN RESOURCES ASST	49,184	40,988	49,980	49,980
	-----			
Total FTE Salaries & Wages	\$281,979	\$269,324	\$286,927	\$286,927

# INSURANCE & CLAIMS #1070

The overall increase in this budget is \$52,278 or 8.2%. Personnel Services are up \$6,000 and operating expenses are up \$46,278.

FYE 21 Insurance liability represents a 7% increase over FYE 20 due to an increase in coastal property coverage rates, an increase in property claims country wide and auto claims settling for higher limits.

## Cost Center 0 – General Liability

This Function 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.

10700 Policy	2019 - 2020 Premium	2020 - 2021 Projected Total
Property/Boiler	\$152,462	\$163,134
Inland Marine	\$21,735	\$23,256
Hull/Boat	\$9,184	\$9,827
General Liability	\$122,710	\$131,300
Law Enforcement	\$56,450	\$60,402
Umbrella	\$65,578	\$70,168
Fiduciary Liability	\$6,055	\$6,479
Crime	\$3,596	\$3,848
Pollution Storage Tank	\$1,191	\$1,274
Groton Library Drone	\$745	\$797
Totals:	\$439,706	\$470,485

## Cost Center 1 – Motor Vehicle Liability & Physical Damage

Reflects premiums paid on the Town's vehicles. The Town has a \$1,000 deductible on its collision and comprehensive liability coverage on all vehicles with full glass included.

10701 Policy	201 - 2020 Premium	2020 - 2021 Projected Total
Auto	\$88,357	\$94,542
Totals:	\$88,357	\$94,542

## Cost Center 2 – 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.

10702 Policy	2019 - 2020 Premium	2020 - 2021 Projected Total
Public Officials Liability	\$18,071	\$19,336
Public Officials EPLI	\$52,958	\$56,665
Bond - Tax Collector	400	\$428
Bond- Treasurer	\$1,000	\$1,070
Totals:	\$72,429	\$77,499

## Cost Center 3 – Shellfish Commission

The Town's insurance costs for the Shellfish Commission boats and equipment are budgeted here.

10703 Policy	2019 - 2020 Premium	2020 - 2021 Projected Total
Hull/Boat	\$5,394	\$5,772
Totals:	\$5,394	\$5,772

## Cost Center 5 – Administration and Claim Payments

Includes payments made for professional services associated with liability insurances and to claimants that are within the deductible amount.

## Cost Center 6 – Unemployment

Includes estimates for unemployment compensation payments for the fiscal year. The Town is self-insured in regards to this claims area.

<b>Unemployment charges</b>			
	<i>FY19</i>	<i>FY20</i>	<i>FY21</i>
<b>Budget</b>	26,600	12,000	18,000
<b>Expended</b>	1,232	10,564	n/a
<b>Balance</b>	25,368	1,436	n/a

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	1,356	12,000	12,500	18,000	18,000
Operating Expenses	613,437	626,303	628,580	672,581	672,581
<b>Total Appropriation</b>	<b>\$614,793</b>	<b>\$638,303</b>	<b>\$641,080</b>	<b>\$690,581</b>	<b>\$690,581</b>

----- COST CENTERS -----					
10700 GENERAL LIABILITY	417,110	424,930	439,706	470,485	470,485
10701 MV LIA & PHY DAMAGE	97,297	99,244	88,357	94,542	94,542
10702 PUBLIC OFFICIAL LIAB	69,802	71,607	72,429	77,499	77,499
10703 SHELLFISH COMMISSION	4,228	5,522	5,394	5,772	5,772
10705 ADMIN & CLAIM PAYMEN	25,000	25,000	22,694	24,283	24,283
10706 UNEMPLOYMENT	1,356	12,000	12,500	18,000	18,000
<b>Total Cost Centers</b>	<b>\$614,793</b>	<b>\$638,303</b>	<b>\$641,080</b>	<b>\$690,581</b>	<b>\$690,581</b>

----- FINANCING PLAN -----					
MISC-UNCLASSIFIED	764	0	0	0	0
GENERAL FUND	614,029	638,303	641,080	690,581	690,581
<b>Total Financing Plan</b>	<b>\$614,793</b>	<b>\$638,303</b>	<b>\$641,080</b>	<b>\$690,581</b>	<b>\$690,581</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5154 UNEMPLOYMENT COMPENS	1,356	12,000	12,500	18,000	18,000
Total Personnel Services	\$1,356	\$12,000	\$12,500	\$18,000	\$18,000
-----					
OPERATING EXPENSES					
-----					
5280 INSURANCE/RISK MGMT	588,437	601,303	605,886	648,298	648,298
5289 INSURANCE CLAIM PAYM	25,000	25,000	22,694	24,283	24,283
Total Operating Expenses	\$613,437	\$626,303	\$628,580	\$672,581	\$672,581
GRAND TOTAL	\$614,793	\$638,303	\$641,080	\$690,581	\$690,581

# SELF-FUNDED PLANS #1071

The overall increase in this budget is \$1,753,897 or 18.7%.

## Cost Center 0 – Employee Benefits

### Retirement 5152

An actuarial evaluation is completed annually to measure actuarial gains and losses from the previous year in order to determine recommended employer contributions to the retirement fund. The Retirement Fund's Market Value was \$123 million as of June 30, 2019, up from \$119 million in 2018, a 3% increase. Actuarial liabilities continue to grow as active members earn additional benefits. Liabilities now exceed assets by \$26.0 million up from \$23.6 million in 2018. This resulting Funded Ratio of 82.6% is down from 83.7% in 2018.

While the market value of investment return for 2019 was 7.2%, the actuarial value was 5.4%, below the assumed 7.25% return which produced this investment gain. The difference is attributable to the smoothing of investment gains/losses over a five year period. Smoothing serves to moderate potential large swings in actuarial gains/losses and required contributions if investment gains and losses were recognized on an annual basis.

The differences between Actuarial Value Return (smoothed) to the Market Value Return can be seen in the following chart:

FYE	2014	2015	2016	2017	2018	2019
Market Value Return	15.80%	3.6%	-0.1%	10.3%	7.5%	7.2%
Actuarial Value Return	9.36%	8.8%	6.8%	6.7%	6.9%	5.4%
Actuarial Assumption	7.75%	7.75%	7.5%	7.5%	7.25%	7.25%

### Health Insurance 5153 (\$7,817,784)

Each year, the Town works collaboratively with our health insurance consultant MDG. This effort ensures that the renewals received from Anthem are accurately projecting expected claims while providing an analysis of future trends.

The total combined health insurances costs are representative of the following funds: General Fund, Golf Course Fund, Sewer Operating Fund and the School Project for FYE 2020 totaling \$7,817,784. Expenses are inclusive of the following: cost for retirees and active employees for the self-funded plan, premium cost for retirees the over 65 premium based plan and the Town's contributions to the employees' Health Savings Account (HSA). Consideration should also be given to the fact that there is an application of the employees' contribution toward a portion of the Excess of Fund Balance has been reduced. For FYE 2021, we are projecting a net cost increase from \$5,999,572 to \$6,843,508. The General Fund contribution for active and retired employees will see an increase from \$5,377,087 in FYE 2020 to \$6,133,460 in FYE 2021.

### Explanation for increased Health Care Costs

- Anthem's self-funded plan renewal projections are based on claims and enrollment data through December 2019.
- Anthem's underwriting formulas call for 9.95% annual trend inflation on medical costs and 13.1% on Rx costs.
- The movement to High Deductible Health Plans has helped lower inflation costs, as two years ago when a greater share of employees were enrolled in traditional PPO plans the Anthem trend inflation factors were 14% on the medical and 17% on the Rx. Last year Anthem's medical inflation factor was 11% on the medical and 13% on the Rx.
- The current plan year's claims are running well at 84.1% of budget.
- Anthem's self-funded health plan costs project to increase by 8% plan wide compared to this year's budget.

- The Town has less employees enrolled in the self-funded plan than last year at 290 this year compared to 317 last year, as a result while overall total plan wide costs are increasing by 8% when that total plan wide cost is divided over a smaller number of enrolled employees the projection per employee is 17%.
- Employer funding of employee Health Savings Accounts is projected to decrease by 6%.
- Fully insured premiums for retiree coverage project to increase by 3.9%.
- The Town has moved many retirees from the self-funded plan to a fully insured plan to eliminate risk of catastrophic claims, retirees tend to have a greater likelihood of high cost claims. We feel confident this transition of risk away from the Town's self-funded plan and on to a fully-insured plan will benefit the Town's budget in the long term.

**Life Insurance 5158 (\$16,277)**

This amount covers the premium cost for providing life insurance benefits to general fund employees. The cost per \$1,000 of coverage is \$0.085. This rate is guaranteed through January 1, 2022. Our carrier also provides the Employee Assistance Program (EAP) at no cost, which was previously funded at \$4,900/year.

**Worker's Compensation General Fund Contribution 5155 (\$473,947)**

Having completed an actuarial evaluation of the Worker's Compensation Fund, the contribution is a recommendation based on a risk factor. Historically, the Town and the Board of Education have used a recommended contribution based on a 55% risk factor, meaning that there is a 55% chance that the claims will be equal to or less than the estimated. Contributions also cover the cost of the Third Party Administrator (TPA) hired to manage claims, legal services and excess claims insurance.

The recommended annual contribution for FYE 2021, based on the July 1, 2019 actuarial evaluation, is \$441,220, decreased from \$485,930 for FYE 2020. As of that date, the Town's portion of the Worker's Compensation Fund Balance stands at \$288,856, up from \$236,530 the previous year. For several years, the recommended contribution has been reduced by amortizing excess fund balance over a five year period. Excess fund balance is determined by subtracting the Incurred but Not Reported Claims (IBNR) from the fund balance. For FYE 2021, this results in a fund balance deficit of \$437,972, with a three year amortization of \$145,991. Coupled with the recommended contribution, this results in a total contribution of \$587,211 of which \$526,285 is to the General Fund.

**Going Forward**

The Town is invested in intensive training, updating safety manuals, and has initiated a safety incentive program.

<b>FYE</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Claims	\$508,505	\$262,173	349,857	405,625	TBD	TBD
Total WC Cost	\$575,053	\$399,991	426,416	536,166	TBD	TBD
Recommended Annual Contribution	\$331,610	\$400,030	\$419,578	\$407,391	485,930	441,220
WC Fund Bal	\$268,302	(\$7,888)	(\$200,582)	\$53,095	236,530	288,856
IBNR	\$411,067	\$630,473	\$565,706	\$741,699	732,347	726,828
Available Assets	(\$142,765)	(\$638,361)	(\$766,288)	(\$688,604)	(495,817)	(437,972)
*5 Yr. Amortization	(\$47,588)	(\$212,787)	(\$153,258)	(\$137,721)	(99,163)	(145,991)
Fund Balance Applied	\$0	\$0	\$0	\$0	\$0	\$0
Actual Contribution – All Funds	\$379,198	\$612,817	\$572,836	\$545,112	585,093	587,211
Actual Contribution – General Fund	\$343,693	\$555,004	\$515,552	\$488,103	524,387	526,285

\* 5 year amortization commencing in 2018; prior years were 3 year amortization. Return to 3 year amortization in 2021.

## Cost Center 1 – Retiree Health Benefit

Reflects payment made to the Health Insurance Fund out of which payments are made to cover health benefits for retirees and their families based on negotiated labor agreements.

## Cost Center 2 – Heart & Hypertension

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. There was a 2.6% decrease, from \$95,543 to \$93,089.

## Cost Center 3 – Other Post-Employment Benefits (OPEB)

Statement #45 of June 2004 entitled "Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions", the Governmental Accounting Standards Board (GASB) has required the following: 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 illustrate the historical contribution information.

As post-employment benefits are deemed as part of the compensation paid to employees in return for services, their cost should be recognized as a future liability rather than after retirement. This follows the same methodology as applied to the pension benefits.

There is an allowance of up to a 30 year amortization period for liability which requires an actuarial valuation be performed at least every two years in order to update the Town's OPEB liability amount and Annual Required Contribution (ARC).

The Accrued Liability based on July 1, 2018 was \$47,502,130 as compared to July 1, 2019 which increased to \$51,720,472. This was an increase of \$4,218,342. The Actuarial Value of Assets of July 1, 2018 \$18,943,603 and July 1, 2019 \$20,630,676, resulted in an increase in Unfunded Liabilities from \$28,558,527 to \$31,089,796, for an increase of \$2,531,269 in Unfunded Accrued Liabilities.

The Town determined that it would fund a total of \$1,397,576 for FYE 2021.

### Annual Required Contribution – Summary of Town

	Based on 7/1/18 Actuarial Valuation	Based on 7/1/19 Actuarial Valuation
Accrued Liability	\$47,502,130	\$51,720,472
Actuarial Value of Assets	18,943,603	20,630,676
Unfunded Accrued Liability	28,558,527	31,089,796
Amortization Period	19	18
Amortization Growth Rate	3.75%	3.75%
Past Service Cost	1,993,047	2,256,361
Total Normal Cost	1,100,933	1,180,799
Employee Contributions	0	0
Net Normal Cost	1,100,933	1,180,799
Interest	224,313	249,193
ARC	3,318,293	3,686,353
Expected Benefit Payouts	2,052,272	2,288,777
Net Budget Impacts	1,266,021	1,397,576

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Personnel Services	8,692,677	9,382,495	9,382,495	11,136,392	11,136,392
Total Appropriation	\$8,692,677	\$9,382,495	\$9,382,495	\$11,136,392	\$11,136,392

COST CENTERS					
-----					
10710 EMPLOYEE BENEFITS	6,735,764	7,593,014	7,593,014	8,439,095	8,439,095
10711 RETIREE HEALTH BENEF	1,267,053	1,245,815	1,245,815	1,351,637	1,351,637
10712 HEART & HYPERTENSION	189,860	95,543	95,543	93,089	93,089
10713 OPEB LIABILITY	500,000	448,123	448,123	1,252,571	1,252,571
Total Cost Centers	\$8,692,677	\$9,382,495	\$9,382,495	\$11,136,392	\$11,136,392

FINANCING PLAN					
-----					
GENERAL FUND	8,692,677	9,382,495	9,382,495	11,136,392	11,136,392
Total Financing Plan	\$8,692,677	\$9,382,495	\$9,382,495	\$11,136,392	\$11,136,392

TOWN OF GROTON  
SUMMARY COST CENTER

28-Feb-2020

FYE 2021 PROPOSED BUDGET

AREA OF SERVICE: NON-DEPARTMENTALS

DEPARTMENT: NON-DEPARTMENTALS

FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5152 RETIREMENT	2,448,349	2,921,077	2,921,077	3,114,710	3,114,710
5153 HEALTH INSURANCE	3,783,049	4,131,272	4,131,272	4,781,823	4,781,823
5155 WORKER'S COMP	488,103	524,387	524,387	526,285	526,285
5158 LIFE INSURANCE	16,263	16,278	16,278	16,277	16,277
5159 HEART & HYPERTENSION	189,860	95,543	95,543	93,089	93,089
5160 HEALTH-RETIREE-CURRE	1,267,053	1,245,815	1,245,815	1,351,637	1,351,637
5170 OTHER POSTEMPLOY BEN	500,000	448,123	448,123	1,252,571	1,252,571
-----					
Total Personnel Services	\$8,692,677	\$9,382,495	\$9,382,495	\$11,136,392	\$11,136,392
-----					
GRAND TOTAL	\$8,692,677	\$9,382,495	\$9,382,495	\$11,136,392	\$11,136,392

**Benefit Allocation by Function and Employee Affiliation**

FUNCTION NUMBER & DESCRIPTION	# of FTEs	Non-Union		AFSCME	GMEA	Steelworkers	Police Union	Police 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			
<b>GENERAL FUND :</b>																		
1005-TOWN CLERK	5.00	1.00			4.00					\$41,807	\$135,247	\$359	\$11,605	\$27,620			\$216,638	
1010-EXECUTIVE MANAGEMENT	2.00	2.00								\$37,269	\$54,099	\$144	\$4,642	\$11,048			\$107,201	
1011-INFORMATION TECHNOLOGY	6.00	2.00			4.00					\$60,442	\$162,297	\$431	\$13,926	\$33,144			\$270,239	
1012-HUMAN RESOURCES	4.00	3.00	1.00							\$55,903	\$108,198	\$287	\$9,284	\$22,096			\$198,641	
1013-FINANCE	20.00	4.00	1.00	2.00	13.00					\$184,570	\$540,989	\$1,436	\$46,420	\$110,480			\$887,257	
1024-PUBLIC SAFETY	87.00	0.00			17.00		67.00	3.00		\$1,793,285	\$2,353,301	\$6,245	\$201,926	\$480,589		\$93,089	\$4,928,436	
1035-PUBLIC WORKS	44.00	4.75		3.00	9.25	27.00				\$421,036	\$1,190,175	\$3,159	\$102,124	\$243,057			\$1,959,550	
1046-PLANNING & DEVELOPMENT	14.00	5.00	1.00		8.00					\$139,517	\$378,692	\$1,005	\$32,494	\$77,336			\$632,175	
1051-HUMAN SERVICES	8.00	1.00			7.00					\$59,187	\$216,396	\$574	\$18,568	\$44,192			\$338,917	
1063-LIBRARY	17.00	2.00			15.00					\$124,167	\$459,840	\$1,220	\$39,457	\$93,908			\$718,593	
1064-PARKS & RECREATION	19.75	5.00	1.25		9.00	4.50				\$183,120	\$534,226	\$1,418	\$45,840	\$109,099			\$878,744	
<b>GENERAL FUND: SUB-TOTAL: FYE 2021</b>	<b>226.75</b>	<b>29.75</b>	<b>4.25</b>	<b>5.00</b>	<b>86.25</b>	<b>31.50</b>	<b>67.00</b>	<b>3.00</b>		<b>\$3,100,303</b>	<b>\$6,133,460</b>	<b>\$16,277</b>	<b>\$526,285</b>	<b>\$1,252,571</b>		<b>\$93,089</b>	<b>\$11,136,392</b>	
<b>OTHER FUNDS:</b>																		
2010-GOLF COURSE FUND	6.25	1.00	0.75			4.50				\$56,443	\$169,059	\$449	\$14,506	\$34,525			\$277,711	
3240-REC & SENIOR ACTIVITIES											\$912						\$912	
2020-SEWER FUND	19.00	3.25			2.75	13.00				\$185,719	\$513,939	\$1,364	\$44,099	\$104,956			\$850,076	
5000-SCHOOL PROJECTS	1.00	1.00								\$18,635	\$27,050	\$72	\$2,321	\$5,524			\$53,602	
<b>OTHER FUNDS: SUB-TOTAL: FYE 2021</b>	<b>26.25</b>	<b>5.25</b>	<b>0.75</b>	<b>0.00</b>	<b>2.75</b>	<b>17.50</b>	<b>0.00</b>	<b>0.00</b>		<b>\$260,797</b>	<b>\$710,048</b>	<b>\$1,885</b>	<b>\$60,926</b>	<b>\$145,005</b>			<b>\$1,182,302</b>	
<b>T O T A L S - ALL FUNDS-----FYE 2021</b>	<b>253.00</b>	<b>35.00</b>	<b>5.00</b>	<b>5.00</b>	<b>89.00</b>	<b>49.00</b>	<b>67.00</b>	<b>3.00</b>		<b>\$3,361,100</b>	<b>\$6,843,508</b>	<b>\$18,162</b>	<b>\$687,211</b>	<b>\$1,397,576</b>		<b>\$93,089</b>	<b>\$12,318,694</b>	
<b>FYE 2020 Adopted Budget: General &amp; Other</b>										<b>\$3,137,200</b>	<b>\$5,999,572</b>	<b>\$18,162</b>	<b>\$585,093</b>	<b>\$500,000</b>		<b>\$95,543</b>	<b>\$10,353,817</b>	
<b>\$ Change from FYE 2020 to FYE 2021</b>										<b>\$223,900</b>	<b>\$843,936</b>	<b>(\$0)</b>	<b>\$2,117</b>	<b>\$897,576</b>		<b>(\$2,454)</b>	<b>\$1,964,877</b>	
<b>% Change from FYE 2020 to FYE 2021</b>										<b>7.1%</b>	<b>14.1%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>179.5%</b>		<b>-2.6%</b>	<b>19.0%</b>	

# **FINANCE #1013**

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**The overall increase in this budget is \$46,934 or 2.9%. Personnel Services are up \$38,312 and operating expenses are up \$8,622.**

## **Cost Center 0 – Leadership/General Support**

Responsible for preparing a Comprehensive Annual Financial Report and a Budget that provides detailed information on the transactions and events affecting the Town's funds. Assures that Town funds are used for appropriate purposes and within approved budgetary functions/accounts.

## **Cost Center 1 – Accounting/Treasury Management**

Administers grants, accounts receivable, accounts payable, payroll and pension responsibilities of the Town. Reconciles cash and invests funds in a financially prudent manner and completes financial statements.

## **Cost Center 3 – Assessment**

Compiles the property grand list to ensure the fair and equitable distribution of the property tax burden. Discovers, lists and values real estate and personal property (includes motor vehicles). Coordinates revaluations of all real property every five years. Administers exemption and abatement programs and works with Board of Assessment Appeals. The Aircraft Registration Official coordinates with Groton – New London Airport manager to contact and collect registration fees annually.

## **Cost Center 5 – Revenue Collection**

Maintain, bill and collect taxes for the Town, Groton Sewer District, and the nine (9) taxing districts and/or political subdivisions within the Town. Maintain, bill and collect residential and commercial sewer use charges, and landfill charges. Rebill all active delinquent accounts twice a fiscal year. Send lien notices to all delinquent real estate accounts, personal property and sewer use accounts once a year.

## **Cost Center 7 – Purchasing**

Secure goods and services for all departments of the Town in accordance with Town Charter requirements and the Town's Purchasing Manual. Process purchase requisitions and all solicitations (bids, Requests for Proposals, & Requests for Qualifications). Management of Procurement card (P-Card) program. Maintain, control and generate all required reports for a capital asset system. Operate the mail room at maximum efficiency. Negotiate, execute and monitor lease agreements for equipment as well as for leased property and buildings. Coordinate the sale of the Town's surplus/obsolete property through a formal auction on a biennial basis as well as throughout the year utilizing an on-line surplus property website.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	1,327,408	1,488,505	1,446,891	1,526,817	1,526,817
Operating Expenses	125,810	120,007	133,327	128,629	128,629
<b>Total Appropriation</b>	<b>\$1,453,218</b>	<b>\$1,608,512</b>	<b>\$1,580,218</b>	<b>\$1,655,446</b>	<b>\$1,655,446</b>

----- COST CENTERS -----					
10130 LEADERSHIP/GEN SUPPT	261,453	368,968	356,578	389,852	389,852
10131 ACCOUNTING/TREASURY	374,462	340,257	357,299	335,112	335,112
10133 ASSESSMENT	357,770	371,819	355,178	384,533	384,533
10135 REVENUE COLLECTION	312,898	349,859	344,087	360,503	360,503
10137 PURCHASING	146,635	177,609	167,076	185,446	185,446
<b>Total Cost Centers</b>	<b>\$1,453,218</b>	<b>\$1,608,512</b>	<b>\$1,580,218</b>	<b>\$1,655,446</b>	<b>\$1,655,446</b>

----- FINANCING PLAN -----					
INTEREST INCOME	751,511	550,000	700,000	500,000	500,000
MAPS/COPIES/DOCUMENTS	39	0	0	0	0
TAX COLLECTION SERVICES	150,991	159,674	159,674	171,282	171,282
GIS REVENUE	1,527	1,000	0	0	0
FINANCE DEPT COPIES	841	950	950	900	900
RETURNED CHECK FEES	1,008	1,300	1,300	1,200	1,200
AIRCRAFT REGISTRATIONS	22,560	19,700	22,310	22,000	22,000
DELINQUENT MV FEE	18,652	16,200	16,000	16,000	16,000
SALE OF FIXED ASSETS	6,654	5,000	12,000	8,000	8,000
MISC-UNCLASSIFIED	2,518	0	0	0	0
GENERAL FUND	496,917	854,688	667,984	936,064	936,064
<b>Total Financing Plan</b>	<b>\$1,453,218</b>	<b>\$1,608,512</b>	<b>\$1,580,218</b>	<b>\$1,655,446</b>	<b>\$1,655,446</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	1,178,850	1,350,871	1,273,891	1,386,093	1,386,093
5102 PART TIME PERSONNEL	24,175	0	44,931	0	0
5104 OVERTIME PAY	2,821	3,150	3,320	3,300	3,300
5105 LONGEVITY PAY	2,435	1,730	1,030	1,095	1,095
5109 SALARY ADJUSTMENTS	26,584	0	7,171	0	0
5110 REGULAR PART TIME	0	25,460	12,730	26,288	26,288
5112 SICK INCENTIVE	1,464	1,415	1,540	1,570	1,570
5116 WAGE CONTINUATION	340	0	0	0	0
5117 ALLOWANCES	0	100	100	100	100
5151 SOCIAL SECURITY	90,739	105,779	102,178	108,371	108,371
-----					
Total Personnel Services	\$1,327,408	\$1,488,505	\$1,446,891	\$1,526,817	\$1,526,817
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	52,261	52,975	55,225	53,440	53,440
5210 PROFESS DEVELOP/TRAI	5,295	10,115	9,427	13,565	13,565
5220 UTILITIES/FUEL/MILEA	0	170	265	830	830
5230 PYMNTS/CONTRIBUTIONS	387	0	0	0	0
5240 BOARDS & COMMISSIONS	0	350	350	350	350
5260 REPAIRS & MAINT-FAC/	1,749	2,786	3,789	4,308	4,308
5281 OCCUPATIONAL HEALTH	230	350	260	350	350
5290 PROFESS/TECHNICAL SE	41,750	41,857	41,837	42,212	42,212
5300 MATERIALS & SUPPLIES	8,466	11,404	11,409	12,119	12,119
5400 EQUIP/MACHINRY& FURN	15,672	0	8,420	1,025	1,025
5410 COMPUTER EQUIPMENT	0	0	2,345	430	430
-----					
Total Operating Expenses	\$125,810	\$120,007	\$133,327	\$128,629	\$128,629
-----					
GRAND TOTAL	\$1,453,218	\$1,608,512	\$1,580,218	\$1,655,446	\$1,655,446

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
DIRECTOR OF FINANCE	1.00	1.00	1.00	1.00
TAX COLLECTOR	1.00	1.00	1.00	1.00
TREASURER/ACCT MGR	1.00	1.00	1.00	1.00
ASSESSOR	1.00	1.00	1.00	1.00
DEPUTY FINANCE DIRECTOR	1.00	1.00	1.00	1.00
PURCHASING AGENT	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00
BUDGET ANALYST & COORD.	1.00	1.00	1.00	1.00
ASSISTANT ASSESSOR	1.00	1.00	1.00	1.00
DEPUTY TAX COLLECTOR	1.00	1.00	1.00	1.00
ASSESS ANALYST ASSOCIATE	1.00	1.00	1.00	1.00
ASSESSMENT TECHNICIAN	1.00	1.00	1.00	1.00
FINANCIAL ASST I 35 HRS	3.00	3.00	3.00	3.00
FINANCIAL ASST I 40 HRS	1.00	1.00	1.00	1.00
FINANCIAL ASST II 35 HRS	1.00	1.00	1.00	1.00
FINANCIAL ASST II 40 HRS	2.00	2.00	2.00	2.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00
-----				
Total FTE Personnel	20.00	20.00	20.00	20.00
FTE SALARIES & WAGES				
-----				
DIRECTOR OF FINANCE	126,966	127,062	129,603	129,603
TAX COLLECTOR	84,019	84,419	87,415	87,415
TREASURER/ACCT MGR	87,653	90,264	82,162	82,162
ASSESSOR	103,857	103,857	105,935	105,935
DEPUTY FINANCE DIRECTOR	85,753	65,077	95,880	95,880
PURCHASING AGENT	80,012	82,396	84,044	84,044
ACCOUNTANT	74,522	56,765	70,754	70,754
BUDGET ANALYST & COORD.	68,277	70,311	71,718	71,718
ASSISTANT ASSESSOR	64,475	46,103	68,002	68,002
DEPUTY TAX COLLECTOR	59,142	50,289	59,745	59,745
ASSESS ANALYST ASSOCIATE	51,553	51,378	53,429	53,429
ASSESSMENT TECHNICIAN	55,840	55,627	56,739	56,739
FINANCIAL ASST I 35 HRS	136,224	119,739	139,131	139,131
FINANCIAL ASST I 40 HRS	52,632	52,432	54,550	54,550
FINANCIAL ASST II 35 HRS	54,571	54,362	56,558	56,558
FINANCIAL ASST II 40 HRS	118,934	117,546	122,295	122,295
OFFICE ASSISTANT II (35)	46,441	46,263	48,132	48,132
-----				
Total FTE Salaries & Wages	\$1,350,871	\$1,273,890	\$1,386,092	\$1,386,092

# REVALUATION FUND #2120

**The overall increase in this budget is \$319,825 or 175.5%.**

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 mandated 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 revaluation, aerial mapping and other related costs.

Proposed contributions to this fund have been reduced in prior budgets which have resulted in significant increases in the future years to accumulate sufficient funds for the next revaluation cycle.

Revaluation Fund		Appropriation		Balance
Fiscal Year	Contribution to Fund	Revaluation	Mapping	Cumulative \$\$ at end of fiscal year
2019 Balance				\$ 221,508
2020 Estimate	\$ 240,000	\$ 52,200	\$ 166,000	\$ 243,308
2021 Proposed	\$ 280,000	\$ 502,025		\$ 21,283
2022	\$ 280,000	\$ 300,000	\$ -	\$ 1,283
2023	\$ 150,000	\$ 50,000	\$ -	\$ 101,283
2024	\$ 150,000	\$ 50,000	\$ -	\$ 201,283
2025	\$ 150,000	\$ 50,000	\$ -	\$ 301,283
2026	\$ 150,000	\$ 310,000	\$ 32,000	\$ 109,283
2027	\$ 150,000	\$ 210,000	\$ -	\$ 49,283
2028	\$ 150,000	\$ 50,000	\$ -	\$ 149,283
2029	\$ 150,000	\$ 50,000	\$ -	\$ 249,283
2030	\$ 150,000	\$ 50,000	\$ -	\$ 349,283
2031	\$ 150,000	\$ 50,000	\$ -	\$ 449,283
2032	\$ 150,000	\$ 50,000	\$ -	\$ 549,283

## Cost Center 0 – Property Revaluation

The most recent revaluation was effective October 1, 2016 and the results were reflected in the FYE 2018 budget. The October 1, 2016 revaluation was an interim revaluation and did not require the physical inspection of every property. The next revaluation will be effective October 1, 2021 and will impact the FYE 2022 budget. This revaluation will be a full list and measure of all properties.

## Cost Center 1 – Aerial Mapping

The last aerial mapping and the updating of GIS planimetric data was completed in FYE 2010. Regular updates were anticipated when the revaluation fund was established on a 5 year schedule. The supplemental imagery update was flown in April 2015 to coincide with the interim revaluation. The full imagery and planimetric updates will again coincide with the full measure and list revaluation and the cost is included in the FYE 2020 budget.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	40,260	182,200	218,200	502,025	502,025
Total Appropriation	\$40,260	\$182,200	\$218,200	\$502,025	\$502,025
-----					
COST CENTERS					
-----					
21200 PROPERTY REVALUATION	40,260	182,200	52,200	502,025	502,025
21201 AERIAL MAPPING	0	0	166,000	0	0
Total Cost Centers	\$40,260	\$182,200	\$218,200	\$502,025	\$502,025
-----					
FINANCING PLAN					
-----					
INTEREST INCOME	3,393	1,800	6,000	4,000	4,000
PAYMENTS FROM OTHER FUNDS	225,000	240,000	240,000	280,000	280,000
FUND BALANCE APPLIED	0	0	0	218,025	218,025
Total Financing Plan	\$228,393	\$241,800	\$246,000	\$502,025	\$502,025

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	963	2,000	2,000	1,830	1,830
5290 PROFESS/TECHNICAL SE	39,297	180,000	216,000	500,000	500,000
5300 MATERIALS & SUPPLIES	0	200	200	195	195
-----					
Total Operating Expenses	\$40,260	\$182,200	\$218,200	\$502,025	\$502,025
-----					
GRAND TOTAL	\$40,260	\$182,200	\$218,200	\$502,025	\$502,025

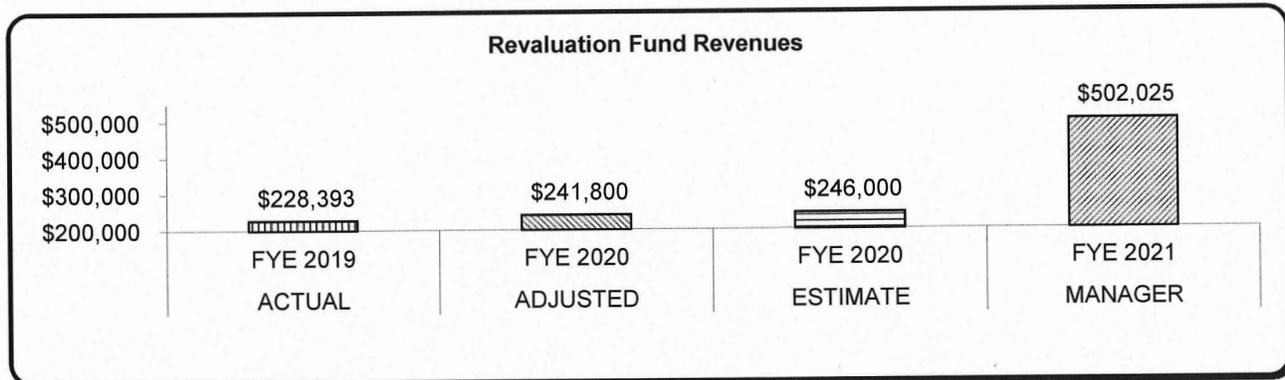
**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**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.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4412 Interest Income	\$ 3,393	\$ 1,800	\$ 6,000	\$ 4,000
4766 Payments from Other Funds	\$ 225,000	\$ 240,000	\$ 240,000	\$ 280,000
4999 Fund Balance Applied	\$ 0	\$ 0	\$ 0	\$ 218,025
<b>Total</b>	<b>\$ 228,393</b>	<b>\$ 241,800</b>	<b>\$ 246,000</b>	<b>\$ 502,025</b>



Audit Fund Balance as of 6/30/2019	\$ 221,509
Estimated Fund Balance as of 6/30/20	\$ 249,309
Estimated Fund Balance as of 6/30/21	\$ 31,284
Fund Balance as a % of 2020 Expenditures	6.23%

# **PUBLIC SAFETY #1024**

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**The overall increase in this budget is \$326,869 or 3.8%. Personnel Services are up \$306,330 and operating expenses are up \$20,539.**

- The Town Manager's reduction to the level service budget request accounts for current vacancies and the time required for filling positions during the fiscal year.
- Personnel services have increased in the proposed budget due to scheduled pay raises in collective bargaining agreements with the unions, attrition of full-time dispatch personnel and extended leave of police personnel.
- Operating expenses have increased due to expenses on professional services for equipment and maintenance associated with fire department radios.
- This proposed budget includes a request for an additional patrol officer position to serve as the SRO at the new middle school.
- Software maintenance has increased for law enforcement programs used regularly by the police department.
- Costs associated with new officer training at the Police Officer Standards and Training Council (POST-C) Academy have increased \$1,800 per recruit.
- In the Emergency Communications and Emergency Management area, efficiencies continue to be realized. However, we expect that attrition through retirements of existing staff will result in increased short term costs while new hires are on-boarded and trained.

## **Cost Center 0 – Leadership & General Support**

The Police Department consists of the following components: Administration, Patrol, Detective, Special Services, Records, Training and Animal Control. The Administrative Division is responsible for the overall command and operational functions of the Police Department, including budget preparation, presentation and implementation.

## **Cost Center 1 – Training**

The training of all officers as well as interaction with the youth of our community, and recording and licensing duties, are part of the overall function.

## **Cost Center 2 – Special Services Bureau**

Special Services maintains a dual role in conducting investigations of sex crimes and child & elderly abuse, while also providing services to Groton's youth and schools through the School Resource Officers.

## **Cost Center 3 – Patrol**

The Patrol Division is the largest single component of the Department. All personnel share in the responsibility of effective crime deterrence and prevention, response to critical incidents, emergencies and criminal acts, and providing for overall public safety. The Patrol Division is responsible for efforts in community-oriented policing.

## **Cost Center 4 – Assembly Safety**

Police coverage for parades, Groton Community Events, and all other assembly gatherings where safety is a concern.

### **Cost Center 6 – Police Canine**

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.

### **Cost Center 7 – Community Oriented Policing**

Community Policing Program which is active in community outreach and education.

### **Cost Center 8 – Criminal Investigations/Evidence**

The Detective Division is responsible for the initial and follow-up investigations of major crimes occurring in the Town of Groton in addition to follow-up of other cases that require additional investigation or expertise. Embedded within the Detective Division is the Narcotics Unit.

### **Cost Center 9 – Animal Control**

The Animal Control Division is responsible for the operation and maintenance of the animal shelter, enforcing state statutes regarding animal control, investigating complaints of nuisance and damage caused by dogs for all of Groton, including the political subdivisions therein. Animal Control is also responsible for servicing complaints regarding all animals, pet adoption and community education.

### **Cost Center A – Major Crimes**

Major criminal investigations for very serious cases that require intensive investigative time and effort, to 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.

### **Cost Center C – Emergency Communications**

The Emergency Communications Center receives requests for assistance from the public through the 9-1-1 system and other means including non-emergency telephone lines and automatic alarms and dispatches Police, Fire and EMS units as appropriate.

### **Cost Center D – Emergency Management**

Emergency Management is responsible for planning for, coordinating the response to and recovering from disasters and other emergencies. This requires extensive work with our partners in public safety, both within and outside of Groton.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	7,571,526	8,000,683	7,956,334	8,307,013	8,307,013
Operating Expenses	546,790	562,656	585,620	583,995	583,195
<b>Total Appropriation</b>	<b>\$8,118,316</b>	<b>\$8,563,339</b>	<b>\$8,541,954</b>	<b>\$8,891,008</b>	<b>\$8,890,208</b>

----- COST CENTERS -----					
10240 LEADERSHIP/GEN SUPPO	665,144	697,770	697,124	716,256	716,256
10241 TRAINING	230,848	212,563	156,696	213,732	213,732
10242 SPECIAL SERVICES BUR	393,906	477,385	477,405	484,153	484,153
10243 PATROL	4,965,549	4,897,786	5,003,661	5,088,544	5,088,544
10244 ASSEMBLY SAFETY	24,465	39,114	32,970	39,114	39,114
10246 POLICE CANINE	61,168	55,731	56,037	57,300	57,300
10247 COMM ORIENTED POLICI	287	77,656	80,724	82,259	82,259
10248 CRIMINAL INVEST/EVID	295,412	580,202	445,201	519,266	519,266
10249 ANIMAL CONTROL	127,093	158,827	149,291	161,575	161,575
1024B MAJOR EVENTS	8,398	0	0	0	0
1024C EMERGENCY COMMUNICAT	1,342,773	1,360,770	1,437,935	1,523,274	1,523,274
1024D EMERGENCY MANAGEMENT	3,273	5,535	4,910	5,535	4,735
<b>Total Cost Centers</b>	<b>\$8,118,316</b>	<b>\$8,563,339</b>	<b>\$8,541,954</b>	<b>\$8,891,008</b>	<b>\$8,890,208</b>

----- FINANCING PLAN -----					
OTHER LICENSES/PERMITS	8,545	6,500	9,240	9,100	9,100
COURT FINES	13,000	13,000	13,200	13,000	13,000
PARKING TICKETS	1,565	1,300	3,500	2,040	2,040
FEDERAL FUNDS	2,590	0	14,700	3,000	3,000
911 ENHANCEMENT	142,046	165,318	160,440	160,000	160,000
NUCLEAR SAFETY DRILL	50,948	38,000	68,434	50,000	50,000
EMERGENCY MGMTG (SLA)	19,846	20,150	19,600	19,000	19,000
ACCIDENT REPORTS	4,736	3,500	4,800	4,800	4,800
DISPATCH-PARAMEDIC SERV	2,000	2,000	2,000	3,000	3,000
N STONINGTON-DISPATCH	52,819	52,819	52,819	52,819	52,819
COORD MEDICAL EMERG DIREC	29,081	22,257	21,874	22,000	22,000
MISC-UNCLASSIFIED	1,116	0	200	200	200
ANIMAL CONTROL FEES	2,235	2,300	2,200	2,250	2,250
LEASE FEES	34,159	33,950	33,950	33,950	33,950
PAYMENTS FROM OTHER FUNDS	26,779	23,284	23,284	0	0
GENERAL FUND	7,726,851	8,178,961	8,111,713	8,515,849	8,515,049
<b>Total Financing Plan</b>	<b>\$8,118,316</b>	<b>\$8,563,339</b>	<b>\$8,541,954</b>	<b>\$8,891,008</b>	<b>\$8,890,208</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>PERSONNEL SERVICES</b>					
5101 REGULAR FULL TIME	5,721,546	6,531,897	6,422,063	6,765,627	6,765,627
5102 PART TIME PERSONNEL	54,052	51,824	60,800	73,194	73,194
5104 OVERTIME PAY	751,498	623,660	706,800	725,831	725,831
5105 LONGEVITY PAY	34,185	35,540	34,565	36,875	36,875
5106 COLLEGE INCENTIVE PA	94,326	113,099	107,815	113,119	113,119
5107 SHIFT REPLACEMENT OT	399,756	340,618	373,968	347,430	347,430
5109 SALARY ADJUSTMENTS	53,881	(150,000)	(124,903)	(100,000)	(100,000)
5111 PREMIUM PAY/OUT OF C	96,184	93,417	94,078	100,145	100,145
5112 SICK INCENTIVE	51,400	48,026	48,386	56,501	56,501
5115 SHIFT PREMIUM	66,786	78,352	71,444	78,352	78,352
5116 WAGE CONTINUATION	40,107	0	0	0	0
5117 ALLOWANCES	24,536	25,900	24,398	26,400	26,400
5119 SALARY REIMBURSEMENT	0	0	(59,250)	(135,000)	(135,000)
5151 SOCIAL SECURITY	183,269	208,350	196,170	218,539	218,539
<b>Total Personnel Services</b>	<b>\$7,571,526</b>	<b>\$8,000,683</b>	<b>\$7,956,334</b>	<b>\$8,307,013</b>	<b>\$8,307,013</b>
<b>OPERATING EXPENSES</b>					
5201 POSTAGE/PRINT/ADVERT	10,958	10,100	8,578	10,950	10,950
5210 PROFESS DEVELOP/TRAI	67,889	60,356	62,570	66,687	66,687
5220 UTILITIES/FUEL/MILEA	97,013	109,395	114,022	155,014	155,014
5230 PYMNTS/CONTRIBUTIONS	500	0	0	0	0
5260 REPAIRS & MAINT-FAC/	110,711	109,464	157,037	153,868	153,868
5261 SOFTWARE MAINT FEES	4,869	5,250	10,165	13,200	12,400
5281 OCCUPATIONAL HEALTH	5,733	4,300	5,480	7,035	7,035
5290 PROFESS/TECHNICAL SE	92,626	144,394	104,191	52,361	52,361
5300 MATERIALS & SUPPLIES	127,042	116,397	120,477	121,880	121,880
5310 VEHICLE OPER/MAINT	363	3,000	3,100	3,000	3,000
5400 EQUIP/MACHINRY& FURN	11,054	0	0	0	0
5410 COMPUTER EQUIPMENT	18,032	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$546,790</b>	<b>\$562,656</b>	<b>\$585,620</b>	<b>\$583,995</b>	<b>\$583,195</b>
<b>GRAND TOTAL</b>	<b>\$8,118,316</b>	<b>\$8,563,339</b>	<b>\$8,541,954</b>	<b>\$8,891,008</b>	<b>\$8,890,208</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
DEPUTY CHIEF	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	4.00	5.00	5.00	5.00
DETECTIVE LIEUTENANT	1.00	0.00	0.00	0.00
PATROL SERGEANT	9.00	9.00	9.00	9.00
TELECOMMUNICATOR III	11.00	11.00	11.00	11.00
TELECOMMUNICATOR IV	2.00	2.00	2.00	2.00
PATROL OFFICER	42.00	42.00	44.00	44.00
DETECTIVE	4.00	4.00	4.00	4.00
INVESTIGATOR	4.00	4.00	4.00	4.00
ANIMAL CONTROL OFFICER	1.00	1.00	1.00	1.00
ASST. ANIMAL CONTROL OFCR	1.00	1.00	1.00	1.00
EXECUTIVE ASST POLICE	0.00	1.00	1.00	1.00
POLICE SUPPORT SPECIALIST	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (40)	2.00	2.00	2.00	2.00
OFFICE ASST. III (40)	1.00	0.00	0.00	0.00
-----				
Total FTE Personnel	86.00	86.00	88.00	88.00
-----				
FTE SALARIES & WAGES				
-----				
CHIEF OF POLICE	138,307	138,411	141,180	141,180
DEPUTY CHIEF	113,661	113,746	116,021	116,021
POLICE CAPTAIN	111,561	111,645	113,878	113,878
POLICE LIEUTENANT	379,592	473,684	486,884	486,884
DETECTIVE LIEUTENANT	95,948	0	0	0
PATROL SERGEANT	798,748	788,512	807,598	807,598
TELECOMMUNICATOR III	696,355	663,888	709,848	709,848
TELECOMMUNICATOR IV	141,788	141,232	144,057	144,057
PATROL OFFICER	3,066,875	3,018,434	3,209,193	3,209,193
DETECTIVE	292,372	277,776	321,824	321,824
INVESTIGATOR	328,361	327,064	333,606	333,606
ANIMAL CONTROL OFFICER	66,482	66,304	70,335	70,335
ASST. ANIMAL CONTROL OFCR	62,590	60,156	63,814	63,814
EXECUTIVE ASST POLICE	0	63,936	65,215	65,215
POLICE SUPPORT SPECIALIST	63,048	63,048	64,309	64,309
OFFICE ASSISTANT II (40)	114,874	114,225	117,864	117,864
OFFICE ASST. III (40)	61,337	0	0	0
-----				
Total FTE Salaries & Wages	\$6,531,898	\$6,422,064	\$6,765,627	\$6,765,627

# **PUBLIC WORKS #1035**

**The overall decrease in this budget is \$106,878 or 1.7%. Personnel Services are up \$12,795 and operating expenses are down \$119,673.**

## **Personnel Service Highlights:**

There are no changes in personnel proposed.

\$20,000 decrease in overtime based on historical data from previous years snow callouts. This decrease offsets the contractual salary increases reflecting the small increase in the personnel budget.

## **Operational Highlights:**

\$21,692 decrease in utility billing in the Groton Utilities service area for streetlights. The streetlights have all been replaced with new energy efficient LED lights.

\$45,298 decrease in the payment to Eversource for LED streetlights for payoff of the loan.

\$7,324 decrease as a result of the herbicide spraying program elimination.

\$30,000 increase to roadside maintenance to truly reflect the increased efforts needed for street tree trimming/removal and replanting.

\$44,852 decrease in repairs and maintenance of Town facilities. There was a major overhaul of the Police Station chiller unit completed in FYE 20 for \$40,000. Also we are realizing a \$5,350 savings from elimination of cathodic protection testing and repairs to the fleet refueling facility that was recently replaced.

\$66,700 decrease for MS4 consultant services done in FYE 20.

\$42,510 increase in custodial services for the Groton Community Center. With the increased use of this facility, Parks and Recreation has requested a level of cleaning equal to other highly used public facilities.

\$18,000 decrease in computer equipment costs based on an upgrade to the Town's DDC system completed in FYE 20.

## **Cost Center 0 – Leadership & General Support**

Provides efficient support to all operating divisions of the Public Works Department by providing oversight and direction to staff, setting and enforcing policies, managing human resource matters, staff development and training, budget development and control, and fiscal management to ensure services are being provided effectively and efficiently. Provides public outreach and interactions with citizens.

As the fiscal arm of the Department, develops information/clarification on our submitted budget and 4<sup>th</sup> quarter transfers/supplemental appropriation requests and consults with Purchasing Agent to ensure compliance with Town purchasing procedures.

## **Cost Center 1 – Engineering**

Engineering ensures citizen safety and high quality of life by providing properly designed, constructed and inspected public facilities and right-of-way infrastructure. It also supports other Town departments when undertaking capital improvement projects and site plan reviews.

## **Cost Center 2 – Public Buildings**

This Division provides ongoing maintenance, repair and custodial services for over thirty-nine (39) Town-owned buildings and structures, allowing Town employees, Groton residents, and the general public to have access to clean and safe public buildings. The Division ensures the efficient operation of facilities, provides after-hour emergency support, and supports building automation and utility management.

## **Cost Center 4 – Stormwater MS4**

Under this cost center are included all activities associated with the State mandated stormwater permit requirements. Activities such as catch basin cleaning, street sweeping and the water quality testing program are included. Identifying the true cost of this expanded unfunded State mandated program will better identify the impacts to the Department and the required funding of these activities in order stay compliant with the permit.

## **Cost Center 5 – Roads & Streets**

This Division is dedicated to enhancing the citizen's quality of life by maintaining, repairing and replacing streets and other related infrastructure. The Division is responsible for the installation, maintenance, repair and revitalization of streets, bridges, retaining walls, guardrails, tree trimming and mowing within the right-of-way, traffic signs and markings, traffic signals, graffiti removal, street sweeping and snow removal from streets within the Town's jurisdiction.

## **Cost Center 6 – Snow & Ice Control**

- Provides services to 96 centerline miles of road and three schools (Cutler, Fitch High School, and Kolnaski)
- Will be adding the new Middle School in winter 2020/21
- Clears parking lots totaling 1,564,176 square feet or 36 acres of paved surface
- Provides materials and overtime for Parks Maintenance personnel to clear walks around town facilities

## **Cost Center 7 – Street Lighting**

The Town owns all of the streetlights in the Eversource area of service. In this service area, the Department is responsible not only for the electricity, but also for the maintenance of the streetlights. All of the streetlights in the Eversource area have been converted to LED lights. In the Groton Utilities service area, the utility owns the streetlights and is responsible for the maintenance of the recently converted LED streetlights. Thus, the rate charged by Groton Utilities includes electricity, maintenance and capital depreciation.

## **Cost Center 8 – Post Closure Maintenance**

The closure and post-closure care requirements for municipal solid waste landfills (MSWLFs) establish the minimum requirements with which MSWLF owner/operators must comply once the landfill stops receiving waste and begins closure. Owner/operators also are required to continue monitoring and maintaining the landfill once it is closed to protect against the release of hazardous constituents to the environment.

Groton has 76 acres at two sites that contain three separate landfills. Welles Road contains bulky (construction) waste while Flanders Road has both a bulky waste and a municipal waste landfill.

## **Cost Center 9 – Residential Transfer Station**

The Flanders Road site is comprised of about 167 acres of which about six acres are allocated for the Transfer Station.

The Transfer Station site is designed to maintain a smooth traffic flow pattern, increase the sorting area for bulky wastes, and allow better sorting of additional wastes. Brush and yard waste, leaves, appliances and scrap metal are separated in the outdoor materials storage area. The site includes a two-story office building with the bottom floor used for consumer electronics and fluorescent light bulb collection and storage, a building for waste oil, oil filter, and antifreeze, and a material storage area.

## **Cost Center A – Fleet Maintenance**

The Fleet staff makes repairs to all Town owned light vehicles, heavy equipment and construction equipment, including Police vehicles, so that staff can operate programs and provide services at a level of optimum effectiveness and efficiency. The division also maintains vehicles from the Board of Education.

The staff in this division delivers vehicle management services to Town of Groton vehicles and equipment units. It also provides fuel management and enforcement of vehicle rules and regulations.

## **Cost Center B – Vacated School Structures**

This cost center programs funds to provide for bare minimum operations of facilities (Groton Heights, Colonel Ledyard, and William Seely) that are turned over to the Town from the Board of Education.

## **Cost Center C – Utilities**

Provides funds for utilities (sewer, water, electricity, propane, natural gas and heating oil) for all general government facilities and parks and recreational areas, excluding the Golf Course and Water Pollution Control Facility.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	3,237,413	3,439,382	3,352,846	3,452,177	3,452,177
Operating Expenses	2,424,057	2,670,595	2,718,944	2,550,922	2,550,922
<b>Total Appropriation</b>	<b>\$5,661,470</b>	<b>\$6,109,977</b>	<b>\$6,071,790</b>	<b>\$6,003,099</b>	<b>\$6,003,099</b>

----- COST CENTERS -----					
10350 LEADERSHIP/GEN SUPPT	412,782	456,071	510,734	453,898	453,898
10351 ENGINEERING	427,168	448,590	435,754	467,709	467,709
10352 PUBLIC BUILDINGS	1,185,238	1,266,114	1,291,225	1,266,117	1,266,117
10354 STORMWATER MS4	145,331	286,378	272,893	223,589	223,589
10355 ROADS & STREETS	1,410,530	1,386,237	1,385,418	1,426,116	1,426,116
10356 SNOW/ICE CONTROL	266,104	306,334	264,677	275,102	275,102
10357 STREET LIGHTING	335,666	372,700	375,964	307,975	307,975
10358 POST CLOSURE MAINTEN	32,756	38,298	34,900	35,523	35,523
10359 RESIDENTIAL TRANSFER	266,675	296,471	264,290	288,508	288,508
1035A FLEET MAINTENANCE	481,862	483,488	470,869	480,589	480,589
1035B VACATED SCHOOL STRUC	14,225	6,625	11,625	10,925	10,925
1035C UTILITIES	683,133	762,671	753,441	767,048	767,048
<b>Total Cost Centers</b>	<b>\$5,661,470</b>	<b>\$6,109,977</b>	<b>\$6,071,790</b>	<b>\$6,003,099</b>	<b>\$6,003,099</b>

----- FINANCING PLAN -----					
MUNICIPAL PROJECT GRANT	1,242,507	1,240,819	1,819,768	1,819,768	1,819,768
HIGHWAY ILLUMINATION	0	470	470	470	470
TOWN HIGHWAY AID	375,122	375,122	373,106	373,106	373,106
SNOW/ICE CONTROL SVCS	35,669	20,000	12,000	20,000	20,000
SALE OF FIXED ASSETS	456	0	0	0	0
MISC-UNCLASSIFIED	11,648	0	0	0	0
DISPOSAL FEES	218,091	170,050	209,558	209,558	209,558
LEASE FEES	152,038	146,073	0	0	0
GENERAL FUND	3,625,939	4,157,443	3,656,888	3,580,197	3,580,197
<b>Total Financing Plan</b>	<b>\$5,661,470</b>	<b>\$6,109,977</b>	<b>\$6,071,790</b>	<b>\$6,003,099</b>	<b>\$6,003,099</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	2,784,612	3,020,426	2,911,302	3,056,792	3,056,792
5104 OVERTIME PAY	166,176	204,878	159,725	184,444	184,444
5105 LONGEVITY PAY	17,745	17,125	16,480	17,050	17,050
5109 SALARY ADJUSTMENTS	2,006	0	80,533	0	0
5111 PREMIUM PAY/OUT OF C	28,580	27,649	28,756	28,877	28,877
5112 SICK INCENTIVE	3,138	3,945	3,145	2,205	2,205
5116 WAGE CONTINUATION	6,033	0	0	0	0
5117 ALLOWANCES	10,632	12,440	11,008	11,694	11,694
5119 SALARY REIMBURSEMENT	0	(97,875)	(97,875)	(99,832)	(99,832)
5151 SOCIAL SECURITY	218,491	250,794	239,772	250,947	250,947
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Total Personnel Services	\$3,237,413	\$3,439,382	\$3,352,846	\$3,452,177	\$3,452,177
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OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	4,489	8,295	9,325	7,376	7,376
5210 PROFESS DEVELOP/TRAI	9,337	17,922	17,572	17,263	17,263
5220 UTILITIES/FUEL/MILEA	1,075,734	1,188,879	1,193,533	1,138,085	1,138,085
5230 PYMNTS/CONTRIBUTIONS	1,918	7,998	7,560	7,758	7,758
5260 REPAIRS & MAINT-FAC/	175,577	260,413	268,465	215,561	215,561
5261 SOFTWARE MAINT FEES	5,337	9,580	9,030	12,030	12,030
5281 OCCUPATIONAL HEALTH	48,886	85,278	80,530	85,432	85,432
5290 PROFESS/TECHNICAL SE	633,914	735,371	755,102	751,072	751,072
5300 MATERIALS & SUPPLIES	365,520	296,213	288,132	299,595	299,595
5310 VEHICLE OPER/MAINT	119	0	0	0	0
5400 EQUIP/MACHINRY& FURN	87,419	40,046	66,695	15,750	15,750
5410 COMPUTER EQUIPMENT	15,807	20,600	23,000	1,000	1,000
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Total Operating Expenses	\$2,424,057	\$2,670,595	\$2,718,944	\$2,550,922	\$2,550,922
-----					
GRAND TOTAL	\$5,661,470	\$6,109,977	\$6,071,790	\$6,003,099	\$6,003,099

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>				
DIRECTOR OF PUBLIC WORKS	0.75	0.75	0.75	0.75
SUPER TECHNICAL SERVICES	1.00	1.00	1.00	1.00
SUSTAINABILITY PROJ/MANAG	1.00	1.00	1.00	1.00
SUPERVISOR, ADMIN PW	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.75	1.75	1.75	1.75
PROJECT MGMT SPECIALIST	2.00	2.00	2.00	2.00
ENGINEERING TECH II	1.00	1.00	1.00	1.00
INSPECTOR I	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00
FINANCIAL ASST I 35 HRS	1.00	1.00	1.00	1.00
FINANCIAL ASST II 40 HRS	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50
PUBLIC BLDG & FLEET SUPV	1.00	1.00	1.00	1.00
FOREMAN	3.00	2.00	2.00	2.00
PUBLIC WORKS SUPER R&S	1.00	1.00	1.00	1.00
TRANSF STATION WORKING LD	0.00	1.00	1.00	1.00
FLOOR LEADER	1.00	1.00	1.00	1.00
CHIEF EQUIPMENT MECHANIC	3.00	3.00	3.00	3.00
SKILLED BUILDING TECH	2.00	2.00	2.00	2.00
HEAVY EQUIP OPERATOR	3.00	3.00	3.00	3.00
MAINTENANCE WORKER	2.00	2.00	2.00	2.00
MAINTAINER	1.00	0.00	0.00	0.00
EQUIPMENT OPERATOR	14.00	15.00	15.00	15.00
<b>Total FTE Personnel</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>
<b>FTE SALARIES &amp; WAGES</b>				
DIRECTOR OF PUBLIC WORKS	92,288	89,747	89,315	89,315
SUPER TECHNICAL SERVICES	101,065	86,242	103,046	103,046
SUSTAINABILITY PROJ/MANAG	90,919	90,919	92,737	92,737
SUPERVISOR, ADMIN PW	73,866	74,597	76,089	76,089
CIVIL ENGINEER PE	153,694	152,651	156,936	156,936
PROJECT MGMT SPECIALIST	128,893	128,792	132,595	132,595
ENGINEERING TECH II	69,231	68,975	71,762	71,762
INSPECTOR I	64,799	47,375	64,018	64,018
MATERIAL CONTROL SPEC	63,817	63,573	64,845	64,845
FINANCIAL ASST I 35 HRS	51,576	44,896	46,710	46,710
FINANCIAL ASST II 40 HRS	63,817	63,573	64,845	64,845
OFFICE ASSISTANT II (35)	25,641	25,543	26,203	26,203
PUBLIC BLDG & FLEET SUPV	93,437	93,437	95,306	95,306
FOREMAN	215,116	158,504	147,583	147,583
PUBLIC WORKS SUPER R&S	89,808	89,808	91,604	91,604
TRANSF STATION WORKING LD	0	30,920	63,228	63,228
FLOOR LEADER	80,151	79,845	81,442	81,442
CHIEF EQUIPMENT MECHANIC	218,944	218,059	225,041	225,041
SKILLED BUILDING TECH	130,564	130,249	135,272	135,272
HEAVY EQUIP OPERATOR	200,560	201,090	205,112	205,112
MAINTENANCE WORKER	126,607	126,515	129,045	129,045
MAINTAINER	48,564	12,877	0	0
EQUIPMENT OPERATOR	837,071	833,113	894,057	894,057
<b>Total FTE Salaries &amp; Wages</b>	<b>\$3,020,426</b>	<b>\$2,911,302</b>	<b>\$3,056,792</b>	<b>\$3,056,792</b>

# **SEWER OPERATING #2020**

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**The overall increase in this budget is \$1,472,811 or 23.7%. Personnel Services are up \$161,335 and operating expenses are up \$1,311,476.**

The overall increase is primarily related to the increase in Capital Improvement Program construction spending requests. The FYE 21 CIP program consists of a funding request (\$1,300,000) for replacement of major mechanical and electrical components and a failed underground fuel storage tank at the Goss Cove Pump Station. This pump station primarily serves the Subase and the Bailey Hill section of Town. Personnel Services costs do not include any new personnel. These costs are higher in response to predominantly contractual salary and benefit cost increases.

At their February 11, 2020 meeting, the Water Pollution Control Authority approved the expenditure side of the budget and discussed using available fund balance as well as a rate increase of 4.55% which would change the fixed residential rate from \$33 to \$34.50 per month and the metered/commercial rate from \$5.26 per one hundred cubic feet to \$5.50 per one hundred cubic feet of water used.

## **Cost Center 0 – Leadership & General Support**

Responsible for ensuring compliance with State & Federal Permits and directing the 24-hour/365 days per year operation of the 7.5 million gallons per day treatment plant and its associated 22 pump stations and 136+ miles of collection system piping.

## **Cost Center 2 – Renewal & Replacement**

Properly fund the replacement of existing equipment and collection system components. The WPCD has developed a ten-year capital improvement program to address the issues related to aging infrastructure and equipment and obsolescence.

## **Cost Center 3 – Waste Water Treatment**

Operation and maintenance of the facilities, systems and equipment present at the waste water treatment plant. Management of the waste water treatment process from receipt of untreated influent through discharge of permit compliant, treated effluent and sludge disposal.

## **Cost Center 4 – Waste Water Collection**

Operation and maintenance of the facilities, systems and equipment associated with the collection system piping and pump stations. Locate and repair clogs and broken piping. Manage nuisance odors and hydrogen sulfide present in the system. Clean, inspect, maintain and repair manholes and piping. Funds are included to procure new equipment to improve inspection, maintenance and repair of the collection system to ensure compliance with Environmental Protection Agency Capacity, Management, Operations and Maintenance (CMOM) requirements for waste water collection systems.

## Cost Center 5 – Debt Service

Provides for repayment of principal and interest associated with the cost of the Fort Hill Homes rehabilitation project. Decreasing payments will continue annually until final payment is made in FYE 2029.

### TOWN OF GROTON FYE 2021 Sewer Operating Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/19	FYE 2020 Principal Payment	FYE 2020 Interest Payment	FYE 2021 Principal Payment	FYE 2021 Interest Payment
2029	2,710,000.00	12/13/2011	18	Fort Hill Homes (refunding)	1,695,000.00	190,000.00	48,400.00	190,000.00	44,362.50
2028	2,020,000.00	3/12/2013	16	Fort Hill Homes (refunding)	1,375,000.00	160,000.00	36,987.50	160,000.00	32,187.50
Totals					3,070,000.00	350,000.00	85,387.50	350,000.00	76,550.00

### Debt Service Payment FYE 2021 through FYE 2029 Fort Hill Homes Sewer Rehab

Function #20205-Sewer Operating			
FYE	Principal	Interest	FYE Total
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

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Personnel Services	2,264,116	2,350,939	2,332,010	2,512,274	2,512,274
Operating Expenses	4,114,670	3,866,611	3,860,195	5,177,779	5,178,087
-----					
Total Appropriation	\$6,378,786	\$6,217,550	\$6,192,205	\$7,690,053	\$7,690,361

-----					
COST CENTERS					
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20200 LEADERSHIP/GEN SUPPT	994,694	961,993	946,856	1,107,543	1,107,851
20202 RENEWAL & REPLACEMEN	1,132,262	596,942	548,442	1,705,385	1,705,385
20203 WASTE WATER TREATMEN	2,285,555	2,460,387	2,500,023	2,588,853	2,588,853
20204 WASTE WATER COLLECTI	1,517,237	1,762,840	1,761,496	1,861,722	1,861,722
20205 DEBT SERVICE	449,038	435,388	435,388	426,550	426,550
-----					
Total Cost Centers	\$6,378,786	\$6,217,550	\$6,192,205	\$7,690,053	\$7,690,361

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FINANCING PLAN					
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INTEREST INCOME	11,856	4,000	10,000	5,000	5,000
MISC-UNCLASSIFIED	3,209	5,648	5,648	0	0
SEWER USE CHARGES	6,530,281	6,448,099	6,448,099	6,879,819	6,879,819
PAYMENTS FROM OTHER FUNDS	86,693	86,963	97,882	71,645	71,645
FUND BALANCE APPLIED	0	0	0	733,589	733,897
-----					
Total Financing Plan	\$6,632,039	\$6,544,710	\$6,561,629	\$7,690,053	\$7,690,361

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	1,261,524	1,358,319	1,338,864	1,370,541	1,370,541
5102 PART TIME PERSONNEL	5,250	5,600	0	0	0
5104 OVERTIME PAY	145,374	156,956	152,858	155,708	155,708
5105 LONGEVITY PAY	6,140	6,220	6,220	4,980	4,980
5109 SALARY ADJUSTMENTS	14,899	0	22,632	0	0
5111 PREMIUM PAY/OUT OF C	15,086	15,530	8,587	8,802	8,802
5112 SICK INCENTIVE	1,598	2,995	0	1,586	1,586
5117 ALLOWANCES	1,600	3,100	2,600	3,100	3,100
5151 SOCIAL SECURITY	106,780	104,817	102,847	117,480	117,480
5152 RETIREMENT	151,761	163,988	163,988	185,719	185,719
5153 HEALTH INSURANCE	426,927	450,561	450,561	513,939	513,939
5155 WORKER'S COMP	41,263	43,940	43,940	44,099	44,099
5158 LIFE INSURANCE	1,375	1,364	1,364	1,364	1,364
5170 OTHER POSTEMPLOY BEN	84,539	37,549	37,549	104,956	104,956
-----					
Total Personnel Services	\$2,264,116	\$2,350,939	\$2,332,010	\$2,512,274	\$2,512,274
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	1,026	1,725	1,625	1,625	1,625
5210 PROFESS DEVELOP/TRAI	9,997	16,878	13,730	19,310	19,310
5220 UTILITIES/FUEL/MILEA	703,443	741,967	776,041	778,541	778,541
5230 PYMNTS/CONTRIBUTIONS	498,070	452,784	409,964	527,883	528,191
5260 REPAIRS & MAINT-FAC/	112,843	267,918	284,490	308,050	308,050
5261 SOFTWARE MAINT FEES	18,799	20,277	20,277	18,682	18,682
5280 INSURANCE/RISK MGMT	61,039	66,068	66,068	66,068	66,068
5281 OCCUPATIONAL HEALTH	16,215	26,473	27,484	27,740	27,740
5290 PROFESS/TECHNICAL SE	722,893	797,588	800,512	778,595	778,595
5300 MATERIALS & SUPPLIES	320,192	388,545	409,991	454,062	454,062
5316 VEHICLE MAINT FEE	18,500	16,150	16,150	16,150	16,150
5317 VEHICLE FUEL	12,500	14,615	17,663	14,786	14,786
5318 COMPUTER REPLMNT FEE	2,020	1,770	1,770	1,740	1,740
5400 EQUIP/MACHINRY& FURN	36,335	227,465	239,042	242,997	242,997
5410 COMPUTER EQUIPMENT	0	2,000	2,000	2,000	2,000
5420 VEHICLES	400,760	51,000	0	18,000	18,000
5450 DEBT SERVICE	449,038	435,388	435,388	426,550	426,550
5460 RESERVE FUND/EQUIPME	731,000	338,000	338,000	1,475,000	1,475,000
-----					
Total Operating Expenses	\$4,114,670	\$3,866,611	\$3,860,195	\$5,177,779	\$5,178,087
-----					
GRAND TOTAL	\$6,378,786	\$6,217,550	\$6,192,205	\$7,690,053	\$7,690,361

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
DIRECTOR OF PUBLIC WORKS	0.25	0.25	0.25	0.25
ASSIST DIR PUBLIC WORKS	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	0.25	0.25	0.25	0.25
PROCURE & LOGISTICS ASST	1.00	1.00	1.00	1.00
LABORATORY TECH	1.00	1.00	1.00	1.00
WPCF TECHNICIAN	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50
FACILITIES & MAINT SUPV	1.00	1.00	1.00	1.00
OPERATIONS SUPER WPCD	1.00	1.00	1.00	1.00
OPERATOR WPCD	4.00	4.00	4.00	4.00
MECHANIC WPCD	3.00	3.00	3.00	3.00
SHIFT OPERATOR	1.00	1.00	1.00	1.00
CHIEF MECHANIC	1.00	1.00	1.00	1.00
MAINTAINER	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR	1.00	1.00	1.00	1.00
MECH/OPERATOR TRAINEE	1.00	1.00	1.00	1.00
	-----			
Total FTE Personnel	19.00	19.00	19.00	19.00
FTE SALARIES & WAGES				
-----				
DIRECTOR OF PUBLIC WORKS	30,763	29,916	29,772	29,772
ASSIST DIR PUBLIC WORKS	96,981	96,981	90,000	90,000
CIVIL ENGINEER PE	20,480	20,132	20,945	20,945
PROCURE & LOGISTICS ASST	57,787	60,531	62,977	62,977
LABORATORY TECH	71,000	70,721	72,135	72,135
WPCF TECHNICIAN	69,231	68,502	71,269	71,269
OFFICE ASSISTANT II (35)	25,641	25,543	26,203	26,203
FACILITIES & MAINT SUPV	81,377	81,377	83,005	83,005
OPERATIONS SUPER WPCD	97,291	98,338	100,305	100,305
OPERATOR WPCD	278,647	277,524	285,742	285,742
MECHANIC WPCD	213,039	196,937	203,118	203,118
SHIFT OPERATOR	80,151	80,151	81,754	81,754
CHIEF MECHANIC	73,822	73,821	75,298	75,298
MAINTAINER	51,783	51,385	54,509	54,509
EQUIPMENT OPERATOR	55,433	55,111	58,462	58,462
MECH/OPERATOR TRAINEE	54,894	51,893	55,048	55,048
	-----			
Total FTE Salaries & Wages	\$1,358,320	\$1,338,863	\$1,370,541	\$1,370,541

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

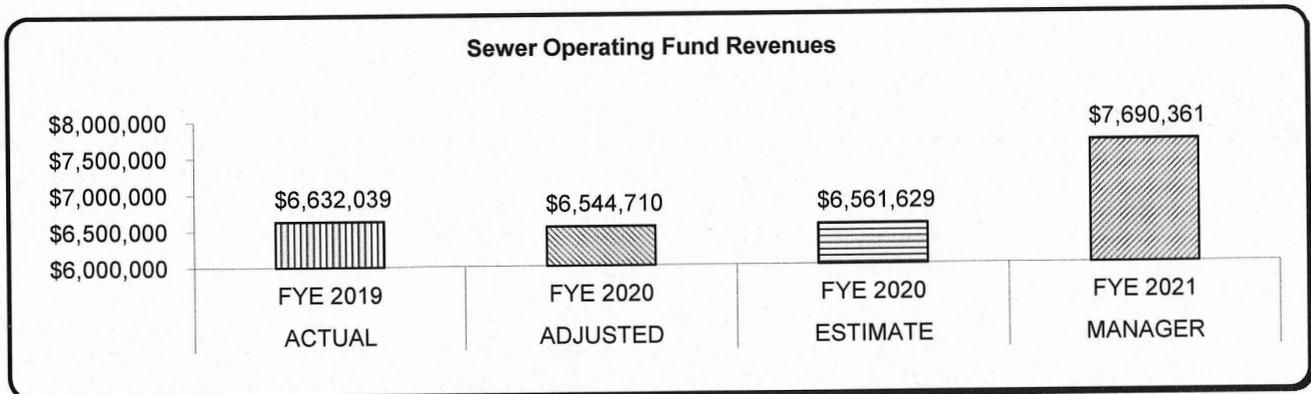
**SEWER OPERATING FUND REVENUES: #2020**

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

Sewer Use Charges - users of the sanitary sewer services are assessed a sewer use charge.

At their February 11, 2020 meeting, the Water Pollution Control Authority approved the expenditure side of the budget and discussed using available fund balance as well as a rate increase of 4.55% which would change the fixed residential rate from \$33 to \$34.50 per month and the metered/commercial rate from \$5.26 per one hundred cubic feet to \$5.50 per one hundred cubic feet of water used.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4412 Interest Income	\$ 11,856	\$ 4,000	\$ 10,000	\$ 5,000
4733 Misc. Unclassified	\$ 3,209	\$ 5,648	\$ 5,648	\$ 0
4735 Sewer Use Charges	\$ 6,530,281	\$ 6,448,099	\$ 6,448,099	\$ 6,879,819
4766 Payments from Other Funds	\$ 86,693	\$ 86,963	\$ 97,882	\$ 71,645
4999 Fund Balance Applied	\$ 0	\$ 0	\$ 0	\$ 733,897
<b>Total</b>	<b>\$ 6,632,039</b>	<b>\$ 6,544,710</b>	<b>\$ 6,561,629</b>	<b>\$ 7,690,361</b>



Audit Fund Balance as of 6/30/2019	\$ 2,473,920
Estimated Fund Balance as of 6/30/20	\$ 2,843,344
Estimated Fund Balance as of 6/30/21	\$ 2,109,447
Fund Balance as a % of 2020 Expenditures	27.43%

# SOLID WASTE #2030

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**The overall decrease in this budget is \$109,048 or 6.3%.**

The overall decrease is a result of the slight decrease in the flow of waste through the waste-to-energy facility.

There is a State DEEP plan, Connecticut Comprehensive Materials Management Strategy (CMMS), which focuses on meeting Connecticut's goal of achieving sixty-percent diversion of solid waste from disposal by the year 2024. According to the plan, to achieve sixty-percent diversion will require significant steps by municipalities to improve recycling collection systems, reduction in waste generation by both compliance with existing statutory requirements and the implementation of new best management practices. Our existing ordinance is currently under legal review

Work that still needs to be completed:

- Revisions to the 1998 Rules and Regulations of the Town of Groton Resource Recovery Authority
- Implement waste reduction initiatives designed to reduce total MSW disposed by at least 10 percent from 2014 baseline by the year 2024. This may include the implementation of unit-based-pricing systems. Groton has five areas, four independent collection districts which have the right to manage the collection of their waste and the rest by subscription. It is unknown what right the Town has to monitor, dictate or assign the responsibility to the four districts. This effort will require involvement with the Town Attorney.

## **Cost Center 0 – Leadership & General Support**

This covers the funds share of the annual audit.

## **Cost Center 2 – Residential/Government Municipal Solid Waste (MSW)**

As a member of the Southeastern Connecticut Regional Resources Recovery Authority (SCRRA), municipal solid waste generated within the Town is directed to the Waste-to-Energy Facility located on Route 12, in Preston, CT. SCRRA has negotiated a new 10-year agreement with the Wheelabrator waste-to energy plant in Lisbon, CT. Beginning January 1, 2021, SCRRA towns will be bringing waste to the Lisbon facility. SCRRA will continue to subsidize the tipping fee to maintain the \$58/ton rate that has held steady for years.

Private haulers, subdivisions, public works departments and large businesses can dispose of the waste at this facility under a permit that is assigned to the Town. SCRRA then bills the Town for the waste as the agreement is between the Town and SCRRA. The Town's Finance Department then bills the hauler, subdivision, public works departments or large business. All private haulers and large businesses must post a payment bond.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	1,545,066	1,736,585	1,621,892	1,627,537	1,627,537
Total Appropriation	\$1,545,066	\$1,736,585	\$1,621,892	\$1,627,537	\$1,627,537

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COST CENTERS					
-----					
20300 LEADERSHIP/GEN. SUPP	7,492	49,527	7,492	49,616	49,616
20302 RESIDENTIAL/GOV. MSW	1,537,574	1,687,058	1,614,400	1,577,921	1,577,921
Total Cost Centers	\$1,545,066	\$1,736,585	\$1,621,892	\$1,627,537	\$1,627,537

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FINANCING PLAN					
-----					
INTEREST INCOME	1,368	1,200	1,000	1,000	1,000
DISPOSAL FEES	1,457,993	1,687,058	1,609,296	1,577,921	1,577,921
FUND BALANCE APPLIED	85,705	48,327	11,596	48,616	48,616
Total Financing Plan	\$1,545,066	\$1,736,585	\$1,621,892	\$1,627,537	\$1,627,537

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5220 UTILITIES/FUEL/MILEA	1,537,574	1,687,058	1,614,400	1,577,921	1,577,921
5290 PROFESS/TECHNICAL SE	7,492	49,527	7,492	49,616	49,616
-----					
Total Operating Expenses	\$1,545,066	\$1,736,585	\$1,621,892	\$1,627,537	\$1,627,537
-----					
GRAND TOTAL	\$1,545,066	\$1,736,585	\$1,621,892	\$1,627,537	\$1,627,537

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**SOLID WASTE FUND REVENUES: #2030**

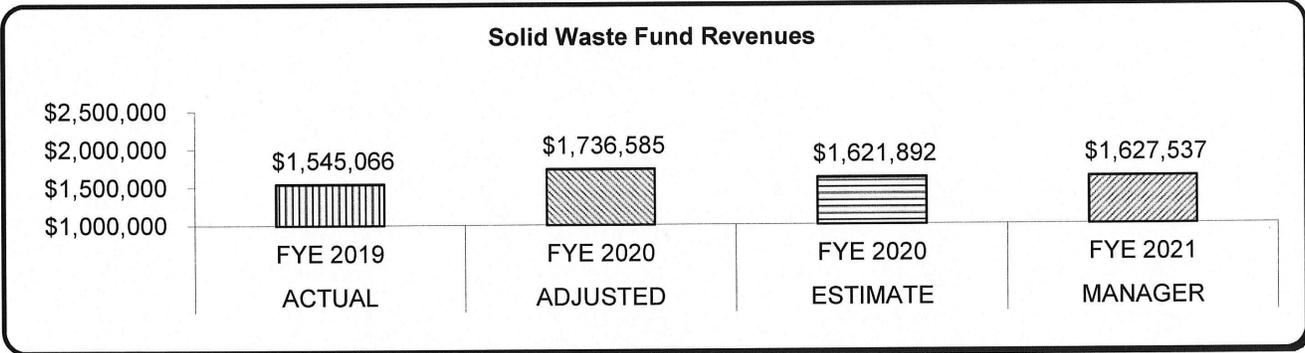
	<u>FYE 2020</u>	<u>FYE 2021</u>
SCRRA Tipping Fee	\$ 58.00/ton	\$ 58.00/ton

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.

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 2019</u>	<u>ADJUSTED FYE 2020</u>	<u>ESTIMATE FYE 2020</u>	<u>MANAGER FYE 2021</u>
4412 Interest Income	\$ 1,368	\$ 1,200	\$ 1,000	\$ 1,000
4740 Disposal Fees	\$ 1,457,993	\$ 1,687,058	\$ 1,609,296	\$ 1,577,921
4999 Fund Balance Applied	\$ 85,705	\$ 48,327	\$ 11,596	\$ 48,616
<b>Total</b>	<b>\$ 1,545,066</b>	<b>\$ 1,736,585</b>	<b>\$ 1,621,892</b>	<b>\$ 1,627,537</b>



Audit Fund Balance as of 6/30/2019	\$ 282,216
Estimated Fund Balance as of 6/30/20	\$ 270,620
Estimated Fund Balance as of 6/30/21	\$ 222,004
Fund Balance as a % of 2020 Expenditures	13.64%

# Fleet #6040

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**The overall increase in this budget is \$206,870 or 23.7%.**

The purpose of this fund is to maintain the integrity of the Town's fleet, by delivering reliable fleet services. The Fleet fund covers the costs of vehicle purchases, maintenance and fuel. This fund is responsible for the management of the Town's fleet (rightsizing, replacing, purchase/selling, remarketing), and the repair of its construction, operations and staff vehicles.

Vehicle purchase fees, maintenance and fuel are now budgeted in Function 1077, Contribution to Other Funds.

This year's contribution from the general fund for vehicle purchases is \$566,000. The amounts budgeted for maintenance, fuel, and vehicle replacements are transferred to the Fleet fund and are included in the Financing plan as "Payments from Other Funds". The costs and revenues associated with vehicle maintenance and fuel of Outside Agencies are captured in a special revenue fund.

## **Cost Center 0 – Vehicle Replacement**

This budget is developed using purchase price and the assigned life for each vehicle. Using these two data points, an annual cost is assigned that must be funded each year so that at the end of its expected life, funds are available for purchase of a replacement.

## **Cost Center 1 – Vehicle Maintenance**

This budget is developed using historical maintenance and repair data for each vehicle.

## **Cost Center 2 – Vehicle Fuel**

The current motor fuels are diesel and gasoline and are dispensed from the key controlled pumps located at the Town Hall Annex. This budget is developed using historical fuel usage data for each vehicle.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	1,054,634	871,416	980,294	1,308,286	1,078,286
Total Appropriation	\$1,054,634	\$871,416	\$980,294	\$1,308,286	\$1,078,286
----- COST CENTERS -----					
60400 VEHICLE REPLACEMENT	399,141	206,280	304,163	596,000	366,000
60401 VEHICLE MAINTENANCE	388,223	405,500	416,495	411,650	411,650
60402 VEHICLE FUEL	267,270	259,636	259,636	300,636	300,636
Total Cost Centers	\$1,054,634	\$871,416	\$980,294	\$1,308,286	\$1,078,286
----- FINANCING PLAN -----					
INTEREST INCOME	15,963	12,000	15,000	12,000	12,000
STATE GRANTS	0	0	48,800	0	0
SALE OF FIXED ASSETS	9,094	0	0	0	0
MISC-UNCLASSIFIED	4,685	0	0	0	0
PAYMENTS FROM OTHER FUNDS	1,489,958	1,451,618	1,451,618	1,544,535	1,232,011
Total Financing Plan	\$1,519,700	\$1,463,618	\$1,515,418	\$1,556,535	\$1,244,011

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5220 UTILITIES/FUEL/MILEA	267,270	259,636	259,636	300,636	300,636
5230 PYMNTS/CONTRIBUTIONS	86,759	0	97,883	0	0
5260 REPAIRS & MAINT-FAC/	77,825	42,558	53,553	49,398	49,398
5300 MATERIALS & SUPPLIES	1,772	0	0	0	0
5310 VEHICLE OPER/MAINT	308,318	362,942	362,942	362,252	362,252
5400 EQUIP/MACHINRY& FURN	308	0	0	0	0
5420 VEHICLES	312,382	206,280	206,280	596,000	366,000
-----					
Total Operating Expenses	\$1,054,634	\$871,416	\$980,294	\$1,308,286	\$1,078,286
-----					
GRAND TOTAL	\$1,054,634	\$871,416	\$980,294	\$1,308,286	\$1,078,286

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**FLEET FUND REVENUES: #6040**

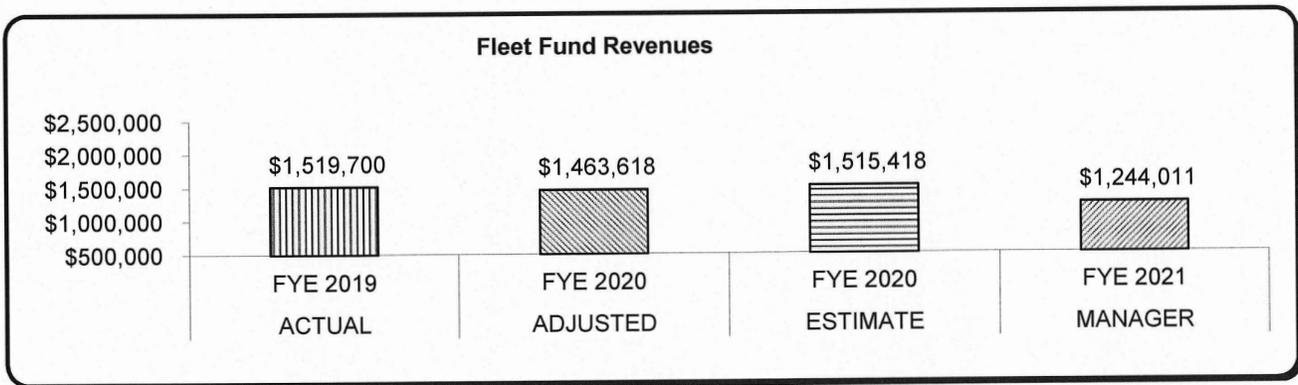
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

State Grants - represents a state grant towards the purchase of van for the Senior Center.

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.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4412 Interest Income	\$ 15,963	\$ 12,000	\$ 15,000	\$ 12,000
4507 State Grants	\$ 0	\$ 0	\$ 48,800	\$ 0
4731 Sale of Fixed Assets	\$ 9,094	\$ 0	\$ 0	\$ 0
4733 Misc. - Unclassified	\$ 4,685	\$ 0	\$ 0	\$ 0
4766 Payments from Other Funds	\$ 1,489,958	\$ 1,451,618	\$ 1,451,618	\$ 1,232,011
<b>Total</b>	<b>\$ 1,519,700</b>	<b>\$ 1,463,618</b>	<b>\$ 1,515,418</b>	<b>\$ 1,244,011</b>



Audit Fund Balance as of 6/30/2019	\$ 670,218
Estimated Fund Balance as of 6/30/20	\$ 1,205,342
Estimated Fund Balance as of 6/30/21	\$ 1,371,067
Fund Balance as a % of 2020 Expenditures	127.15%

FYE 2021 FLEET FUND - Programmed Vehicle Replacement Schedule

Adjusted Replacement Price	Department	YEAR	MAKE	MODEL	IN-SERVICE	Years in Service	Years Past Due
\$18,000	Recreation	1994	CHEVY	S10	1994	27	-15
\$150,000	PW R&S	1987	INTERNATIONAL	S2674	2006	15	-10
\$165,000	PW R&S	1987	JOHN DEERE	690D	1987	34	-9
\$26,000	Recreation	2003	CHEVY	VENTURE	2003	18	-6
\$27,000	Social Services	2003	CHEVY	BLAZER	2003	18	-6
\$41,420	Parks Maintenance	2001	FORD	F550	2001	20	-5
\$215,000	PW R&S	2006	SCHWARZE	A8000	2006	15	-5
\$26,206	PW Transfer Station	2005	FORD	F250	2004	17	-5
\$149,000	PW R&S	2002	STERLING	LT9500	2002	19	-4
\$32,000	Building Inspection	2010	FORD	ESCAPE	2010	11	-3
\$197,000	PW R&S 358-GRO	2003	STERLING	LT9501	2003	18	-3
\$41,478	Parks Maintenance	2003	FORD	F550	2003	18	-3
\$27,500	Police Detectives	2005	FORD	CR VIC	2006	15	-3
\$27,500	Police Detectives	2006	FORD	CR VIC	2006	15	-3
\$42,500	Police Patrol	2014	FORD	INTERCEPTOR	2014	7	-3
\$42,500	Police Patrol	2014	FORD	EXPLORER AWD	2014	7	-3
\$42,500	Police Patrol	2014	FORD	EXPLORER AWD	2014	7	-3
\$35,750	Police Patrol	2008	FORD	F-250	2008	13	-3
\$49,338	PW Public Bldgs	1993	FORD	F350	1993	28	-3
\$253,603	PW R&S	2003	STERLING	LT9500	2003	18	-3
\$82,781	PW Transfer Station	2003	INTERNATIONAL	9100 I	2003	18	-3
\$35,000	Building Inspection	2011	FORD	ESCAPE	2011	10	-2
\$31,800	Emerg Comm	2007	FORD	F150	2007	14	-2
\$35,000	Library	2009	FORD	ESCAPE-HYBRID	2009	12	-2
\$25,000	OPDS - Planning	2009	FORD	ESCAPE	2009	12	-2
\$25,500	Parks Maintenance	2009	FORD	F-250	2009	12	-2
\$28,500	Parks Maintenance	2008	TORO	325D	2009	12	-2
\$28,500	Police Admin	2007	FORD	CR VIC	2007	14	-2
\$42,500	Police Patrol	2015	FORD	EXPLORER AWD	2015	6	-2
\$45,494	PW R&S	2005	INGERSOL	DD34HF	2004	17	-2
\$18,000	PW Transfer Station	2007	FORD	RANGER	2007	14	-2
\$35,000	Recreation	2009	FORD	ESCAPE-HYBRID	2009	12	-2
\$35,000	Senior Center	2009	FORD	ESCAPE-HYBRID	2009	12	-2
\$25,000	Admin-IT	2008	FORD	ESCAPE	2008	13	-1
\$25,000	Admin-IT	2008	FORD	ESCAPE	2008	13	-1
\$25,000	Econ Development	2008	FORD	ESCAPE	2008	13	-1
\$27,500	Finance	2010	TOYOTA	PRIUS	2010	11	-1
\$42,500	Parks Maintenance 147-GRO	1997	GMC	SIERRA	2012	9	-1
\$42,500	Parks Maintenance 48-GRO	1997	GMC	TC31003	2012	9	-1
\$47,000	Parks Maintenance	2010	FORD	F-350	2010	11	-1
\$58,000	Parks Maintenance	2005	NEW HLND	TN60DA	2005	16	-1
\$28,800	Police Admin	2008	DODGE	CHARGER	2008	13	-1
\$28,800	Police Admin	2008	DODGE	CHARGER	2008	13	-1
\$28,800	Police Detectives	2008	DODGE	CHARGER	2008	13	-1
\$42,500	Police Patrol	2015	FORD	INTERCEPTOR	2016	5	-1
\$42,500	Police Patrol	2015	FORD	INTERCEPTOR	2016	5	-1
\$42,500	Police Patrol	2016	FORD	EXPLORER AWD	2016	5	-1
\$42,500	Police Patrol	2015	FORD	EXPLORER AWD	2016	5	-1
\$18,000	PW Engineering -3	2008	FORD	FOCUS	2008	13	-1
\$39,706	PW R&S	1995	FORD	F800	1995	26	-1
\$84,500	PW R&S	1997	CAT	CB-543C	2000	21	-1
\$258,271	PW Transfer Station	2000	CAT	M318	2000	21	-1
\$45,500	WPCF	2008	FORD	RANGER	2008	13	-1
\$18,000	WPCF	2008	FORD	FOCUS	2008	13	-1
\$32,000	WPCF	2010	FORD	ESCAPE	2010	11	-1
\$32,000	WPCF	2010	FORD	ESCAPE	2010	11	-1
\$205,000	PW R&S 75-GRO	1993	INTERNATIONAL	4900	1994	27	-7
\$25,000	Parks Maintenance	2007	TORO	325D	2007	14	-4
\$25,000	Parks Maintenance	2004	TORO	325D	2004	17	-2
\$200,000	PW Transfer Station - 359-GRO	2004	STERLING	LT9500	2004	17	-2
\$48,000	PW R&S 148-GRO	2008	FORD	F-350	2008	13	-1
\$48,000	PW R&S 58-GRO	2008	FORD	F-350	2008	13	-1
\$45,000	PW R&S Backhoe	2005	New Holland	555E	2005		

\$3,750,245

\$3,384,245

\$366,000

Vehicles Approved by the Town Manager

# PLANNING & DEVELOPMENT SERVICES #1046

**The overall increase in this budget is \$70,472 or 5%. Personnel Services are up \$13,502 and operating expenses are up \$56,970.**

Key goals for the Department for this year and the coming years are as follows:

- Grow the Grand List;
- Continue to work with the public and the business community on planning and development related concerns;
- Implement the recommendations of the adopted Plan of Conservation and Development;
- Implement the recommendations of the Economic Development Strategy and the market analysis;
- Implement the zoning regulatory changes; and
- Focus on the key growth areas identified in the Great Blue Survey.

For FYE 2021 our major initiatives will be to continue to improve our regulatory process, economic and business development, while improving the Town of Groton's sense of place and community character. Although the department will not be starting any new special projects during FYE 2021, there is still a tremendous amount of work to be done to complete our current projects. The Office of Planning and Development Services (OPDS) will continue to work to market excess properties in order to maximize their tax revenue, to continue to establish Tax Increment Financing Districts, to implement the new Zoning Regulations, to create guidelines for our Tax Abatement Program, and to provide the day-to-day staff support to eight land use commissions. These day-to-day activities include participation in the Sustainable CT and Community Rating System programs, administering the Community Development Block Grant program and conducting building and code enforcement inspections. In addition, OPDS will continue its work on several grant-funded projects including the Thames River Innovation Project, and the Thames River Heritage Park. Other previously funded projects that will be continued in FYE 2021 include:

- Utilizing the new Economic Development website;
- Creating additional development process guidance materials to assist growing and new business development;
- Implement the Poquonnock Bridge Village Design project;
- Implement the signage and wayfinding program;
- Implement the Mystic coastal access plan;
- Continue to oversee and manage the \$1,500,000 2019 Community Development Block Grant project for Mystic River Homes;
- Continue the marketing, promotion of and ultimately the disposition of excess Town property including the Mystic Education Center, Groton Heights, the Seely School, Pleasant Valley School, and Col. Ledyard School;
- Establishing a new TIF District in conjunction with the Mystic Education Center development;
- Development of new marketing strategies and efforts to promote Groton;
- Develop an economic development outreach program outside of Connecticut and continue to develop and expand our social media presence to showcase Groton; and
- Working with the SCCOG to implement the recommendations of the Joint Land Use Study (JLUS) through the implementation grant from the Department of Defense.

The department also works with other town departments and local and regional partners on projects that improve the quality of life and sense of place of Groton. The entire department will continue to offer excellent service and assistance to businesses and homeowners.

## **Cost Center 0 – Leadership & General Support**

Provides leadership and direction on the current and future focus of the department. Responsible for directing the planning, development, and economic development priorities, preparing the department annual budget, as well as financial and grant administration, assuring that land is developed in a well-planned orderly fashion, and is consistent with the development vision of Groton.

## **Cost Center 1 – Development and Plan Review**

Responsible for providing assistance in the preparation of and logistical support for the processing of all land use applications.

## **Cost Center 2 – Inspection Services**

Responsible for the day-to-day activity and administration for all active building and construction projects.

## **Cost Center 3 – Enforcement**

Responsible for the administration of zoning, historic district, rental housing code, blight, property maintenance code, plastics ordinance and inland wetlands regulations with respect to processing of complaints, investigations, interpretations, corrections of violations and comprehensive management of enforcement database.

## **Cost Center 4 – Community Development**

Responsible for the development and rehabilitation of the Town's housing stock with a focus on meeting the Town's affordable housing needs.

## **Cost Center 5 – Economic Development/Marketing**

Serve as the Town of Groton primary "Point of Contact" to the business and development community assisting as a guidance and informational liaison. Market and promote the Town to grow business and economic development.

## **Cost Center 6 – Long Range Planning**

Responsible for implementing the community's vision and goals for the physical, economic and social future of the Town. The focus this year is to implement the recommendations of the 2016 Plan of Conservation and Development. A priority of this document is to enhance community character and Groton's sense of place.

## **Cost Center 8 – Land Use & Development Commission Support**

Responsible for providing direct technical and administrative staff support to Groton's 14 land use and development agencies, boards and commissions. The land use agencies are the key boards and commissions in Town that are adopting new plans and regulatory changes, as well as approving most plans for development.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>APPROPRIATION</b>					
Personnel Services	1,146,961	1,269,871	1,253,626	1,283,373	1,283,373
Operating Expenses	118,684	133,684	163,627	245,654	190,654
<b>Total Appropriation</b>	<b>\$1,265,645</b>	<b>\$1,403,555</b>	<b>\$1,417,253</b>	<b>\$1,529,027</b>	<b>\$1,474,027</b>

<b>COST CENTERS</b>					
10460 LEADERSHIP/GEN SUPPT	300,051	316,610	319,446	357,213	342,213
10461 DEV & PLAN REVIEW	197,255	228,864	226,348	217,748	217,748
10462 INSPECTION SERVICES	300,379	316,008	338,459	385,686	385,686
10463 ENFORCEMENT	53,559	56,229	56,229	58,490	58,490
10464 COMMUNITY DEVELOPMEN	40,928	89,145	89,145	91,775	91,775
10465 ECON DEV/MARKETING	295,855	330,624	318,994	347,769	307,769
10466 LONG RANGE PLANNING	19,974	2,000	2,460	2,000	2,000
10468 LAND USE & DEV COM S	57,644	64,075	66,172	68,346	68,346
<b>Total Cost Centers</b>	<b>\$1,265,645</b>	<b>\$1,403,555</b>	<b>\$1,417,253</b>	<b>\$1,529,027</b>	<b>\$1,474,027</b>

<b>FINANCING PLAN</b>					
BLDG AND RELATED PERMITS	531,629	469,314	500,000	525,000	525,000
BLDG PERMITS-EDUC FEE	760	550	750	750	750
STATE LAND USE-PLNG	92	100	100	100	100
PLANNING APPLICATION FEES	11,820	8,000	8,000	8,000	8,000
MAPS/COPIES/DOCUMENTS	1,707	500	500	500	500
GENERAL FUND	719,637	925,091	907,903	994,677	939,677
<b>Total Financing Plan</b>	<b>\$1,265,645</b>	<b>\$1,403,555</b>	<b>\$1,417,253</b>	<b>\$1,529,027</b>	<b>\$1,474,027</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	1,060,172	1,168,713	1,132,788	1,172,660	1,172,660
5104 OVERTIME PAY	4,441	9,516	16,040	18,058	18,058
5105 LONGEVITY PAY	1,330	1,400	1,400	1,470	1,470
5109 SALARY ADJUSTMENTS	372	0	14,404	0	0
5117 ALLOWANCES	20	0	0	0	0
5151 SOCIAL SECURITY	80,626	90,242	88,994	91,185	91,185
-----					
Total Personnel Services	\$1,146,961	\$1,269,871	\$1,253,626	\$1,283,373	\$1,283,373
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	31,071	29,168	31,086	32,213	32,213
5210 PROFESS DEVELOP/TRAI	17,144	30,795	28,357	34,312	34,312
5220 UTILITIES/FUEL/MILEA	3,362	3,520	3,472	4,216	4,216
5260 REPAIRS & MAINT-FAC/	160	1,520	1,520	220	220
5261 SOFTWARE MAINT FEES	606	940	906	1,525	1,525
5281 OCCUPATIONAL HEALTH	435	1,500	1,350	1,375	1,375
5290 PROFESS/TECHNICAL SE	55,193	60,016	89,711	164,593	109,593
5300 MATERIALS & SUPPLIES	4,989	6,225	6,225	5,900	5,900
5400 EQUIP/MACHINRY& FURN	4,068	0	1,000	1,000	1,000
5410 COMPUTER EQUIPMENT	1,656	0	0	300	300
-----					
Total Operating Expenses	\$118,684	\$133,684	\$163,627	\$245,654	\$190,654
-----					
GRAND TOTAL	\$1,265,645	\$1,403,555	\$1,417,253	\$1,529,027	\$1,474,027

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
DIR PLANNING & DEV	1.00	1.00	1.00	1.00
ASST DIR PLANNING & DEV	1.00	1.00	1.00	1.00
ECON & COM DEV MANAGER	1.00	1.00	1.00	1.00
MGR INSPECTION SERVICES	1.00	1.00	1.00	1.00
INSPECTOR I -CONSTRUCTION	1.00	2.00	2.00	2.00
PLANNER I	1.00	1.00	1.00	1.00
PLANNER II - NEIGHBORHOOD	1.00	1.00	1.00	1.00
PLANNER II - LAND	1.00	1.00	1.00	1.00
CODE ENFORCENMT PLANNER I	1.00	1.00	1.00	1.00
ASST BUILD/ZONING OFFICIA	1.00	0.00	0.00	0.00
ECONOMIC DEVEL SPECIALIST	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT TECH	0.00	1.00	1.00	1.00
BUILDING PERMIT TECH	0.00	1.00	1.00	1.00
EXECUTIVE ASSISTNT OPDS	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	1.00	1.00	1.00
-----				
Total FTE Personnel	15.00	15.00	15.00	15.00
-----				
FTE SALARIES & WAGES				
-----				
DIR PLANNING & DEV	124,027	124,121	126,603	126,603
ASST DIR PLANNING & DEV	105,854	105,853	107,970	107,970
ECON & COM DEV MANAGER	103,778	103,776	105,852	105,852
MGR INSPECTION SERVICES	96,300	96,686	93,840	93,840
INSPECTOR I -CONSTRUCTION	63,841	86,705	128,936	128,936
PLANNER I	67,031	67,031	69,748	69,748
PLANNER II - NEIGHBORHOOD	82,110	82,110	83,752	83,752
PLANNER II - LAND	82,110	82,110	83,752	83,752
CODE ENFORCENMT PLANNER I	69,272	69,272	72,074	72,074
ASST BUILD/ZONING OFFICIA	86,616	22,727	0	0
ECONOMIC DEVEL SPECIALIST	74,857	76,728	78,263	78,263
ECONOMIC DEVELOPMENT TECH	0	48,637	50,602	50,602
BUILDING PERMIT TECH	0	52,644	54,520	54,520
EXECUTIVE ASSISTNT OPDS	66,201	67,856	69,213	69,213
OFFICE ASSISTANT II (35)	146,716	46,533	47,536	47,536
-----				
Total FTE Salaries & Wages	\$1,168,713	\$1,132,789	\$1,172,660	\$1,172,660

# HUMAN SERVICES #1051

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**The overall increase in this budget is \$891 or .2%. Personnel Services are up \$1,491 and operating expenses are down \$600.**

- The staffing level in the department (8 full time staff) remains unchanged from FYE 20. No new positions are requested.
- All department programs and services are funded by donations, grants and trust funds. No financial assistance to clients is funded by the General Fund. The department receives on-going donations throughout the year from individuals and community groups and disseminates financial assistance, food and other resources valued at more than \$400,000 annually.
- The department serves the entire Town of Groton including all subdivisions. There is no equivalent department in the City of Groton's municipal structure.
- The department networks with numerous regional social services programs and offers space at its Fort Hill Rd location to agencies that might otherwise be difficult to access for local residents. Agencies such as Almost Home (formerly MASH), WIC and the Supplemental Nutrition Assistance Program (SNAP - formerly Food Stamps) have weekly office hours at the department's building. Additionally, the department directly provides State and regionally-operated programs at its Groton location, making it easier for eligible local residents to benefit from services such as TVCCA/State LIHEAP energy assistance, the Tax Relief Program for Elderly and Totally Disabled Renters (Renters' Rebate) and Operation Fuel.
- On a monthly basis, year-round, the department provides a site at its building for the United Way Mobile Food Pantry and the TVCCA Veterans' Coffeehouse.

## **Cost Center 0 – Leadership & General Support**

This includes the Director's memberships in CT Local Administrators of Social Services (CLASS) and CT Association of Municipal Agents for the Elderly (CAMAEE), lease and maintenance fees for printer, shredder and copier, Department postage and printing costs and general office supplies.

## **Cost Center 1 – Case Management & Financial Assistance**

Human Services staff represent the Department at community events throughout the year, oversee the Groton Food Locker, coordinate the Department's annual holiday distributions and assist veterans, seniors, the disabled and income-eligible Groton residents via a myriad of local, regional and State programs.

## **Cost Center 4 – Crisis Intervention & Short Term Counseling**

Department staff provides intervention and prevention services via Groton Youth and Family Services (GYFS) for children ages 5-18 who reside in Groton. Short-term (3 mos duration) counseling is offered as well as case management for Juvenile Review Board cases and Student Support Referrals from Fitch High School. Staff offers programs that promote community awareness of child abuse prevention and increase participants' self-esteem, communication skills and ability to interact with others.

## **Cost Center 5 – Support Services/Community Education/Prevention Programs**

Department staff work with Groton parents/guardians on issues focused on parenting including advocating for their children's best interests with school and community agencies and promoting healthy, safe and nurturing family relationships. Special support groups are offered to parents and guardians and also to grandparents raising their grandchildren.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	589,008	575,099	545,151	576,590	576,590
Operating Expenses	3,758	5,551	5,030	4,951	4,951
	-----				
Total Appropriation	\$592,766	\$580,650	\$550,181	\$581,541	\$581,541
-----					
COST CENTERS -----					
10510 LEADERSHIP/GEN SUPPT	227,359	235,221	219,777	231,426	231,426
10511 CASE MGMT/FIN ASSIST	190,237	208,839	208,032	213,547	213,547
10514 CRISIS INTER/COUNSEL	111,264	120,305	109,642	120,651	120,651
10515 SUPPORT SERV/COM ED/	63,906	16,285	12,730	15,917	15,917
	-----				
Total Cost Centers	\$592,766	\$580,650	\$550,181	\$581,541	\$581,541
-----					
FINANCING PLAN -----					
YOUTH SERVICE BUREAU	27,699	27,699	27,699	27,699	27,699
MISC-UNCLASSIFIED	175	0	500	500	500
LEASE FEES	550	550	550	550	550
GENERAL FUND	564,342	552,401	521,432	552,792	552,792
	-----				
Total Financing Plan	\$592,766	\$580,650	\$550,181	\$581,541	\$581,541

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>PERSONNEL SERVICES</b>					
5101 REGULAR FULL TIME	491,154	531,676	504,467	533,796	533,796
5105 LONGEVITY PAY	3,220	2,555	1,750	1,820	1,820
5109 SALARY ADJUSTMENTS	9,526	0	207	0	0
5110 REGULAR PART TIME	35,996	0	0	0	0
5116 WAGE CONTINUATION	9,046	0	0	0	0
5151 SOCIAL SECURITY	40,066	40,868	38,727	40,974	40,974
<b>Total Personnel Services</b>	<b>\$589,008</b>	<b>\$575,099</b>	<b>\$545,151</b>	<b>\$576,590</b>	<b>\$576,590</b>
<b>OPERATING EXPENSES</b>					
5201 POSTAGE/PRINT/ADVERT	1,947	2,552	2,352	2,352	2,352
5210 PROFESS DEVELOP/TRAI	210	130	179	130	130
5260 REPAIRS & MAINT-FAC/	608	809	809	809	809
5290 PROFESS/TECHNICAL SE	0	0	30	0	0
5300 MATERIALS & SUPPLIES	993	2,060	1,660	1,660	1,660
<b>Total Operating Expenses</b>	<b>\$3,758</b>	<b>\$5,551</b>	<b>\$5,030</b>	<b>\$4,951</b>	<b>\$4,951</b>
<b>GRAND TOTAL</b>	<b>\$592,766</b>	<b>\$580,650</b>	<b>\$550,181</b>	<b>\$581,541</b>	<b>\$581,541</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<hr style="border-top: 1px dashed black;"/>				
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>				
<hr style="border-top: 1px dashed black;"/>				
DIR OF HUMAN SERVICES	1.00	1.00	1.00	1.00
SOCIAL WORKER II	3.00	3.00	3.00	3.00
YFS COUNSELOR II	2.00	2.00	2.00	2.00
FINANCIAL ASST II 35 HRS	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00
	<hr style="border-top: 1px dashed black;"/>			
Total FTE Personnel	8.00	8.00	8.00	8.00
<b>FTE SALARIES &amp; WAGES</b>				
<hr style="border-top: 1px dashed black;"/>				
DIR OF HUMAN SERVICES	104,254	104,254	106,339	106,339
SOCIAL WORKER II	193,998	193,248	198,372	198,372
YFS COUNSELOR II	126,009	112,800	125,954	125,954
FINANCIAL ASST II 35 HRS	55,840	55,627	56,739	56,739
OFFICE ASSISTANT II (35)	51,575	38,538	46,392	46,392
	<hr style="border-top: 1px dashed black;"/>			
Total FTE Salaries & Wages	\$531,676	\$504,467	\$533,797	\$533,797

# HUMAN SERVICES ASSISTANCE FUND #7320

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**The overall budget is flat with no change in requested expenditures.**

- The fund remains solvent.
- Financial assistance to families with children is provided in the same manner that the Elihu Spicer Fund was utilized: A maximum payment of \$300 per household per year may be authorized, based upon eligibility.
- The requested authorization of \$10,000 will be utilized to assist with partial rental payments for families with children residing in Groton.

## **Cost Center 2 – Flora Perkins Trust**

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."*

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: EXPENDABLE TRUST FUNDS  
DEPARTMENT: TRUST FUNDS  
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	8,603	10,000	10,000	10,000	10,000
Total Appropriation	\$8,603	\$10,000	\$10,000	\$10,000	\$10,000
-----					
COST CENTERS					
-----					
73202 FLORA PERKINS TRUST	8,603	10,000	10,000	10,000	10,000
Total Cost Centers	\$8,603	\$10,000	\$10,000	\$10,000	\$10,000
-----					
FINANCING PLAN					
-----					
INTEREST INCOME	1,128	1,000	900	600	600
DONATIONS	0	2,000	2,000	2,000	2,000
FUND BALANCE APPLIED	7,475	7,000	7,100	7,400	7,400
Total Financing Plan	\$8,603	\$10,000	\$10,000	\$10,000	\$10,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: EXPENDABLE TRUST FUNDS  
DEPARTMENT: TRUST FUNDS  
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	0	3,000	0	0	0
5617 RENTALS	8,603	7,000	10,000	10,000	10,000
-----					
Total Operating Expenses	\$8,603	\$10,000	\$10,000	\$10,000	\$10,000
GRAND TOTAL	\$8,603	\$10,000	\$10,000	\$10,000	\$10,000

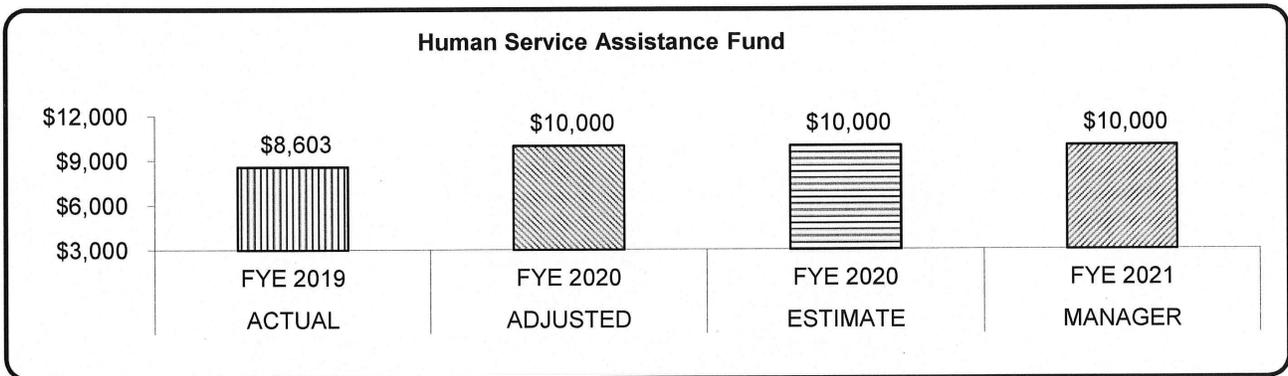
**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**HUMAN SERVICE ASSISTANCE FUND: #7320**

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

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.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4412 Interest Income	\$ 1,128	\$ 1,000	\$ 900	\$ 600
4750 Donations	\$ 0	\$ 2,000	\$ 2,000	\$ 2,000
4999 Fund Balance Applied	\$ 7,475	\$ 7,000	\$ 7,100	\$ 7,400
<b>Total</b>	<b>\$ 8,603</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>



Audit Fund Balance as of 6/30/2019	\$ 45,388
Estimated Fund Balance as of 6/30/20	\$ 38,288
Estimated Fund Balance as of 6/30/21	\$ 30,888
Fund Balance as a % of 2020 Expenditures	308.88%

# GROTON PUBLIC LIBRARY #1063

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The overall decrease in this budget is \$29 or 0%. Personnel Services are down \$27,129 and operating expenses are up \$27,100.

## Library Fast Facts

- Groton Public Library is open 68.5 hours/7 days a week.
- 192,252 people visited the Library last year.
- 22,782 people attended 1,154 programs.
- Groton Public Library has 156,866 items in its collection.
- 289,250 items were borrowed.
- 59,928 people used the Library's computers.
- 36,780 viewers watched GMTV's YouTube channel.

## Cost Center 0 – Leadership & General Support

- Oversee all aspects of library services, staffing, collections, facilities, public relations.
- Establish and implement library policies and departmental planning.
- Develop and manage the budget and library finances.

## Cost Center 2 – Circulation & Technical Services

- Circulation services: Manages the day-to-day customer service business of lending and returning of library materials, billing, patron relations, shelving materials, meeting room bookings, processing of materials and reserves, and interlibrary loans.
- Technical services: Conduct the "behind the scenes" activities to effectively deliver library services to the public including, but not limited to, the ordering, organizing, cataloging, repairing and preserving library materials.

## Cost Center 3 – Audio Visual & Video Services

Groton Municipal Television (GMTV) is a government television service of the Library's AV division.

- Viewable on Comcast, TVC, Frontier, YouTube and the Town of Groton website.
- Provides Groton residents with vital town information through meeting coverage and programming.
- Serves the media needs of all town departments.

## Cost Center 5 – Public Services

Public Services division provides programming, research, and information services including, but not limited to:

- Programming: For all ages and on diverse topics. Story times and playgroups, community conversations and outreach services to our local schools, preschools, and daycares, non-profits, town departments, homebound services and assisted living facilities.
- Professional research assistance: local history and genealogy, job search and resume writing, reader services, information literacy to students and general public.
- Information services including technology literacy classes and one-on-one tech services, referrals, passports, proctoring, onsite printing/faxing/photocopying, wireless printing, Wi-Fi, and volunteer opportunities.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Personnel Services	1,382,437	1,438,427	1,440,496	1,411,298	1,411,298
Operating Expenses	205,861	214,850	201,690	241,950	241,950
	-----				
Total Appropriation	\$1,588,298	\$1,653,277	\$1,642,186	\$1,653,248	\$1,653,248
-----					
COST CENTERS					
-----					
10630 LEADERSHIP/GEN SUPPT	234,632	196,703	181,758	320,920	320,920
10632 CIRCULATION/TECHNICA	465,908	502,143	477,161	368,944	368,944
10633 AV/VIDEO SVCS	120,738	138,278	139,529	160,667	160,667
10635 PUBLIC SERVICES	767,020	816,153	843,738	802,717	802,717
	-----				
Total Cost Centers	\$1,588,298	\$1,653,277	\$1,642,186	\$1,653,248	\$1,653,248
-----					
FINANCING PLAN					
-----					
LIBRARY FINES	13,769	13,877	14,058	14,000	14,000
LIBR LOST & DAMAGED	2,630	2,939	2,930	2,930	2,930
LIBRARY FEES	15,912	15,802	16,572	16,000	16,000
LIBRARY COPIER FEES	5,678	5,073	3,778	4,400	4,400
MISC-UNCLASSIFIED	13,004	10,000	10,255	10,000	10,000
GENERAL FUND	1,537,305	1,605,586	1,594,593	1,605,918	1,605,918
	-----				
Total Financing Plan	\$1,588,298	\$1,653,277	\$1,642,186	\$1,653,248	\$1,653,248

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>PERSONNEL SERVICES</b>					
5101 REGULAR FULL TIME	1,097,443	1,193,436	1,134,146	1,084,607	1,084,607
5102 PART TIME PERSONNEL	139,507	167,026	175,209	217,782	217,782
5104 OVERTIME PAY	2,743	3,578	3,578	3,681	3,681
5105 LONGEVITY PAY	5,215	5,425	4,760	4,935	4,935
5109 SALARY ADJUSTMENTS	42,845	(35,800)	22,000	0	0
5151 SOCIAL SECURITY	94,684	104,762	100,803	100,293	100,293
<b>Total Personnel Services</b>	<b>\$1,382,437</b>	<b>\$1,438,427</b>	<b>\$1,440,496</b>	<b>\$1,411,298</b>	<b>\$1,411,298</b>
<b>OPERATING EXPENSES</b>					
5201 POSTAGE/PRINT/ADVERT	5,455	7,600	6,840	6,750	6,750
5210 PROFESS DEVELOP/TRAI	3,019	3,390	3,390	3,350	3,350
5220 UTILITIES/FUEL/MILEA	176	300	300	300	300
5260 REPAIRS & MAINT-FAC/	1,146	3,000	3,000	3,000	3,000
5261 SOFTWARE MAINT FEES	10,581	11,481	420	42,350	42,350
5290 PROFESS/TECHNICAL SE	25,066	26,029	26,240	23,800	23,800
5300 MATERIALS & SUPPLIES	160,281	163,050	161,500	162,400	162,400
5410 COMPUTER EQUIPMENT	137	0	0	0	0
<b>Total Operating Expenses</b>	<b>\$205,861</b>	<b>\$214,850</b>	<b>\$201,690</b>	<b>\$241,950</b>	<b>\$241,950</b>
<b>GRAND TOTAL</b>	<b>\$1,588,298</b>	<b>\$1,653,277</b>	<b>\$1,642,186</b>	<b>\$1,653,248</b>	<b>\$1,653,248</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<b>FULL TIME EMPLOYEE (FTE) ANALYSIS</b>				
DIR OF LIBRARY SERVICES	1.00	1.00	1.00	1.00
ASST. DIR OF LIBRARY SERV	0.00	0.00	1.00	1.00
MGR OF LIBRARY PUBLIC SVC	1.00	1.00	0.00	0.00
MGR LIB TECH SVCS & CIRC	1.00	1.00	0.00	0.00
LIBRARIAN II	5.00	4.00	4.00	4.00
LIBRARIAN I - CIRCULATION	1.00	1.00	1.00	1.00
LIBRARIAN I - PUBLIC SERV	3.00	4.00	4.00	4.00
MUNICIPAL VIDEO SPECIALST	1.00	1.00	1.00	1.00
LIBRARY ASSISTANT I	2.00	1.00	1.00	1.00
MUNICIPAL VIDEO TECH	1.00	1.00	1.00	1.00
FINANCIAL ASST II 35 HRS	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.00	2.00	2.00	2.00
<b>Total FTE Personnel</b>	<b>19.00</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>
<b>FTE SALARIES &amp; WAGES</b>				
DIR OF LIBRARY SERVICES	92,759	92,759	94,614	94,614
ASST. DIR OF LIBRARY SERV	0	0	86,101	86,101
MGR OF LIBRARY PUBLIC SVC	74,870	75,619	0	0
MGR LIB TECH SVCS & CIRC	86,795	86,795	0	0
LIBRARIAN II	343,246	273,717	279,191	279,191
LIBRARIAN I - CIRCULATION	59,630	59,577	61,807	61,807
LIBRARIAN I - PUBLIC SERV	169,449	221,745	230,652	230,652
MUNICIPAL VIDEO SPECIALST	75,857	75,857	77,375	77,375
LIBRARY ASSISTANT I	86,216	43,018	44,756	44,756
MUNICIPAL VIDEO TECH	45,633	46,675	48,561	48,561
FINANCIAL ASST II 35 HRS	55,831	55,627	56,739	56,739
OFFICE ASSISTANT II (35)	103,149	102,756	104,811	104,811
<b>Total FTE Salaries &amp; Wages</b>	<b>\$1,193,435</b>	<b>\$1,134,145</b>	<b>\$1,084,608</b>	<b>\$1,084,608</b>

# **BorrowIT CT #3310**

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**The overall increase in this budget is \$6,700 or 36.6%.**

## **Cost Center 0 – BorrowIT CT**

BorrowIT CT, formerly known as Connecticard, provides for the disbursement of state aid received by the Town through its participation in the borrowIT CT program.

- BorrowIT CT allows residents of any town in the state to use their library cards to borrow materials from any participating library.
- Funds received can only be used for general library purposes.
- State funding for this program has declined in recent years and future funding continues to be uncertain.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: SPEC REV FUNDS-OTHER  
DEPARTMENT: LIBRARY  
FUNCTION: BORROWIT CT 3310

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	16,813	18,300	17,531	25,000	25,000
Total Appropriation	\$16,813	\$18,300	\$17,531	\$25,000	\$25,000
----- COST CENTERS -----					
33100 BORROWIT CT	16,813	18,300	17,531	25,000	25,000
Total Cost Centers	\$16,813	\$18,300	\$17,531	\$25,000	\$25,000
----- FINANCING PLAN -----					
INTEREST INCOME	379	300	500	400	400
CONNECTICARD GRANT	23,820	0	18,300	0	0
FUND BALANCE APPLIED	0	18,000	0	24,600	24,600
Total Financing Plan	\$24,199	\$18,300	\$18,800	\$25,000	\$25,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: SPEC REV FUNDS-OTHER  
DEPARTMENT: LIBRARY  
FUNCTION: BORROWIT CT 3310

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5261 SOFTWARE MAINT FEES	16,813	18,300	17,531	25,000	25,000
<b>Total Operating Expenses</b>	<b>\$16,813</b>	<b>\$18,300</b>	<b>\$17,531</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>GRAND TOTAL</b>	<b>\$16,813</b>	<b>\$18,300</b>	<b>\$17,531</b>	<b>\$25,000</b>	<b>\$25,000</b>

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**BorrowIT CT FUND REVENUES: #3310**

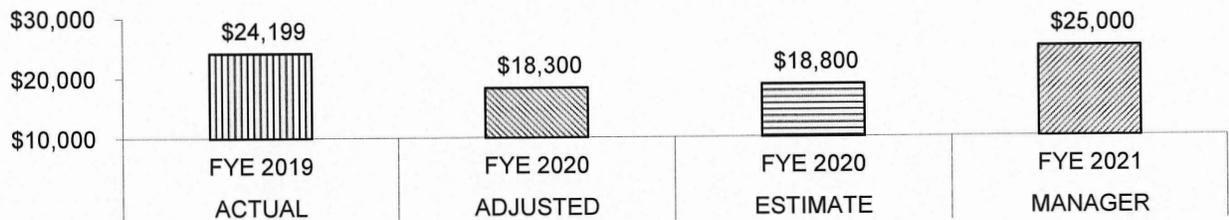
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

BorrowIT CT - a Grant which reimburses the Library for services rendered to nonresidents. It is unknown if this grant will be received in FYE 2021.

Fund Balance Applied - represents that amount of unassigned Fund Balance in the Borrow IT CT Fund to be used to fund the budget for the fiscal year

	<u>ACTUAL FYE 2019</u>	<u>ADJUSTED FYE 2020</u>	<u>ESTIMATE FYE 2020</u>	<u>MANAGER FYE 2021</u>
4412 Interest Income	\$ 379	\$ 300	\$ 500	\$ 400
4745 BorrowIT CT Grant	\$ 23,820	\$ 0	\$ 18,300	\$ 0
4999 Fund Balance Applied	\$ 0	\$ 18,000	\$ 0	\$ 24,600
Total	\$ 24,199	\$ 18,300	\$ 18,800	\$ 25,000

**BorrowIT CT Fund Revenues**



Audit Fund Balance as of 6/30/2019	\$ 45,869
Estimated Fund Balance as of 6/30/20	\$ 47,138
Estimated Fund Balance as of 6/30/21	\$ 22,538
Fund Balance as a % of 2020 Expenditures	90.15%

# **PARKS & RECREATION #1064**

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**The overall increase in this budget is \$66,593 or 4.2%. Personnel Services are up \$55,156 and operating expenses are up \$11,437.**

## **Goals for this year**

- Improve accessibility to parks to meet ADA compliance.
- Implement strategies to reduce barriers to participation at the Senior Center, identified in study conducted by GreatBlue study.
- Receive Agency Accreditation through National Recreation & Parks Association.
- Develop plans to implement recreational needs identified in the Community Needs Assessment.
- Expand native beach grass planting at Esker Point Beach further protecting the beach.

## **Highlights**

- Selected as one of four senior centers across the country to implement a Seniors Cautious About Money (SCAM) program, Center received \$10,000 to implement program.
- Introduced Cognitive Safety and Awareness program.
- Addressed food insecurity issues for residents 5-18 by providing after-school meal program at the Community Center.
- Created after-school drop-in program to provide safe, structured activity for middle and high school students.

## **Cost Center 0 – Leadership & General Support**

Our department recommitted to making Groton a more connected community working with local partners to engage in outreach and offer services to fill essential community needs.

## **Cost Center 2 – Programs and Events**

Commit to delivering excellence in programming and services and to connect neighbors through clear communication, convenient access to information about parks, programming and financial aid.

## **Cost Center 4 – Senior Food Concession**

Serve affordable healthy meals to seniors as part of a balanced approach to a healthy lifestyle. It includes part-time office/accounting support associated with the Senior Food Concession and kitchen Chef. A "Grab and Go" meal option is available. Meals are served Monday – Friday, from 8:30-10:30 and 11:15-12:45. All meals are prepared as reduced sodium and fat. A salad bar and healthy snack options are available.

## **Cost Center 5 – Senior Transportation Program**

Provide transportation that supports independent living by providing essential transportation for medical, shopping and banking appointments. We have training for drivers to promote safe operation of vehicles.

## **Cost Center 6 – Senior Programs & Services**

Senior programs and services encourage and develop physical, mental and social well-being of seniors through various programs and wellness services. Programs also create opportunities to keep seniors connected to the community through outreach activities.

## **Cost Center 8 – Parks Maintenance**

We act as a steward of Groton's parks, trails and public beaches – conserving natural resources by using best practices to manage open spaces and coastal shorelines. Work includes: athletic field maintenance, landscaping, tree care and trail maintenance. It provides landscaping to numerous municipal building and non-park properties. Work also includes working with Groton Public Schools in maintaining some of their properties. The Town does receive a payment from the BOE for providing the field maintenance.

## **Cost Center A – Community Events**

Offer community focused events that connect neighborhoods to the larger community, including annual community wide celebrations: Fourth of July Parade, Thames River Fireworks at Fort Griswold, Groton's Fall Festival and the Holiday Kickoff Celebration.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	1,357,037	1,441,986	1,405,912	1,561,410	1,497,142
Operating Expenses	155,419	150,793	152,412	162,230	162,230
	-----	-----	-----	-----	-----
Total Appropriation	\$1,512,456	\$1,592,779	\$1,558,324	\$1,723,640	\$1,659,372

----- COST CENTERS -----					
10640 LEADERSHIP/GEN SUPPT	179,508	239,565	243,975	251,520	251,520
10642 PROGRAMS & EVENTS	305,421	280,828	280,662	354,214	289,946
10644 SR FOOD CONCESSION	70,551	73,443	73,347	75,327	75,327
10645 SR TRANSPORTATION PR	156,185	150,972	137,308	167,665	167,665
10646 SR PROGRAMS & SERVIC	266,981	280,097	278,418	293,532	293,532
10648 PARKS MAINTENANCE	523,472	557,214	534,169	570,202	570,202
1064A COMMUNITY EVENTS	10,338	10,660	10,445	11,180	11,180
	-----	-----	-----	-----	-----
Total Cost Centers	\$1,512,456	\$1,592,779	\$1,558,324	\$1,723,640	\$1,659,372

----- FINANCING PLAN -----					
BOE-FHS/GRND MOWING	60,111	60,111	60,111	61,914	61,914
SENIOR CTR FEES	3,118	2,750	2,750	2,750	2,750
MISC-UNCLASSIFIED	26	0	0	0	0
LEASE FEES	5,590	4,500	0	0	0
GENERAL FUND	1,443,611	1,525,418	1,495,463	1,658,976	1,594,708
	-----	-----	-----	-----	-----
Total Financing Plan	\$1,512,456	\$1,592,779	\$1,558,324	\$1,723,640	\$1,659,372

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	1,107,758	1,179,227	1,179,313	1,215,591	1,215,591
5102 PART TIME PERSONNEL	55,657	39,689	46,700	51,861	51,861
5103 SEASONAL PERSONNEL	21,772	43,968	27,000	45,888	45,888
5104 OVERTIME PAY	14,095	10,050	10,050	10,850	10,850
5105 LONGEVITY PAY	3,413	2,668	2,668	2,798	2,798
5109 SALARY ADJUSTMENTS	4,945	0	302	64,268	0
5110 REGULAR PART TIME	58,130	62,381	41,198	66,087	66,087
5111 PREMIUM PAY/OUT OF C	0	250	250	250	250
5117 ALLOWANCES	1,025	1,380	1,380	1,430	1,430
5151 SOCIAL SECURITY	90,242	102,373	97,051	102,387	102,387
-----					
Total Personnel Services	\$1,357,037	\$1,441,986	\$1,405,912	\$1,561,410	\$1,497,142
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	3,014	5,150	3,725	4,290	4,290
5210 PROFESS DEVELOP/TRAI	5,394	7,100	9,240	12,000	12,000
5220 UTILITIES/FUEL/MILEA	5,348	7,000	7,480	8,140	8,140
5260 REPAIRS & MAINT-FAC/	853	2,230	610	2,110	2,110
5261 SOFTWARE MAINT FEES	3,698	4,150	3,723	4,845	4,845
5281 OCCUPATIONAL HEALTH	3,521	2,668	3,579	3,950	3,950
5290 PROFESS/TECHNICAL SE	39,028	42,335	42,735	42,775	42,775
5300 MATERIALS & SUPPLIES	60,060	68,760	68,655	68,730	68,730
5310 VEHICLE OPER/MAINT	16,157	11,400	11,400	11,400	11,400
5400 EQUIP/MACHINRY& FURN	18,346	0	1,265	3,990	3,990
-----					
Total Operating Expenses	\$155,419	\$150,793	\$152,412	\$162,230	\$162,230
-----					
GRAND TOTAL	\$1,512,456	\$1,592,779	\$1,558,324	\$1,723,640	\$1,659,372

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
DIRECTOR OF PARKS & REC	1.00	1.00	1.00	1.00
MGR GOLF COURSE & PARKS	0.25	0.25	0.25	0.25
MGR RECREATION SERVICES	1.00	1.00	1.00	1.00
SR CENTER SUPERVISOR	1.00	1.00	1.00	1.00
PROGRAM SUPER SR CENTER	2.00	2.00	2.00	2.00
PROGRAM SUPER REC	2.00	2.00	2.00	2.00
COMMUNITY OUTREACH COORD.	1.00	1.00	1.00	1.00
FOOD SERVICE SUPERVISOR	1.00	1.00	1.00	1.00
FINANCIAL ASST I 35 HRS	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00
PARKS LEADER	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00
GROUNDSKEEPER	1.00	1.00	1.00	1.00
MAINTAINER	2.50	2.50	2.50	2.50
-----				
Total FTE Personnel	18.75	18.75	18.75	18.75
-----				
FTE SALARIES & WAGES				
-----				
DIRECTOR OF PARKS & REC	109,117	109,117	111,300	111,300
MGR GOLF COURSE & PARKS	22,307	22,307	22,753	22,753
MGR RECREATION SERVICES	85,181	85,181	86,885	86,885
SR CENTER SUPERVISOR	80,047	80,047	81,648	81,648
PROGRAM SUPER SR CENTER	117,664	117,662	122,418	122,418
PROGRAM SUPER REC	125,909	125,909	128,427	128,427
COMMUNITY OUTREACH COORD.	64,743	66,615	69,306	69,306
FOOD SERVICE SUPERVISOR	44,774	44,774	45,670	45,670
FINANCIAL ASST I 35 HRS	46,899	46,722	48,609	48,609
OFFICE ASSISTANT II (35)	143,495	142,946	148,348	148,348
PARKS LEADER	73,349	73,029	77,469	77,469
EQUIPMENT MECHANIC	69,675	69,405	70,793	70,793
GROUNDSKEEPER	62,107	62,125	63,368	63,368
MAINTAINER	133,959	133,475	138,598	138,598
-----				
Total FTE Salaries & Wages	\$1,179,227	\$1,179,314	\$1,215,592	\$1,215,592

# Shennecossett Golf Course #2010

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The overall increase in this budget is \$31,249 or 2.5%. Personnel Services are up \$61,770 and operating expenses are down \$30,521.

## Goals for Next Year

- Continue to expand membership and play among 21-35 year olds.
- Increase player feedback data collected, through an on course survey.
- Develop youth golfing program to encourage greater participation.
- Develop Memorial Stone project to create patio/planting area in front of the clubhouse.

## Highlights

- Conducted Focus groups with millennials on enhancements to improve user experience.
- Hosted the CT Senior Open for the 22<sup>nd</sup> consecutive year, CT PGA Junior Tournament of Champions and the CSGA One Day Tournament of Champions.
- Introduced Monarchs In The Rough program to improve monarch butterfly habitat.
- Received recognition as one of the top ten courses in CT, by both Northeast Golf Magazine and Golfweek Magazine.
- Implemented new registration software improving online registration process.

## Cost Center 0 – Grounds Maintenance

The Golf Course Manager works with the grounds staff to maintain the golf course in the best possible condition while utilizing sound fiscal and environmental stewardship practices, and assesses the relationship between golf course conditioning and pace of play. Improvements are made to various aspects of the course (bunkers, teeing areas, etc.) as budget and revenues allow.

## Cost Center 1 – Customer Service

Management strives to provide a quality golf experience. Surveys are conducted on an annual basis to provide a process of continually assessing customer service delivery. Implementing various operational practices that reflect the needs of changing golfer expectations towards the goal of increasing rounds played. Those practices include allowing on-line booking of tee times, changes to membership options and more aggressive marketing to attract new or latent golfers. Administer the ranger staff to monitor and improve the pace of play at the course. Provide assistance to outside tournaments, conduct junior/beginner clinics, offer golf lessons and provide a well-stocked golf shop.

## Cost Center 2 – Leadership/General Support

This cost center includes costs associated with the support of the golf course operation, including insurance, and credit card processing fees.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	779,604	820,294	811,549	882,064	882,064
Operating Expenses	465,508	415,055	413,937	384,534	384,534
<b>Total Appropriation</b>	<b>\$1,245,112</b>	<b>\$1,235,349</b>	<b>\$1,225,486</b>	<b>\$1,266,598</b>	<b>\$1,266,598</b>
----- COST CENTERS -----					
20100 GROUNDS MAINTENANCE	812,081	793,343	782,363	867,097	867,097
20101 CUSTOMER SERVICE	297,336	317,502	317,987	318,317	318,317
20102 LEADERSHIP/GEN SUPPT	135,695	124,504	125,136	81,184	81,184
<b>Total Cost Centers</b>	<b>\$1,245,112</b>	<b>\$1,235,349</b>	<b>\$1,225,486</b>	<b>\$1,266,598</b>	<b>\$1,266,598</b>
----- FINANCING PLAN -----					
SEASON MEMBERSHIPS	264,030	297,745	280,609	286,221	286,221
GREENS FEES	590,688	637,789	663,254	676,519	676,519
CART RENTALS	199,185	215,080	206,873	211,010	211,010
LEASE FEES	35,775	37,800	38,000	38,200	38,200
PAYMENTS FROM OTHER FUNDS	66	0	0	0	0
FUND BALANCE APPLIED	155,368	46,935	36,750	54,648	54,648
<b>Total Financing Plan</b>	<b>\$1,245,112</b>	<b>\$1,235,349</b>	<b>\$1,225,486</b>	<b>\$1,266,598</b>	<b>\$1,266,598</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	393,288	410,622	405,180	421,746	421,746
5102 PART TIME PERSONNEL	48,527	46,186	46,186	45,808	45,808
5103 SEASONAL PERSONNEL	27,937	46,209	42,533	46,265	46,265
5104 OVERTIME PAY	29,886	39,525	39,525	39,825	39,825
5105 LONGEVITY PAY	1,213	1,943	1,268	1,363	1,363
5109 SALARY ADJUSTMENTS	0	0	623	0	0
5111 PREMIUM PAY/OUT OF C	0	250	250	250	250
5116 WAGE CONTINUATION	4,350	0	0	0	0
5117 ALLOWANCES	5,965	6,110	6,050	6,050	6,050
5151 SOCIAL SECURITY	37,180	42,142	42,141	43,045	43,045
5152 RETIREMENT	48,986	51,841	51,841	59,173	59,173
5153 HEALTH INSURANCE	140,437	148,211	148,211	169,059	169,059
5154 UNEMPLOYMENT COMPENS	0	0	486	0	0
5155 WORKER'S COMP	13,574	14,454	14,454	14,506	14,506
5158 LIFE INSURANCE	452	449	449	449	449
5170 OTHER POSTEMPLOY BEN	27,809	12,352	12,352	34,525	34,525
-----					
Total Personnel Services	\$779,604	\$820,294	\$811,549	\$882,064	\$882,064
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	702	2,000	2,000	2,000	2,000
5210 PROFESS DEVELOP/TRAI	2,762	3,525	2,775	3,505	3,505
5220 UTILITIES/FUEL/MILEA	112,650	130,686	130,686	124,240	124,240
5230 PYMNTS/CONTRIBUTIONS	59,433	46,420	46,420	250	250
5260 REPAIRS & MAINT-FAC/	250	500	500	500	500
5261 SOFTWARE MAINT FEES	2,725	3,020	3,020	3,840	3,840
5280 INSURANCE/RISK MGMT	22,814	22,899	23,531	23,531	23,531
5281 OCCUPATIONAL HEALTH	1,235	2,363	2,363	2,500	2,500
5290 PROFESS/TECHNICAL SE	71,760	75,987	74,987	76,018	76,018
5300 MATERIALS & SUPPLIES	56,735	70,300	70,300	70,300	70,300
5310 VEHICLE OPER/MAINT	8,452	15,000	15,000	15,000	15,000
5316 VEHICLE MAINT FEE	1,500	1,750	1,750	1,750	1,750
5318 COMPUTER REPLMNT FEE	605	605	605	600	600
5400 EQUIP/MACHINRY& FURN	1,547	5,000	5,000	2,500	2,500
5420 VEHICLES	122,338	15,000	15,000	28,000	28,000
5460 RESERVE FUND/EQUIPME	0	20,000	20,000	30,000	30,000
-----					
Total Operating Expenses	\$465,508	\$415,055	\$413,937	\$384,534	\$384,534
-----					
GRAND TOTAL	\$1,245,112	\$1,235,349	\$1,225,486	\$1,266,598	\$1,266,598

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----				
FULL TIME EMPLOYEE (FTE) ANALYSIS				
-----				
MGR GOLF COURSE & PARKS	0.75	0.75	0.75	0.75
GOLF PROFESSIONAL	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00
GROUNDKEEPER	2.00	2.00	2.00	2.00
MAINTAINER	1.50	1.50	1.50	1.50
-----				
Total FTE Personnel	6.25	6.25	6.25	6.25
FTE SALARIES & WAGES				
-----				
MGR GOLF COURSE & PARKS	66,922	66,922	68,260	68,260
GOLF PROFESSIONAL	73,948	73,948	75,427	75,427
EQUIPMENT MECHANIC	69,675	69,405	70,793	70,793
GROUNDKEEPER	124,213	124,251	126,736	126,736
MAINTAINER	75,865	70,655	80,530	80,530
-----				
Total FTE Salaries & Wages	\$410,622	\$405,180	\$421,746	\$421,746

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**GOLF COURSE FUND REVENUES: #2010**

Revenues for FYE 2021 golf course operations reflect the 2020 calendar year rates.

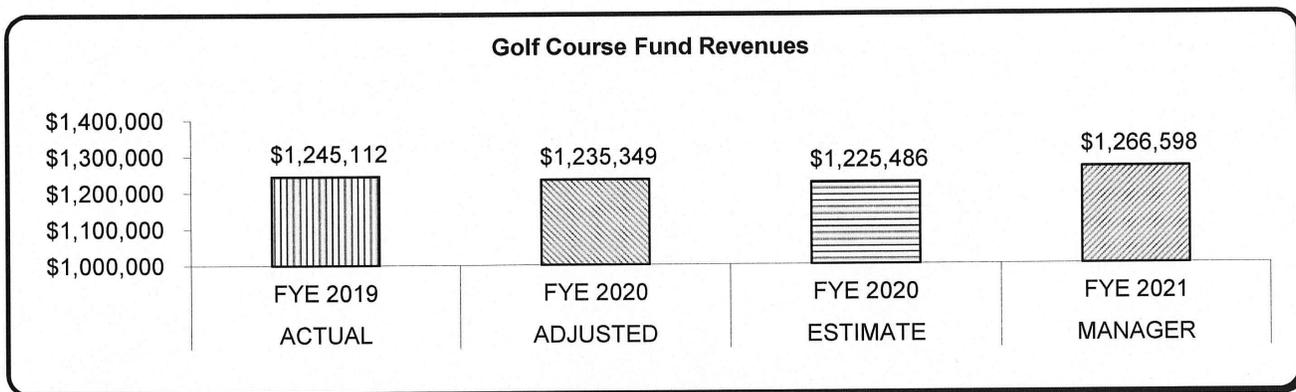
Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from \$315 for a youth pass to \$2,860 for a non-resident family pass.

Greens Fees - represents the cost of one round of nine or eighteen holes of golf. The rates range from a \$20 youth rate to a \$52 rate for weekend non-resident eighteen holes. Additionally, there are Twilight and Winter rates of \$21 - \$33.

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.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4736 Season Memberships	\$ 264,030	\$ 297,745	\$ 280,609	\$ 286,221
4737 Greens Fees	\$ 590,688	\$ 637,789	\$ 663,254	\$ 676,519
4738 Cart Rentals	\$ 199,185	\$ 215,080	\$ 206,873	\$ 211,010
4741 Lease Fees	\$ 35,775	\$ 37,800	\$ 38,000	\$ 38,200
4766 Payments from Other Funds	\$ 66	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 155,368	\$ 46,935	\$ 36,750	\$ 54,648
<b>Total</b>	<b>\$ 1,245,112</b>	<b>\$ 1,235,349</b>	<b>\$ 1,225,486</b>	<b>\$ 1,266,598</b>



Audit Fund Balance as of 6/30/2019	\$ 169,666
Estimated Fund Balance as of 6/30/20	\$ 132,916
Estimated Fund Balance as of 6/30/21	\$ 78,268
Fund Balance as a % of 2020 Expenditures	6.18%

# **REC & SENIOR ACTIVITIES #3240**

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**The overall increase in this budget is \$66,264 or 5.3%. Personnel Services are up \$86,199 and operating expenses are down \$19,935.**

## Goals for this year

- Increase utilization of Community Center by those groups underserved in the community.
- Introduce mobile recreation program to reach underserved neighborhoods throughout the community.
- Relocate recreation division staff into A-wing of community center.

## Highlights

- Received grant to install LED lights in the community center saving \$16,000 annually.
- Awarded First Place in Fundraising category through the National Institute of Senior Centers Programs for Bakers Battle event.
- Collaborated with Police department to implement Community Policing Office in Community Center.
- Hosted Annual National American Karate Championship.

## **Cost Center 1 – Recreation Programs**

Provides affordable programs that meet the community's need for recreational, sports, social and cultural opportunities, while continuing to adapt our program offerings to meet the changing demands and interests of the community. Programing to meet the unique needs of citizens with physical and cognitive challenges is also provided. Programs offered include Unified Sports Fitness Club, which pairs individuals with and without special needs. Other classes offered include adaptive fitness and swimming.

Staffs summer camp sites for children ages 5-13, a pre-school camp experience for younger children and an adventure camp for teens.

## **Cost Center 5 – Senior Programs**

Foster health and well-being by offering accessible recreation programming, affordable essential services and resources that support active lifestyles for those 55+.

Senior programs include overnight and multi-day trips. Trips are open to the public and family trips, as well as senior specific trips, are planned. Trips range from a day in NYC to lighthouse boat tours. Outdoor Adventure Travel (OATS) focus on the more adventuresome senior and include hiking, snowshoeing, ropes course, zip lines and much more. The goal is to attract younger seniors to the center.

## **Cost Center 6 – Senior Food Concession**

Serve affordable healthy meals to seniors as part of a balanced approach to a healthy lifestyle. Revenue collected pays for the food, supplies and equipment expenses plus part-time office/accounting support associated with the Senior Food Concession.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Personnel Services	561,521	649,573	651,031	735,772	735,772
Operating Expenses	460,879	592,665	546,836	557,730	572,730
<b>Total Appropriation</b>	<b>\$1,022,400</b>	<b>\$1,242,238</b>	<b>\$1,197,867</b>	<b>\$1,293,502</b>	<b>\$1,308,502</b>
-----					
COST CENTERS -----					
32401 RECREATION PROGRAMS	739,231	852,968	836,216	889,301	889,301
32405 SENIOR PROGRAMS	181,336	278,815	253,454	287,226	302,226
32406 SENIOR FOOD CONCESSI	101,833	110,455	108,197	116,975	116,975
<b>Total Cost Centers</b>	<b>\$1,022,400</b>	<b>\$1,242,238</b>	<b>\$1,197,867</b>	<b>\$1,293,502</b>	<b>\$1,308,502</b>
-----					
FINANCING PLAN -----					
SENIOR PROGRAMS	228,479	273,350	202,000	235,000	235,000
SR CTR FOOD CONCESSION	84,845	82,000	76,000	82,000	82,000
RECREATION PROGRAMS	691,698	822,670	823,000	850,000	850,000
MISC-UNCLASSIFIED	337	0	0	0	0
FUND BALANCE APPLIED	17,041	64,218	96,867	126,502	141,502
<b>Total Financing Plan</b>	<b>\$1,022,400</b>	<b>\$1,242,238</b>	<b>\$1,197,867</b>	<b>\$1,293,502</b>	<b>\$1,308,502</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

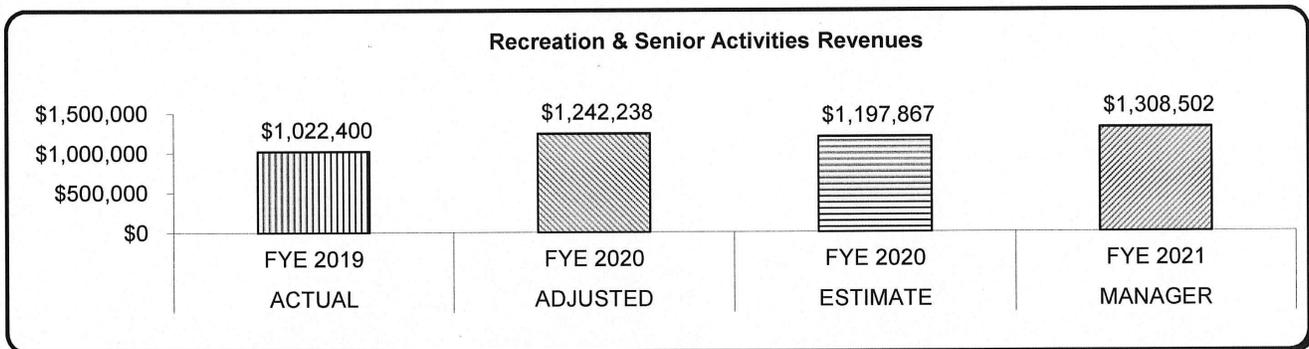
	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
PERSONNEL SERVICES					
-----					
5101 REGULAR FULL TIME	81	0	0	0	0
5102 PART TIME PERSONNEL	345,230	369,008	378,500	430,777	430,777
5103 SEASONAL PERSONNEL	153,761	211,215	200,000	227,661	227,661
5104 OVERTIME PAY	31	0	500	500	500
5110 REGULAR PART TIME	22,184	22,357	25,000	23,700	23,700
5151 SOCIAL SECURITY	40,234	46,098	46,136	52,222	52,222
5152 RETIREMENT	0	895	895	912	912
-----					
Total Personnel Services	\$561,521	\$649,573	\$651,031	\$735,772	\$735,772
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	21,894	23,585	22,013	23,678	23,678
5210 PROFESS DEVELOP/TRAI	1,330	4,550	2,480	5,230	5,230
5220 UTILITIES/FUEL/MILEA	600	0	600	0	0
5230 PYMNTS/CONTRIBUTIONS	290	0	0	0	0
5260 REPAIRS & MAINT-FAC/	15,987	9,380	9,081	6,380	6,380
5261 SOFTWARE MAINT FEES	6,833	9,000	9,601	9,260	9,260
5281 OCCUPATIONAL HEALTH	0	750	0	0	0
5290 PROFESS/TECHNICAL SE	267,425	354,750	311,082	352,357	367,357
5300 MATERIALS & SUPPLIES	142,201	148,000	147,329	149,250	149,250
5400 EQUIP/MACHINRY& FURN	3,196	42,650	44,650	11,575	11,575
5410 COMPUTER EQUIPMENT	1,123	0	0	0	0
-----					
Total Operating Expenses	\$460,879	\$592,665	\$546,836	\$557,730	\$572,730
-----					
GRAND TOTAL	\$1,022,400	\$1,242,238	\$1,197,867	\$1,293,502	\$1,308,502

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**RECREATION & SENIOR ACTIVITIES REVENUES: #3240**

Each account below represents the revenue derived from a particular area of programs.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4672B Senior Programs	\$ 228,479	\$ 273,350	\$ 202,000	\$ 235,000
4672D Senior Center Food Concession	\$ 84,845	\$ 82,000	\$ 76,000	\$ 82,000
4684B Recreation Programs	\$ 691,698	\$ 822,670	\$ 823,000	\$ 850,000
4733 Misc-Unclassified	\$ 337	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 17,041	\$ 64,218	\$ 96,867	\$ 141,502
<b>Total</b>	<b>\$ 1,022,400</b>	<b>\$ 1,242,238</b>	<b>\$ 1,197,867</b>	<b>\$ 1,308,502</b>



Audit Fund Balance as of 6/30/2019	\$ 377,367
Estimated Fund Balance as of 6/30/20	\$ 280,500
Estimated Fund Balance as of 6/30/21	\$ 138,998
Fund Balance as a % of 2020 Expenditures	10.62%

# **CONTRIBUTIONS TO OTHER FUNDS #1073**

---

The overall decrease in this budget is \$108,610 or 6.6%.

## **Cost Center 1 – Revaluation Fund**

The contribution to the Revaluation Fund (2120) allows for future revaluations and updating GIS aerial Maps.

## **Cost Center 3 – Computer Replacement**

This is a contribution from the general fund to purchase equipment in Fund 605 as needed.

## **Cost Center 6 – Fleet Vehicles**

In FYE 2020 we requested \$874,651 for vehicle contributions which was reduced to \$706,280. For FYE 2021 the department requested \$878,524 which the Town Manager reduced to \$566,000.

## **Cost Center 7 – Fleet Maintenance**

In FYE 2019 the maintenance contribution was removed from the departments and they are now included in this function.

## **Cost Center 8 – Fleet Fuel**

In FYE 2019 the fuel contribution was removed from the departments and they are now included in this function.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: CONTR. TO OTHER FUNDS  
DEPARTMENT: CONTR. TO OTHER FUNDS  
FUNCTION: CONTR. TO OTHER FUNDS 1073

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	1,699,159	1,651,951	1,651,951	1,855,865	1,543,341
Total Appropriation	\$1,699,159	\$1,651,951	\$1,651,951	\$1,855,865	\$1,543,341
----- COST CENTERS -----					
10731 REVALUATION FUND	225,000	240,000	240,000	280,000	280,000
10733 COMPUTER REPLACEMENT	72,936	78,091	78,091	64,015	64,015
10736 FLEET VEHICLES	748,502	706,280	706,280	878,524	566,000
10737 FLEET MAINTENANCE	370,575	387,600	387,600	393,750	393,750
10738 FLEET FUEL	282,146	239,980	239,980	239,576	239,576
Total Cost Centers	\$1,699,159	\$1,651,951	\$1,651,951	\$1,855,865	\$1,543,341
----- FINANCING PLAN -----					
GENERAL FUND	1,699,159	1,651,951	1,651,951	1,855,865	1,543,341
Total Financing Plan	\$1,699,159	\$1,651,951	\$1,651,951	\$1,855,865	\$1,543,341

TOWN OF GROTON

28-Feb-2020

SUMMARY COST CENTER

FYE 2021 PROPOSED BUDGET

AREA OF SERVICE: CONTR. TO OTHER FUNDS

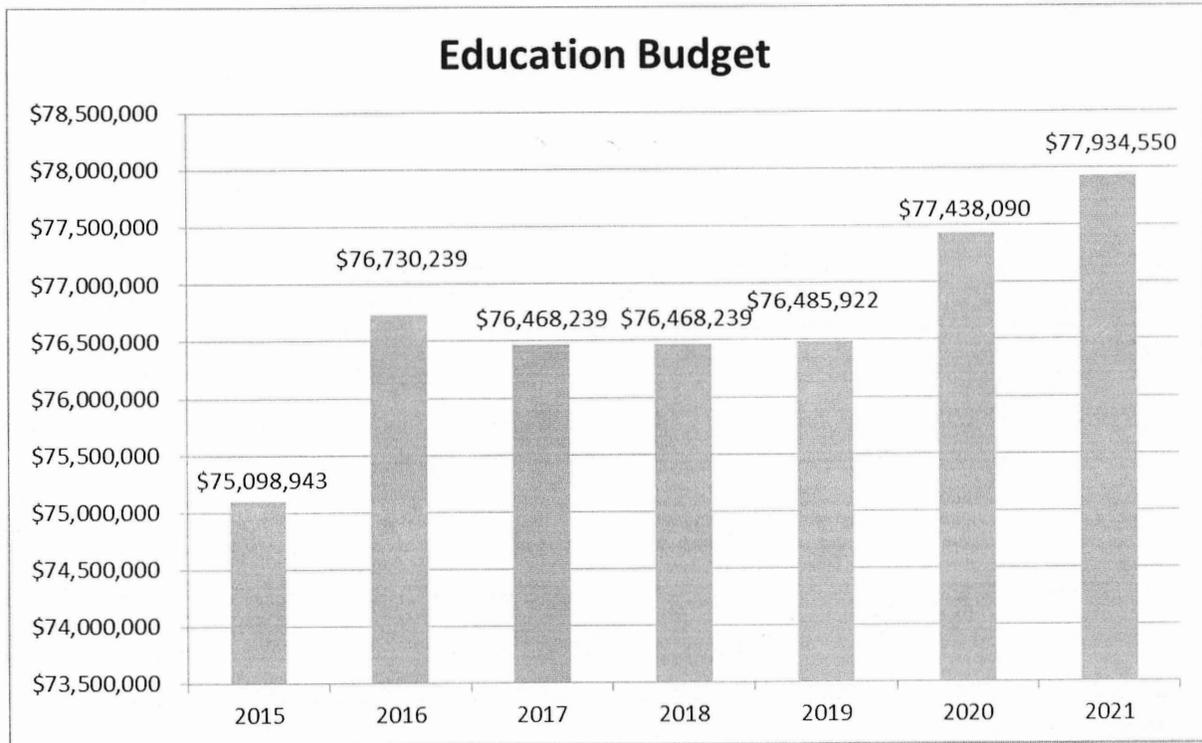
DEPARTMENT: CONTR. TO OTHER FUNDS

FUNCTION: CONTR. TO OTHER FUNDS 1073

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	1,699,159	1,651,951	1,651,951	1,855,865	1,543,341
Total Operating Expenses	\$1,699,159	\$1,651,951	\$1,651,951	\$1,855,865	\$1,543,341
GRAND TOTAL	\$1,699,159	\$1,651,951	\$1,651,951	\$1,855,865	\$1,543,341

# EDUCATION #1080

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



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	76,446,463	77,438,090	77,393,337	77,934,550	77,934,550
Total Appropriation	\$76,446,463	\$77,438,090	\$77,393,337	\$77,934,550	\$77,934,550
-----					
COST CENTERS -----					
10800 EDUCATION SERVICES	76,446,463	77,438,090	77,393,337	77,934,550	77,934,550
Total Cost Centers	\$76,446,463	\$77,438,090	\$77,393,337	\$77,934,550	\$77,934,550
-----					
FINANCING PLAN -----					
FEDERAL FUNDS	269,291	149,039	189,039	189,100	189,100
EDUC COST SHARING	25,025,766	25,025,766	25,040,045	25,040,045	25,040,045
ADULT EDUCATION	102,394	102,300	113,026	114,320	114,320
SPECIAL EDUCATION	917,145	850,000	850,000	850,000	850,000
MAGNET SCHL TRANSPORTATIN	182,000	188,000	188,000	185,000	185,000
NON PUBLIC PUPIL SERVICE	22,315	22,000	26,246	22,000	22,000
PUPIL IMPACT AID	5,253,028	3,306,657	3,551,902	3,256,657	3,256,657
TUITION-FR OTHR TOWNS	104,855	70,000	100,000	64,000	64,000
OTHR SCHOOL RECEIPTS	33,549	19,000	25,000	27,500	27,500
MISC-UNCLASSIFIED	643	0	0	0	0
GENERAL FUND	44,535,477	47,705,328	47,310,079	48,185,928	48,185,928
Total Financing Plan	\$76,446,463	\$77,438,090	\$77,393,337	\$77,934,550	\$77,934,550

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	76,446,463	77,438,090	77,393,337	77,934,550	77,934,550
Total Operating Expenses	\$76,446,463	\$77,438,090	\$77,393,337	\$77,934,550	\$77,934,550
GRAND TOTAL	\$76,446,463	\$77,438,090	\$77,393,337	\$77,934,550	\$77,934,550

# Regional Agencies #1083

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The overall increase in this budget is \$2,260 or 1.7%.

## **Cost Center 0 – Southeastern Connecticut Council of Governments**

Southeastern Connecticut Council of Governments (SCCOG) municipal dues are based on a per capita rate. Dues are assessed using U.S. Census population data and the City of Groton pays their prorated share of the dues directly.

## **Cost Center 1 – Southeastern Connecticut Enterprise Region (seCTer)**

Southeastern Connecticut Enterprise Region (seCTer) dues are based on per capita rate.

## **Cost Center 2 – Southeastern Area Transit Authority (SEAT)**

Southeastern Area Transit (SEAT) provides both fixed-route transit services and complementary Americans with Disabilities Act paratransit services in the Town and the region.

## **Cost Center 3 – Southeastern Connecticut Regional Probate Court**

On January 3, 2011, the probate courts of Groton, Stonington, North Stonington and Ledyard were consolidated into the new regional probate court. The Town's contribution is a per capita prorated share.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: REGIONAL AGENCIES  
FUNCTION: REGIONAL AGENCIES 1083

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	132,033	134,239	134,239	136,499	136,499
<b>Total Appropriation</b>	<b>\$132,033</b>	<b>\$134,239</b>	<b>\$134,239</b>	<b>\$136,499</b>	<b>\$136,499</b>

----- COST CENTERS -----					
10830 SE CT COG	16,349	16,349	16,349	16,349	16,349
10831 SECTER	14,040	14,041	14,041	14,041	14,041
10832 SEAT	88,211	90,416	90,416	92,676	92,676
10833 SE CT PROBATE COURT	13,433	13,433	13,433	13,433	13,433
<b>Total Cost Centers</b>	<b>\$132,033</b>	<b>\$134,239</b>	<b>\$134,239</b>	<b>\$136,499</b>	<b>\$136,499</b>

----- FINANCING PLAN -----					
GENERAL FUND	132,033	134,239	134,239	136,499	136,499
<b>Total Financing Plan</b>	<b>\$132,033</b>	<b>\$134,239</b>	<b>\$134,239</b>	<b>\$136,499</b>	<b>\$136,499</b>

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: REGIONAL AGENCIES  
FUNCTION: REGIONAL AGENCIES 1083

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	132,033	134,239	134,239	136,499	136,499
Total Operating Expenses	\$132,033	\$134,239	\$134,239	\$136,499	\$136,499
GRAND TOTAL	\$132,033	\$134,239	\$134,239	\$136,499	\$136,499

# HEALTH & SERVICE AGENCIES #1084

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; requests for funding by Outside Social Service Agencies; libraries, ambulance companies and the Marine Sewage Disposal Service.

## **Cost Center 0 – Ledge Light Health District**

Ledge Light Health District promotes healthy communities and bases its fees on the population of the towns it serves.

## **Cost Center 1 – VNA (School Health)**

VNA/School Health includes RN and Health Aide services as planned by the Board of Education.

## **Cost Center 2 – VNA (Health Promotion)**

The VNA account Health Promotion covers the cost of blood pressure and wellness clinics and Indigent care and wellness visits.

## **Cost Center 3 – Groton Ambulance**

The Association was incorporated in 1954 and provides ambulance service to the residents and visitors of Groton.

## **Cost Center 5 – Service Agencies**

Service/Outside Agency requests forwarded to the Town Manager. The summary table on the following page shows the final approved amounts.

## **Cost Center 7 – Marine Sewage Disposal**

Marine sewage disposal pertains to expenses related to providing pump out boat service along our coastal waters.

## **Cost Center 8 – Mystic River Ambulance**

Mystic River Ambulance has provided emergency medical services to the residents of Groton and Stonington since 1981.

## **Cost Center 9 – Mystic Noank Library**

The Mystic & Noank Library is located in Mystic and serves the citizens of both Groton and Stonington.

## **Cost Center 9A – Bill Memorial Library**

The Bill Memorial Library is located in the City of Groton.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: HEALTH & SERVICE AGENCIES  
FUNCTION: HEALTH & SERVICE AGENCIES 1084

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	1,666,967	1,703,541	1,703,541	1,776,196	1,709,602
Total Appropriation	\$1,666,967	\$1,703,541	\$1,703,541	\$1,776,196	\$1,709,602

----- COST CENTERS -----					
10840 LEDGELIGHT HEALTH	289,354	287,983	287,983	285,160	285,160
10841 VNA (SCHOOL HEALTH)	1,060,298	1,081,278	1,081,278	1,081,278	1,081,278
10842 VNA (HEALTH PROMO)	27,702	33,824	33,824	32,708	32,708
10843 GROTON AMBULANCE	52,976	52,976	52,976	52,976	52,976
10845 SERVICE AGENCIES	68,657	62,500	62,500	83,594	72,500
10847 MARINE SEWAGE DISP.	19,980	19,980	19,980	19,980	19,980
10848 MYSTIC RIVER AMBULAN	25,000	25,000	25,000	38,500	25,000
10849 MYSTIC NOANK LIBRARY	100,000	115,000	115,000	152,000	115,000
10849A BILL MEMORIAL LIBRAR	23,000	25,000	25,000	30,000	25,000
Total Cost Centers	\$1,666,967	\$1,703,541	\$1,703,541	\$1,776,196	\$1,709,602

----- FINANCING PLAN -----					
GENERAL FUND	1,666,967	1,703,541	1,703,541	1,776,196	1,709,602
Total Financing Plan	\$1,666,967	\$1,703,541	\$1,703,541	\$1,776,196	\$1,709,602

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: OUTSIDE AGENCIES  
DEPARTMENT: HEALTH & SERVICE AGENCIES  
FUNCTION: HEALTH & SERVICE AGENCIES 1084

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	1,666,967	1,703,541	1,703,541	1,776,196	1,709,602
Total Operating Expenses	\$1,666,967	\$1,703,541	\$1,703,541	\$1,776,196	\$1,709,602
GRAND TOTAL	\$1,666,967	\$1,703,541	\$1,703,541	\$1,776,196	\$1,709,602

SUMMARY OF OUTSIDE AGENCIES			
AGENCY	Approved FYE 2020	Requested FYE 2021	Town Manager FYE 2021
New London Homeless Hospitality Center, Inc.	\$ 7,125	\$ 7,250	\$ 7,125
SCADD	\$ 3,705	\$ 5,000	\$ 3,705
Safe Futures, Inc.	\$ 9,500	\$ 9,600	\$ 9,500
ARC of New London County Inc.	\$ -	\$ 2,000	\$ -
Connecticut Legal Services	\$ 7,260	\$ 7,260	\$ 7,260
UCFS Inc., Behavioral Health Services	\$ -	\$ 4,000	\$ -
Always Home, Inc.	\$ 4,750	\$ 4,750	\$ 4,750
Sexual Assault Crisis Center of Eastern CT, Inc.	\$ 1,000	\$ 1,100	\$ 1,000
Meals on Wheels/TVCCA, Inc.	\$ 22,767	\$ 24,634	\$ 22,767
Children First Groton (CFG)	\$ 2,500	\$ 3,000	\$ 2,500
Eastern Connecticut Symphony	\$ 3,893	\$ 5,000	\$ 3,893
Thames River Heritage Park	\$ 10,000	\$ 10,000	\$ 10,000
<b>TOTAL - GRANTS</b>	<b>\$ 72,500</b>	<b>\$ 83,594</b>	<b>\$ 72,500</b>

# CITY OF GROTON #1090

As per the Town Charter, the Manager submitted 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.

## Cost Center 0 – Police

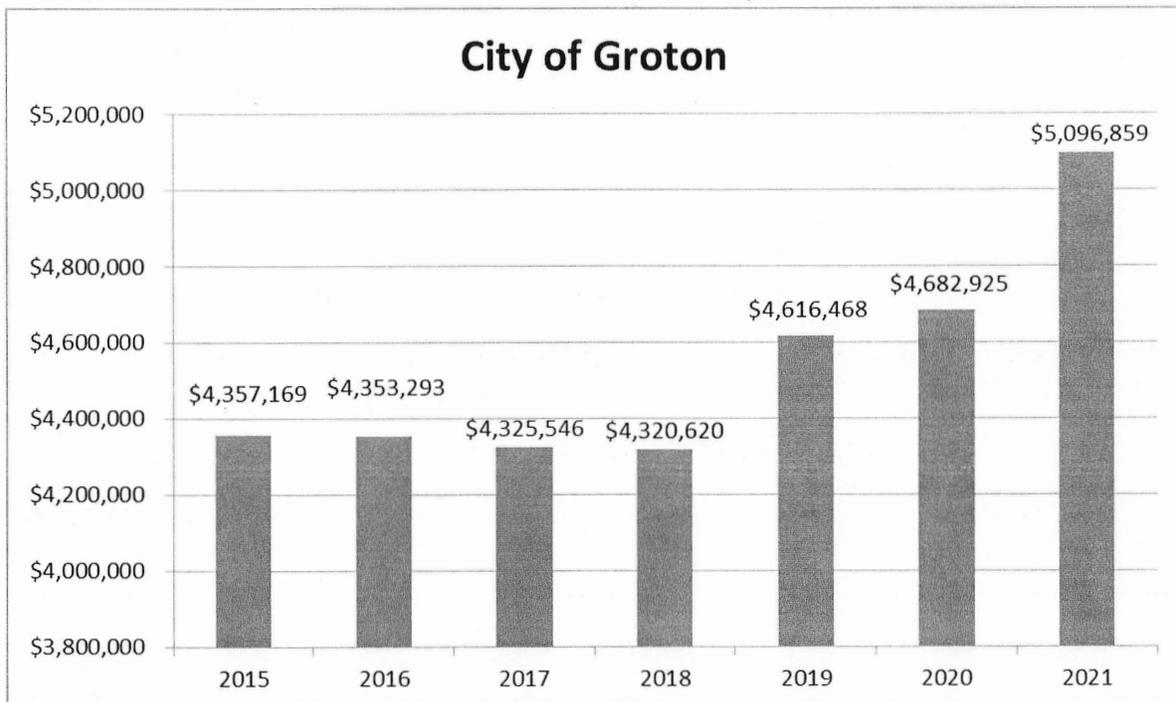
The City of Groton's budget request for Police represents an increase of \$53,752 or 2.1% from their FYE 2020 appropriation.

## Cost Center 1 – Highway Maintenance

Their request for Highway services has increased \$354,964 or 17.7% from their FYE 2020 appropriation.

## Cost Center 4 – Street Lighting

The Town pays for Street Lighting expenses associated with the City and the expenditures will be charged here.



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	4,607,830	4,682,925	4,666,143	5,096,859	5,096,859
Total Appropriation	\$4,607,830	\$4,682,925	\$4,666,143	\$5,096,859	\$5,096,859
-----					
COST CENTERS					
-----					
10900 POLICE	2,443,079	2,564,443	2,564,443	2,618,195	2,618,195
10901 HIGHWAY MAINTENANCE	2,050,863	1,999,982	1,999,982	2,354,946	2,354,946
10904 STREET LIGHTING	113,888	118,500	101,718	123,718	123,718
Total Cost Centers	\$4,607,830	\$4,682,925	\$4,666,143	\$5,096,859	\$5,096,859
-----					
FINANCING PLAN					
-----					
GENERAL FUND	4,607,830	4,682,925	4,666,143	5,096,859	5,096,859
Total Financing Plan	\$4,607,830	\$4,682,925	\$4,666,143	\$5,096,859	\$5,096,859

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5220 UTILITIES/FUEL/MILEA	113,888	118,500	101,718	123,718	123,718
5230 PYMNTS/CONTRIBUTIONS	4,493,942	4,564,425	4,564,425	4,973,141	4,973,141
-----					
Total Operating Expenses	\$4,607,830	\$4,682,925	\$4,666,143	\$5,096,859	\$5,096,859
-----					
GRAND TOTAL	\$4,607,830	\$4,682,925	\$4,666,143	\$5,096,859	\$5,096,859

# GROTON LONG POINT #1091

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.

## Cost Center 0 – Police

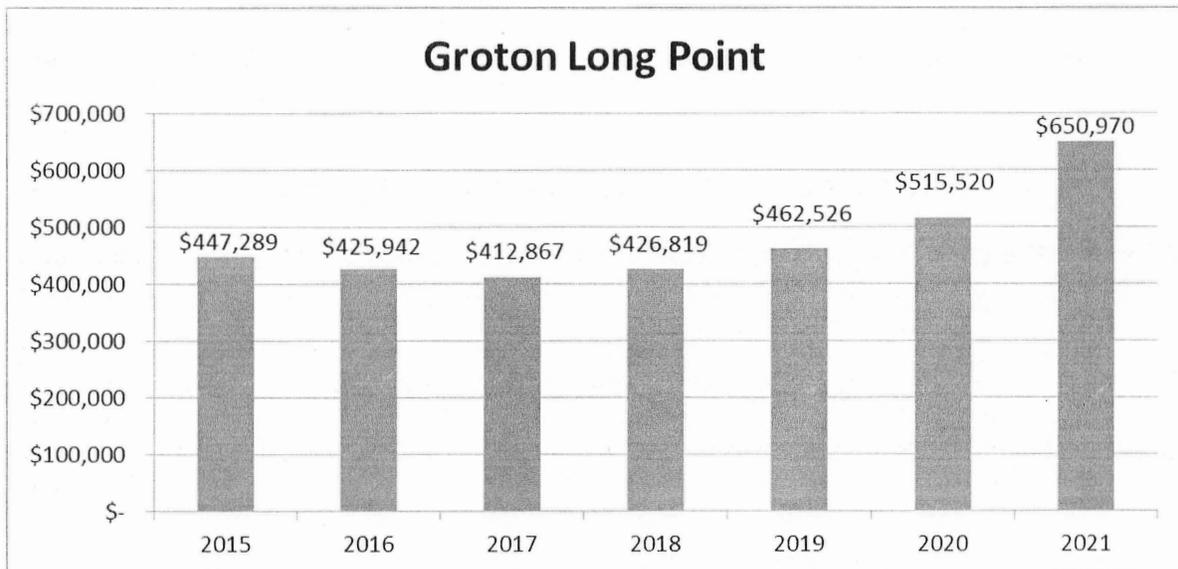
The Groton Long Point Police budget request of \$355,000 represents an increase of \$67,000 or 23.3% more than the FYE 2020 appropriation.

## Cost Center 1 – Highway Maintenance

The Highway budget request of \$281,500 is an increase of \$70,999 or 33.7% more than the FYE 2020 appropriation.

## Cost Center 2 – Street Lighting

The Town pays for Street Lighting expenses associated with Groton Long Point and the expenditures will be charged here.



TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	461,406	515,520	512,687	650,970	650,970
Total Appropriation	\$461,406	\$515,520	\$512,687	\$650,970	\$650,970

----- COST CENTERS -----					
10910 POLICE	266,030	288,000	288,000	355,000	355,000
10911 HIGHWAY MAINTENANCE	179,813	210,501	210,501	281,500	281,500
10912 STREET LIGHTING	15,563	17,019	14,186	14,470	14,470
Total Cost Centers	\$461,406	\$515,520	\$512,687	\$650,970	\$650,970

----- FINANCING PLAN -----					
GENERAL FUND	461,406	515,520	512,687	650,970	650,970
Total Financing Plan	\$461,406	\$515,520	\$512,687	\$650,970	\$650,970

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5220 UTILITIES/FUEL/MILEA	15,563	17,019	14,186	14,470	14,470
5230 PYMNTS/CONTRIBUTIONS	445,843	498,501	498,501	636,500	636,500
	-----				
Total Operating Expenses	\$461,406	\$515,520	\$512,687	\$650,970	\$650,970
	-----				
GRAND TOTAL	\$461,406	\$515,520	\$512,687	\$650,970	\$650,970

## **FIRE DISTRICTS PILOT #1092**

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There are two components to the Fire District PILOT program:

- The State allocates an “in lieu of real estate taxes” payment which is intended to reimburse the Town for services to State-owned properties. The Town cannot collect taxes on State-owned property. Since the Town is not providing fire protection services and as the fire district also depends on real estate taxes as their major revenue source, a share of the State “in lieu of real estate taxes” payment is passed on. Fire Districts provide protection to the State-owned properties and receive no payment from the State for this service. All seven operating fire districts receive a \$1,000 base payment for the formula in recognition that all assume some responsibility for protection of State property through the mutual aid system. The total is reduced by the \$7,000 in base payments and the remainder is distributed according to a prior year allocation. For FYE 2021 the overall payment is the same as FYE 2020 \$121,000.
- 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 2021 the overall payment is the same as FYE 2020 \$125,000.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	246,000	246,000	246,000	246,000	246,000
Total Appropriation	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000
----- COST CENTERS -----					
10920 CITY OF GROTON	37,705	37,705	37,705	37,705	37,705
10921 POQ BRIDGE FIRE DIST	154,548	154,548	154,548	154,548	154,548
10922 MYSTIC FIRE DISTRICT	13,839	13,839	13,839	13,839	13,839
10923 NOANK FIRE DISTRICT	6,360	6,360	6,360	6,360	6,360
10924 OLD MYSTIC FIRE DIST	18,183	18,183	18,183	18,183	18,183
10925 GROTON LONG POINT AS	1,270	1,270	1,270	1,270	1,270
10926 CTR GROTON FIRE DIST	5,624	5,624	5,624	5,624	5,624
10927 WEST PLEASANT VALLEY	8,471	8,471	8,471	8,471	8,471
Total Cost Centers	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000
----- FINANCING PLAN -----					
GENERAL FUND	246,000	246,000	246,000	246,000	246,000
Total Financing Plan	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	246,000	246,000	246,000	246,000	246,000
Total Operating Expenses	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000
GRAND TOTAL	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000

# MUMFORD COVE SPECIAL DISTRICT #2060

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Mumford Cove Association contracts with the Noank Fire district for fire protection and taxes the residents for the cost of this service.

The proposed mill rate is decreased to .33 mills for FYE 2021.

FYE 2021 Tax rate calculation is as follows:

- Amount to be raised by taxes \$20,480
- Divided by the 10/1/19 Grand list \$63,060,560
- Equals .000325
- Divided by 99.5% collection rate = .000326
- Multiplied by 1000 = mill rate .33

Fund Balance as of 6/30/2019	\$1,211
Estimated Fund Balance as of 6/30/20	\$1,755
Estimated Fund Balance as of 6/30/21	1,055
Fund Balance as a % of 2021 Expenditures	5.0%

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	21,033	21,102	21,092	21,180	21,180
Total Appropriation	\$21,033	\$21,102	\$21,092	\$21,180	\$21,180
-----					
COST CENTERS					
-----					
20600 FIRE PROTECTION	21,033	21,102	21,092	21,180	21,180
Total Cost Centers	\$21,033	\$21,102	\$21,092	\$21,180	\$21,180
-----					
FINANCING PLAN					
-----					
CURRENT TAXES	21,092	21,102	21,185	20,480	20,480
PRIOR YEAR TAXES	312	0	451	0	0
FUND BALANCE APPLIED	0	0	0	700	700
Total Financing Plan	\$21,404	\$21,102	\$21,636	\$21,180	\$21,180

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	1,023	1,082	1,082	1,160	1,160
5290 PROFESS/TECHNICAL SE	20,010	20,020	20,010	20,020	20,020
-----					
Total Operating Expenses	\$21,033	\$21,102	\$21,092	\$21,180	\$21,180
GRAND TOTAL	\$21,033	\$21,102	\$21,092	\$21,180	\$21,180

# GROTON SEWER DISTRICT #4010

**The overall increase in this budget is \$604,259 or 76.1%.**

The Groton Sewer District is primarily a debt service fund which pays the principal and interest on sewer bonds and payments to the State of CT for the Clean Water fund loan. Currently the only sewer debt outstanding is the Clean Water Fund loan. The November 2015 referendum approved an ordinance appropriating \$8,230,000 for sewer projects and bonds are expected to be issued for this project in FYE2020. The increase in debt service will require an increase in the mill rate. The principal source of revenue is the Sewer District tax.

The proposed mill rate is increased to .56 mills for FYE 2021.

FYE 2021 Tax rate calculation is as follows:

- Amount to be raised by taxes \$1,389,645
- Divided by the 10/1/19 Grand list \$2,415,284,718
- Equals .000555
- Divided by 99.3% collection rate = .000559
- Multiplied by 1000 = mill rate .56

## Cost Center 0 – Operating Expense

Covers the Sewer district costs related to preparation and mailing of the tax bills.

## Cost Center 1 – Debt Service

Debt service for the Clean Water Fund loan payments due to the State of CT and estimated debt service for bonds to be issued in FYE2021 for the \$8,230,000 sewer project.

**TOWN OF GROTON  
FYE 2021  
Sewer Long Term Debt Payment Schedule**

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/19	FYE 2020 Principal Payment	FYE 2020 Interest Payment	FYE 2021 Principal Payment	FYE 2021 Interest Payment
2030	12,121,022.05	11/1/2009	20	Clean Water Funds	6,313,032.18	606,051.12	120,705.18	606,051.12	108,584.16
2030	114,143.22	11/1/2011	19	Clean Water Funds	65,750.30	6,312.12	1,257.14	6,312.12	1,130.90
2040	7,045,000.00	tbd	tbd	Clean Water (Pump Stations)	0.00	0.00	0.00	355,000.00	257,263.00
Totals					6,378,782.48	612,363.24	121,962.32	967,363.24	366,978.06

**Debt Service Payment FYE 2021 through FYE 2040**

<b>Function #40101-Sewer District</b>			
<b>FYE</b>	<b>Principal</b>	<b>Interest</b>	<b>FYE Total</b>
2021	967,363.24	366,978.06	1,334,341.30
2022	967,363.24	336,980.80	1,304,344.04
2023	967,363.24	306,983.53	1,274,346.77
2024	967,363.24	276,986.27	1,244,349.51
2025	967,363.24	246,989.00	1,214,352.24
2026	967,363.24	216,991.75	1,184,354.99
2027	967,363.24	186,994.48	1,154,357.72
2028	967,363.24	156,997.23	1,124,360.47
2029	967,363.24	126,999.96	1,094,363.20
2030	605,151.35	102,338.76	707,490.11
2031	350,000.00	90,563.00	440,563.00
2032	350,000.00	80,063.00	430,063.00
2033	350,000.00	72,188.00	422,188.00
2034	350,000.00	63,875.00	413,875.00
2035	350,000.00	55,125.00	405,125.00
2036	350,000.00	46,375.00	396,375.00
2037	350,000.00	37,625.00	387,625.00
2038	350,000.00	28,438.00	378,438.00
2039	350,000.00	19,250.00	369,250.00
2040	350,000.00	9,625.00	359,625.00
			0.00

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
----- APPROPRIATION -----					
Operating Expenses	800,208	794,486	794,486	1,398,745	1,398,745
Total Appropriation	\$800,208	\$794,486	\$794,486	\$1,398,745	\$1,398,745
----- COST CENTERS -----					
40100 OPERATING EXPENSE	53,635	60,161	60,161	64,404	64,404
40101 DEBT SERVICE	746,573	734,325	734,325	1,334,341	1,334,341
Total Cost Centers	\$800,208	\$794,486	\$794,486	\$1,398,745	\$1,398,745
----- FINANCING PLAN -----					
CURRENT TAXES	643,494	681,936	661,000	1,339,645	1,339,645
INTEREST & LIEN FEES	6,301	3,300	4,155	3,300	3,300
PRIOR YEAR TAXES	2,394	1,500	1,515	1,200	1,200
INTEREST INCOME	7,039	7,000	4,500	4,000	4,000
PILOT:ENTERPRISE ZONE	821	0	0	0	0
PILOT PAYMENT-OTHER	756	750	606	600	600
SEWER ASSESSMENTS	666	0	0	0	0
FUND BALANCE APPLIED	138,737	100,000	122,710	50,000	50,000
Total Financing Plan	\$800,208	\$794,486	\$794,486	\$1,398,745	\$1,398,745

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

2-Mar-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5201 POSTAGE/PRINT/ADVERT	6,525	9,580	9,580	9,890	9,890
5210 PROFESS DEVELOP/TRAI	200	610	610	925	925
5230 PYMNTS/CONTRIBUTIONS	45,184	47,782	47,782	51,256	51,256
5290 PROFESS/TECHNICAL SE	828	914	914	933	933
5300 MATERIALS & SUPPLIES	898	1,275	1,275	1,400	1,400
5450 DEBT SERVICE	746,573	734,325	734,325	1,334,341	1,334,341
-----					
Total Operating Expenses	\$800,208	\$794,486	\$794,486	\$1,398,745	\$1,398,745
-----					
GRAND TOTAL	\$800,208	\$794,486	\$794,486	\$1,398,745	\$1,398,745

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**SEWER DISTRICT FUND REVENUES: #4010**

Current Taxes - The current levy for FYE 2021 is based on all taxable property in the Town (excluding the political sub-division of the City) as of October 1, 2019, 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 2021 less estimated receipts from non-tax resources. The Grand List pertaining to the Sewer District increased 0.5% as of October 1, 2019. The proposed mill rate for FYE 2021 will be 0.56 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.

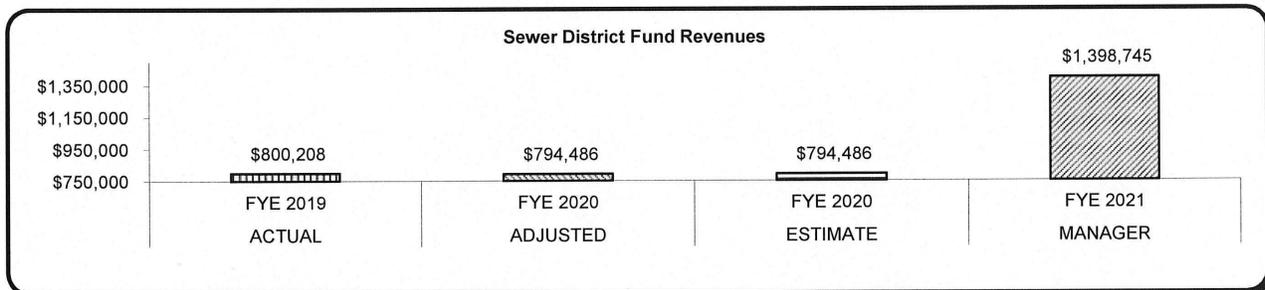
Prior Year Taxes - represents the anticipated collection of delinquent taxes.

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: Payments - Other - represents voluntary payments in lieu of taxes based on a 10 year Memorandum of Agreement with the Town Council dated November 20, 2017

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 assessment.

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	MANAGER FYE 2021
4110 Current Taxes	\$ 643,494	\$ 681,936	\$ 661,000	\$ 1,339,645
4113 Interest & Lien Fees	\$ 6,301	\$ 3,300	\$ 4,155	\$ 3,300
4114 Prior Year Taxes	\$ 2,394	\$ 1,500	\$ 1,515	\$ 1,200
4412 Interest Income	\$ 7,039	\$ 7,000	\$ 4,500	\$ 4,000
4551 PILOT: Enterprise Zone	\$ 821	\$ 0	\$ 0	\$ 0
4717 PILOT Payments - Other	\$ 756	\$ 750	\$ 606	\$ 600
4747 Sewer Assessments	\$ 666	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 138,737	\$ 100,000	\$ 122,710	\$ 50,000
<b>Total</b>	<b>\$ 800,208</b>	<b>\$ 794,486</b>	<b>\$ 794,486</b>	<b>\$ 1,398,745</b>



Audit Fund Balance as of 6/30/2019	\$ 259,277
Estimated Fund Balance as of 6/30/20	\$ 136,567
Estimated Fund Balance as of 6/30/21	\$ 86,567
Fund Balance as a % of 2020 Expenditures	6.19%

# CAPITAL RESERVES/CONTRIBUTIONS #1075

**The overall increase in this budget is \$1,041,000 or 64.2%.**

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 2018)
Proposed Budget	\$ 134,837,141	
50% of General Fund	\$ 67,418,571	
Total Fund Balance	----->	\$4,329,399
12% of General Fund	\$ 16,180,457	
Unappropriated Fund Balance	----->	\$1,874,234

## Cost Center 0 – Capital Reserve Fund

This represents the contribution amount to fund proposed capital projects.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	2,297,000	1,621,000	1,621,000	2,662,000	2,662,000
Total Appropriation	\$2,297,000	\$1,621,000	\$1,621,000	\$2,662,000	\$2,662,000
-----					
COST CENTERS					
-----					
10750 CAPITAL RESERVE FUND	2,297,000	1,621,000	1,621,000	2,662,000	2,662,000
Total Cost Centers	\$2,297,000	\$1,621,000	\$1,621,000	\$2,662,000	\$2,662,000
-----					
FINANCING PLAN					
-----					
GENERAL FUND	2,297,000	1,621,000	1,621,000	2,662,000	2,662,000
Total Financing Plan	\$2,297,000	\$1,621,000	\$1,621,000	\$2,662,000	\$2,662,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5230 PYMNTS/CONTRIBUTIONS	2,297,000	1,621,000	1,621,000	2,662,000	2,662,000
Total Operating Expenses	\$2,297,000	\$1,621,000	\$1,621,000	\$2,662,000	\$2,662,000
GRAND TOTAL	\$2,297,000	\$1,621,000	\$1,621,000	\$2,662,000	\$2,662,000

# CAPITAL RESERVE #5010

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**The overall increase in this budget is \$1,911,500 or 70.1%.**

This function includes funds to be appropriated for capital improvements.

Payments From Other Funds – represents the contribution from:

General Fund (#10750)	\$2,662,000
Sewer Operating (#2020)	<u>\$1,475,000</u>
	\$4,137,000

The Estimated Fund Balance for FYE 2020 is \$1,792,053 and represents an unexpended appropriation from the Sewer Operating fund of \$695,319 and the General Fund of \$1,096,734

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
<hr style="border-top: 1px dashed black;"/>					
APPROPRIATION					
<hr style="border-top: 1px dashed black;"/>					
Operating Expenses	3,867,000	2,725,500	2,725,500	4,637,000	4,637,000
Total Appropriation	\$3,867,000	\$2,725,500	\$2,725,500	\$4,637,000	\$4,637,000
<hr style="border-top: 1px dashed black;"/>					
COST CENTERS					
<hr style="border-top: 1px dashed black;"/>					
50100 FYE 2021 CIP	3,867,000	2,725,500	2,725,500	4,637,000	4,637,000
Total Cost Centers	\$3,867,000	\$2,725,500	\$2,725,500	\$4,637,000	\$4,637,000
<hr style="border-top: 1px dashed black;"/>					
FINANCING PLAN					
<hr style="border-top: 1px dashed black;"/>					
INTEREST INCOME	43,931	38,000	40,000	30,000	30,000
INTEREST INCOME-WPCF	40,525	38,000	30,000	20,000	20,000
RECORDING INSTRUMENTS	10,714	11,000	9,000	8,000	8,000
WATER ASSESSMENTS	931	0	0	0	0
PAYMENTS FROM OTHER FUNDS	3,028,000	1,959,000	1,989,000	4,137,000	4,137,000
FUND BALANCE APPLIED	742,899	679,500	657,500	442,000	442,000
Total Financing Plan	\$3,867,000	\$2,725,500	\$2,725,500	\$4,637,000	\$4,637,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5460 RESERVE FUND/EQUIPME	3,867,000	2,725,500	2,725,500	4,637,000	4,637,000
Total Operating Expenses	\$3,867,000	\$2,725,500	\$2,725,500	\$4,637,000	\$4,637,000
GRAND TOTAL	\$3,867,000	\$2,725,500	\$2,725,500	\$4,637,000	\$4,637,000

**TOWN OF GROTON, CT  
FYE 2021 Proposed Budget**

**CAPITAL RESERVE FUND REVENUES: #5010**

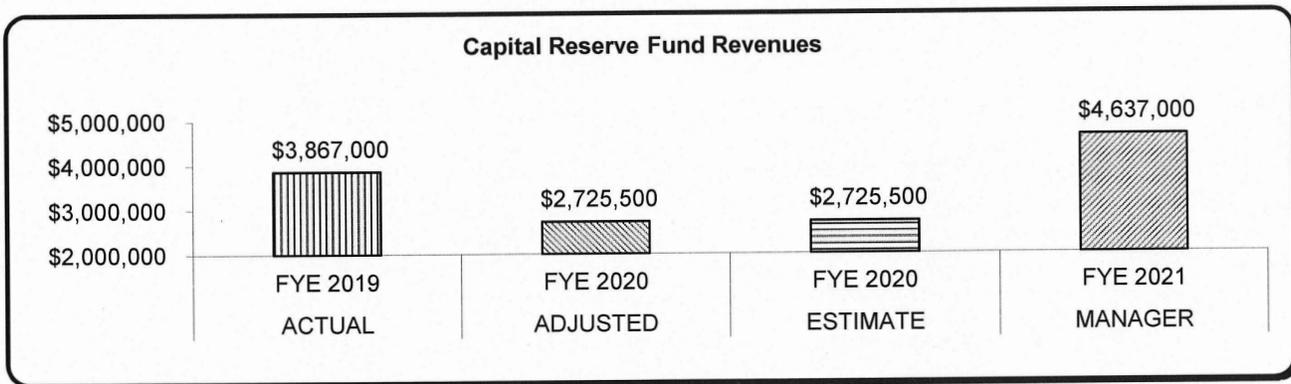
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

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.

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.

	<u>ACTUAL</u> FYE 2019	<u>ADJUSTED</u> FYE 2020	<u>ESTIMATE</u> FYE 2020	<u>MANAGER</u> FYE 2021
4412 Interest Income	\$ 43,931	\$ 38,000	\$ 40,000	\$ 30,000
4412A Interest Income - WPCF	\$ 40,525	\$ 38,000	\$ 30,000	\$ 20,000
4610 Recording Instruments	\$ 10,714	\$ 11,000	\$ 9,000	\$ 8,000
4746 Water Assessments	\$ 931	\$ 0	\$ 0	\$ 0
4766 Payments from Other Funds	\$ 3,028,000	\$ 1,959,000	\$ 1,989,000	\$ 4,137,000
4999 Fund Balance Applied	\$ 742,899	\$ 679,500	\$ 657,500	\$ 442,000
<b>Total</b>	<b>\$ 3,867,000</b>	<b>\$ 2,725,500</b>	<b>\$ 2,725,500</b>	<b>\$ 4,637,000</b>



Audit Fund Balance as of 6/30/2019	\$ 2,449,554
Estimated Fund Balance as of 6/30/20	\$ 1,792,054
Estimated Fund Balance as of 6/30/21	\$ 1,350,054
Fund Balance as a % of 2020 Expenditures	29.11%

# Debt Service #1076

The overall increase in this budget is \$1,465,713 or 22.1%.

This function contains principal and interest payments for long term financing for general obligation and school bonds.

The first bond issue for the Groton 2020 School project is scheduled for April 2019. An estimate for the first principal and interest payment due for these long term bonds is included in FYE 2020.

## Cost Center 0 – General Government

TOWN OF GROTON  
FYE 2021  
Town Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/19	FYE 2020 Principal Payment	FYE 2020 Interest Payment	FYE 2021 Principal Payment	FYE 2021 Interest Payment
2025	5,675,000.00	12/13/2011	14	General Purpose (Dec. 2011 refunding)	1,505,000.00	268,000.00	48,401.25	265,000.00	38,887.50
2030	6,752,000.00	3/12/2013	18	General Purpose (Mar. 2013 refunding)	4,975,000.00	440,000.00	177,340.00	427,000.00	160,000.00
2028	6,690,000.00	4/18/2018	10	General Purpose Road Maint & Rehab	6,020,000.00	670,000.00	240,900.00	670,000.00	207,400.00
2034	8,945,000.00	4/16/2014	20/10	General Purpose (A)	5,775,000.00	635,000.00	159,693.76	635,000.00	146,993.75
Totals					18,275,000.00	2,013,000.00	626,335.01	1,997,000.00	553,281.25

### Debt Service Payment FYE 2021 through FYE 2034

Function #10760-General Government			
FYE	Principal	Interest	FYE Total
2021	1,997,000.00	553,281.25	2,550,281.25
2022	2,002,000.00	479,301.25	2,481,301.25
2023	2,005,000.00	404,233.75	2,409,233.75
2024	2,001,000.00	329,692.50	2,330,692.50
2025	1,619,000.00	261,303.75	1,880,303.75
2026	1,436,000.00	211,165.00	1,647,165.00
2027	1,436,000.00	163,675.00	1,599,675.00
2028	1,347,000.00	119,250.00	1,466,250.00
2029	692,000.00	78,115.00	770,115.00
2030	687,000.00	56,455.00	743,455.00
2031	260,000.00	40,950.00	300,950.00
2032	260,000.00	31,200.00	291,200.00
2033	260,000.00	20,800.00	280,800.00
2034	260,000.00	10,400.00	270,400.00

## Cost Center 1 – Education

TOWN OF GROTON  
FYE 2021  
Education Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/19	FYE 2020 Principal Payment	FYE 2020 Interest Payment	FYE 2021 Principal Payment	FYE 2021 Interest Payment
2029	10,630,000.00	12/31/2011	18	Schools (refunding)	5,680,000.00	977,000.00	188,073.75	975,000.00	150,100.00
2030	12,308,000.00	3/12/2013	18	Schools (refunding)	9,200,000.00	770,000.00	344,360.00	768,000.00	313,600.00
2039	20,000,000.00	5/8/2019	20	Schools (School 2020 Construction)	20,000,000.00	1,000,000.00	717,500.00	1,000,000.00	621,250.00
2040	20,000,000.00	tbd	20	Schools (School 2020 Construction)	0.00	0.00	0.00	1,000,000.00	723,750.00
Totals					34,880,000.00	2,747,000.00	1,249,933.75	2,743,000.00	1,084,950.00

### Debt Service Payment FYE 2021 through FYE 2040

Function #10810-Board of Education FYE 2021 10761			
FYE	Principal	Interest	FYE Total
2021	3,743,000.00	1,808,700.00	5,551,700.00
2022	3,738,000.00	1,639,080.00	5,377,080.00
2023	3,725,000.00	1,472,222.50	5,197,222.50
2024	3,719,000.00	1,310,520.00	5,029,520.00
2025	3,731,000.00	1,147,108.75	4,878,108.75
2026	3,709,000.00	999,853.75	4,708,853.75
2027	3,659,000.00	863,406.25	4,522,406.25
2028	2,903,000.00	736,318.75	3,639,318.75
2029	2,173,000.00	639,110.00	2,812,110.00
2030	2,033,000.00	572,995.00	2,605,995.00
2031	2,000,000.00	512,500.00	2,512,500.00
2032	2,000,000.00	457,500.00	2,457,500.00
2033	2,000,000.00	408,750.00	2,408,750.00
2034	2,000,000.00	356,250.00	2,356,250.00
2035	2,000,000.00	305,000.00	2,305,000.00
2036	2,000,000.00	250,000.00	2,250,000.00
2037	2,000,000.00	195,000.00	2,195,000.00
2038	2,000,000.00	140,000.00	2,140,000.00
2039	2,000,000.00	83,750.00	2,083,750.00
2040	1,000,000.00	27,500.00	1,027,500.00

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	5,264,288	6,638,769	6,579,467	8,104,482	8,104,482
Total Appropriation	\$5,264,288	\$6,638,769	\$6,579,467	\$8,104,482	\$8,104,482
-----					
COST CENTERS					
-----					
10760 GENERAL GOVERNMENT	2,915,255	2,641,835	2,641,835	2,552,782	2,552,782
10761 EDUCATION	2,349,033	3,996,934	3,937,632	5,551,700	5,551,700
Total Cost Centers	\$5,264,288	\$6,638,769	\$6,579,467	\$8,104,482	\$8,104,482
-----					
FINANCING PLAN					
-----					
GENERAL FUND	5,264,288	6,638,769	6,579,467	8,104,482	8,104,482
Total Financing Plan	\$5,264,288	\$6,638,769	\$6,579,467	\$8,104,482	\$8,104,482

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

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

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5290 PROFESS/TECHNICAL SE	0	2,500	2,500	2,500	2,500
5450 DEBT SERVICE	5,264,288	6,636,269	6,576,967	8,101,982	8,101,982
	-----	-----	-----	-----	-----
Total Operating Expenses	\$5,264,288	\$6,638,769	\$6,579,467	\$8,104,482	\$8,104,482
GRAND TOTAL	\$5,264,288	\$6,638,769	\$6,579,467	\$8,104,482	\$8,104,482

TOWN OF GROTON, CT  
JUNE 30, 2019  
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 (including interest & lien fees)	\$88,489,933
Total Tax Collections (including interest and lien fees) of coterminous municipalities	\$14,422,495
Reimbursement for Revenue Loss from Tax Relief for the elderly	<u>\$2,000</u>
Base for Establishing Debt Limit (per State Statute)	<u>\$102,914,428</u>

Debt Limits (per State Statute):	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Pension	Total Debt
General Purpose (2.25 times base)	\$231,557,463					
Schools (4.50 times base)		\$463,114,926				
Sewers (3.75 times base)			\$385,929,105			
Urban Renewal (3.25 times base)				\$334,471,891		
Unfunded Pension (3.00 times base)					\$308,743,284	
Total Debt (7.0 times base)						\$720,400,996
Less Indebtedness:						
Bonds	\$18,275,000	\$34,880,000	\$3,070,000	\$0	\$0	\$56,225,000
Bond anticipation notes payable		\$15,000,000	\$6,700,000			\$21,700,000
Clean Water Fund Loans Authorized & Unissued	\$3,221	\$143,333,941	\$1,530,000	\$0	\$0	\$144,867,162
Underlying Debt:						
Bonds & Serial Notes	\$3,670,478	\$0	\$6,008,000	\$0	\$0	\$9,678,478
Authorized & Unissued	\$854,189	\$0	\$106,000	\$0	\$0	\$960,189
School Buildings Grants		\$0			\$0	\$0
Total Indebtedness	\$22,802,888	\$193,213,941	\$23,792,782	\$0	\$0	\$239,809,611
Excess of State Limit Over Outstanding and Amortized Debt	\$208,754,575	\$269,900,985	\$362,136,323	\$334,471,891	\$308,743,284	\$480,591,385
	9.8%	41.7%	6.2%	0.0%	0.0%	33.29%

\*\* 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, as revised in November 2017, 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 below the statutory debt limits at its current 33.29% 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 2021 will be at 6.0% of expenditures.

**TOWN OF GROTON**  
FYE 2021

**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 November 28, 2017 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 2021 Proposed
Total General Fund Budget (GFB)		\$134,837,141
Calculate 4% of GFB		\$5,393,486
<b>B) DEBT &amp; CAPITAL % CALCULATION</b>		FYE 2021 Proposed
<b>B1) Outstanding Debt Payments:</b>		
Total Debt Payments (#1076)		\$8,104,482
<b>Total Debt payments</b>		<b>\$8,104,482</b>
<b>B2) Capital Reserve Contribution:</b>		
Capital Reserve (#10750)		\$2,662,000
<b>Total Capital Reserve</b>		<b>\$2,662,000</b>
<b>Total Debt &amp; Capital</b>		<b>\$10,766,482</b>
% of Debt Payments & Contribution to Capital Reserve to GFB		8.0%
	\$ Amount over 4% allocation	\$ 5,372,996
<b>C) CONTINGENCY &amp; % CALCULATION</b>		FYE 2021 Proposed
<b>Contingency (#10941)</b>		<b>\$400,000</b>
% of Contingency to GFB (= or < 2%)		0.3%

# CONTINGENCY #1094

---

**The overall increase in this budget is \$50,000 or 14.3%.**

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 of \$400,000 equates to approximately .29% of the General Fund Operating Budget.

## Recent Contingency Experience:

- FYE 2020: \$350,000 was appropriated. Transfers in the amount of \$8,645 were approved for automatic transfer switch for Groton ambulance generator.
- FYE 2019: \$450,000 was appropriated. Transfers in the amount of \$201,427 were approved for wage increases, BOE budget to meet minimum budget requirement (MBR), Legislative Policy, Groton Long Point, City of Groton, Voter Registration, Finance, Human Resources, Public Works and Library.
- FYE 2018: \$650,000 was appropriated and a supplemental appropriation from Fund balance of \$350,000. Transfers in the amount of \$785,475 were approved for wage increases, 50% of the City of Groton TIF district master plan, consultant fees for Town-City Highway Analysis, Charter Revision Commission, Town Manager recruitment expenses.
- FYE 2017: \$425,000 was appropriated. Transfers in the amount of \$414,286 were approved for wage increases, Charter Revision Commission, CTNEXT Initiative, Thames River Waterfront Taxi, historical document purchase, Town Manager recruitment services, Fleet fund contribution, Legal Services, Insurance & Claims, Self-Funded Plans, Emergency Communications.
- FYE 2016: \$550,000 was appropriated and transferred to Voter Registration, Town Clerk, Information Technology, Finance, Public Safety, Public Works, Office of Planning & Development, Human Services, Library, Parks & Recreation, Legal Services and Insurance & Claims.
- FYE 2015: \$350,000 was appropriated and transferred to Executive Management, Public Works, Human Services, Regional Agencies and Finance. A supplemental appropriation from Fund balance was also required (\$286,936).
- FYE 2014: \$350,000 was appropriated and was transferred to Debt Service, City of Groton & Public Works.

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: CONTINGENCY  
DEPARTMENT: CONTINGENCY  
FUNCTION: CONTINGENCY 1094

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
APPROPRIATION					
-----					
Operating Expenses	0	341,355	165,000	400,000	400,000
Total Appropriation	\$0	\$341,355	\$165,000	\$400,000	\$400,000
-----					
COST CENTERS					
-----					
10941 GENERAL CONTINGENCY	0	341,355	165,000	400,000	400,000
Total Cost Centers	\$0	\$341,355	\$165,000	\$400,000	\$400,000
-----					
FINANCING PLAN					
-----					
GENERAL FUND	0	341,355	165,000	400,000	400,000
Total Financing Plan	\$0	\$341,355	\$165,000	\$400,000	\$400,000

TOWN OF GROTON  
SUMMARY COST CENTER  
FYE 2021 PROPOSED BUDGET

28-Feb-2020

AREA OF SERVICE: CONTINGENCY  
DEPARTMENT: CONTINGENCY  
FUNCTION: CONTINGENCY 1094

	ACTUAL FYE 2019	ADJUSTED FYE 2020	ESTIMATE FYE 2020	REQUEST FYE 2021	MANAGER FYE 2021
-----					
OPERATING EXPENSES					
-----					
5499 CONTINGENCY	0	341,355	165,000	400,000	400,000
-----					
Total Operating Expenses	\$0	\$341,355	\$165,000	\$400,000	\$400,000
-----					
GRAND TOTAL	\$0	\$341,355	\$165,000	\$400,000	\$400,000

## TOWN OF GROTON

### Capital Improvement Budget/Program

The Capital Improvement Plan (CIP) is a long-term planning and policy document that includes capital projects for the upcoming fiscal year plus the ensuing five (5) fiscal years. Projects are evaluated and prioritized in terms of their need by the Town, their cost effectiveness, their ability to generate economic benefit, and their courses of funding. In this way, projects included in the CIP are only those that reflect both the capital needs of the Town and its ability to fund these projects.

The Town prepares its CIP document in accordance with two definitions of what constitutes a capital improvement:

“...Capital improvement means a major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature,...” (Connecticut State Statutes, Sec. 8-160)

“Appropriations from the fund (Capital Reserve Fund for capital and non-recurring expenditures) shall be made only for capital assets, projects, or acquisitions of a non-recurring nature, with a cost of over \$25,000, and with a useful life expectancy of over five years.” (Code of Ordinances, Chapter 2, Section 2-1©; Ord. No. 179, 9-17-85)

This section of the Budget contains the Capital Improvement Budget (CIB) which is the annual appropriation for capital spending for the various projects that pertain to the upcoming fiscal year. This CIB summary page provides a one-line description of the projects and denotes each project's source of funding. In addition to the summary page, each proposed project is described on an individual Project Detail sheet which contains a brief description of the project, the estimated cost, proposed method of financing, and a schedule for implementation.

CAPITAL PROJECTS - FYE 2021 (000)					
PROJECT	Page #	Source of Funds		Other Funding Source	Total Costs
		Capital Reserve Fund	Other		
<b>1) ROADS</b>					
F) NORTH STONINGTON ROAD BRIDGE	218	\$ 318	\$ 915	Town of Stonington - \$318,000; Local Bridge Program - \$597,000	\$ 1,233
H) BRIDGE REPAIR	219	\$ 45			\$ 45
<b>SUBTOTAL</b>		<b>\$ 363</b>	<b>\$ 915</b>		<b>\$ 1,278</b>
<b>2) DRAINAGE AND WATERSHED PROTECTION</b>					
A) CULVERT REHABILITATION	220	\$ 195	\$ 195	Local Bridge Program	\$ 390
B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	221	\$ 45			\$ 45
<b>SUBTOTAL</b>		<b>\$ 240</b>	<b>\$ 195</b>		<b>\$ 435</b>
<b>3) SIDEWALKS</b>					
B) REPLACEMENT SIDEWALK CONSTRUCTION	222	\$ 55			\$ 55
<b>SUBTOTAL</b>		<b>\$ 55</b>	<b>\$ -</b>		<b>\$ 55</b>
<b>4) PARKS AND RECREATION</b>					
A) FACILITIES IMPROVEMENTS	223	\$ -	\$ 755	LoCIP-\$735,000; Comm. Boating Acct. -\$20,000	\$ 755
B) TRAIL IMPROVEMENT PROGRAM	224	\$ 48			\$ 48
C) GOLF COURSE IMPROVEMENT PLAN	226	\$ 200			\$ 200
D) PARK IMPROVEMENT/ADA COMPLIANCE	227	\$ -	\$ 41	LoCIP	\$ 41
E) ATHLETIC FIELD DEVELOPMENT	228	\$ 100			\$ 100
<b>SUBTOTAL</b>		<b>\$ 348</b>	<b>\$ 796</b>		<b>\$ 1,144</b>
<b>5) EDUCATION</b>					
B) DISTRICT STORAGE	229	\$ 125			\$ 125
C) NORTHEAST ACADEMY AIR QUALITY	230	\$ 104			\$ 104
D) VIDEO SURVEILLANCE SYSTEM	231	\$ 180			\$ 180
F) SCHOOL KITCHEN DISHWASHING EQUIP.	232	\$ 120			\$ 120
<b>SUBTOTAL</b>		<b>\$ 529</b>	<b>\$ -</b>		<b>\$ 529</b>
<b>6) PUBLIC BUILDINGS</b>					
A) SPICER HOUSE - PARKS & REC. OFFICE	233	\$ 170			\$ 170
C) TOWN HALL COMPLEX	234	\$ 240			\$ 240
D) GROTON PUBLIC LIBRARY	235	\$ 90			\$ 90
K) GOLF COURSE FACILITIES - CLUB HOUSE	236	\$ 400			\$ 400
M) POLICE	237		\$ 230	LoCIP	\$ 230
O) GROTON AMBULANCE	238	\$ 45			\$ 45
P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	239	\$ 95			\$ 95
Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	240	\$ 95			\$ 95
R) SENIOR CENTER	241	\$ 40	\$ 15	Rec. & Sr. Activities Fund	\$ 55
<b>SUBTOTAL</b>		<b>\$ 1,175</b>	<b>\$ 245</b>	<b>\$ -</b>	<b>\$ 1,420</b>
<b>7) TECHNOLOGY</b>					
A) INFORMATION TECHNOLOGY INFRASTRUCTURE	242	\$ 191			\$ 191
G) PHONE SYSTEM	243	\$ 25			\$ 25
L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	244	\$ 38			\$ 38
M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	245	\$ 38			\$ 38
<b>SUBTOTAL</b>		<b>\$ 292</b>	<b>\$ -</b>		<b>\$ 292</b>
<b>8) PLANNING AND ECONOMIC DEVELOPMENT</b>					
A) ECONOMIC ASSISTANCE FUND	246	\$ 50			\$ 50
D) STRATEGIC RESILIENCY PLAN	247	\$ 85			\$ 85
F) DOWNTOWN MYSTIC PARKING MANAGEMENT	248	\$ 25	\$ 25	Town of Stonington	\$ 50
<b>SUBTOTAL</b>		<b>\$ 160</b>	<b>\$ 25</b>		<b>\$ 185</b>
<b>9) ENERGY EFFICIENCY AND CONSERVATION</b>					
<b>SUBTOTAL</b>		<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>10) WATER POLLUTION CONTROL FACILITY</b>					
A) SEWER LINE INFRASTRUCTURE REPAIR	249		\$ 50	WPCF User Fees	\$ 299
B) PUMP STATIONS	250		\$ 1,425	WPCF User Fees	\$ 1,425
<b>SUBTOTAL</b>		<b>\$ -</b>	<b>\$ 1,475</b>		<b>\$ 1,475</b>
<b>TOTAL</b>		<b>\$ 3,162</b>	<b>\$ 3,651</b>		<b>\$ 6,813</b>

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
F) NORTH STONINGTON ROAD BRIDGE	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

In March 2010 the North Stonington Road Bridge, which straddles Groton and Stonington, was in poor condition following a 500 year storm. Groton and Stonington hired an engineering firm to perform an inspection and load rating analysis of the bridge. The inspection revealed that the superstructure should be repaired or replaced, and a weight restriction was placed on the bridge. The condition of the bridge was not a result of the flooding.

Funding was approved in FYE 12 to design the repair work and the cost was shared 50/50 with Stonington. Groton's share for the design and construction of the repairs was \$50,000. Repair work began on the bridge in June 2012. It became clear that the deck would have to be replaced, something not anticipated at the start of work. Work stopped and the engineer estimated the cost of deck replacement to be \$200,000 or replacement of the entire superstructure to be \$750,000.

On March 31, 2014, with Town Council authorization, a settlement was reached with the original engineering firm for \$90,000. These funds were used to hire a consulting engineering firm to investigate the existing abutments and proposed alternatives to reestablish the bridge. That investigation has been completed and reviewed with the Town of Stonington.

A preliminary application was awarded for a 50% grant through the State's Local Bridge Program in FYE 16 to replace the entire bridge.

Requested for FYE 21 are funds (\$36,000) to complete the design and funds (\$1,197,000) for construction, project inspection and contract administration to replace the bridge. It is estimated that the grant will cover \$597,000, with the remaining \$600,000 shared 50/50 between the towns of Groton and Stonington.

The

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	18						18
	C	18						18
B. Land and Right of Way								0
C. Construction	O	897						897
	C	300						300
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C,O	1233	0	0	0	0	0	1233

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (Town of Stonington - \$318,000; Local Bridge Program - \$597,000)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
H) BRIDGE REPAIR	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for the maintenance of 12 bridges that consist of boxed culverts, concrete slabs and multiple beams with concrete slabs within the Town. Many of these structures were addressed in the 1980's and 90's with major renovations or replacements.

The State Department of Transportation has completed inspections of municipal bridges under 20 feet in 2016 and has rated two of the structures in the "Fair or Worse" category:

- North Stonington Road Bridge (separate project see 1)G)
- Thomas Road over Birch Plain Creek

DOT's recommendations are to retain the services of a qualified engineering firm to fully inspect those structures and perform the rehabilitation of the bridges.

Other previous State inspections have noted bridge joint deterioration of the Meridian Street Extension Bridge which crosses the Amtrak rail line.

Requested for FYE 21 are funds (\$45,000) to hire a bridge engineering firm to conduct the inspection and make recommendations for repair of the Thomas Road over Birch Plain Creek and the Meridian Street Extension Bridge.

Programmed for FYE 22 are funds (TBD) to address the Meridian Street Extension Bridge and the Thomas Road Bridge.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	45						45
B. Land and Right of Way								0
C. Construction	C		TBD					TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>TBD</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

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) CULVERT REHABILITATION	2) DRAINAGE AND WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

There are several stream crossings with our local roads that need the pipes replaced due to failure, the road crossing realigned/widened to allow for safer passage of vehicle or, to allow the increase of water to flow through them.

A number of stream crossings should be renovated, making them safer for vehicles, adding protection for the watercourse and providing protection downstream of the road crossing in the case of overtopping. This project is consistent with the Town of Groton Hazard Mitigation Plan.

Requested for FYE 21 are funds (\$390,000) for the design and replacement of the deteriorated culverts on Quaker Farm Road. This crossing has been closed for two years due to the failure of the twin metal pipes. It is anticipated that this culvert qualifies under the State DOT Local Bridge Program for a 50% grant.

Programmed for FYE 23 are funds (TBD) for the replacement of the old stone culvert on River Road, opposite house #901. The existing culvert is in a deteriorated state and numerous temporary repairs have been made.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	30						30
	C	30						30
B. Land and Right of Way								
C. Construction	O	165						165
	C	165		TBD				165
D. Equipment								
E. Other Costs								
<b>Total</b>	<b>C,O</b>	<b>390</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>390</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (State DOT Local Bridge Program)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	ACTIVITY/DEPARTMENT 2) DRAINAGE AND WATERSHED PROTECTION
---	---

DESCRIPTION/PURPOSE/JUSTIFICATION

Drainage systems are installed to control flooding, prevent erosion, improve water quality, and protect public and private property from damage. All new systems are designed to current Town of Groton Road and Drainage Standards. This project funds local drainage system improvements consisting of 1) installation of new local drainage systems, 2) retrofits of existing systems and 3) mandated modifications required by current Federal and State permit requirements for MS4s.

Mandated by the Department of Energy and Environmental Protection's Small Municipal Separate Storm Sewer Systems (MS4s) General Permit, the Town must develop, implement and enforce best management practices for 6 minimum control measures. While some of these are administrative in nature and the cost will be programmed in the annual operating budget, several will require modification to the drainage system and the impervious areas that drain into the system.

Requested for FYE 21 are funds (\$45,000) to study the repeated flooding of Casino Road. The road is covered in stormwater after various rain events. The stormwater is draining from what appears to be an intermittent water course along the east side of the Amtrak right of way to a tidal wetland south of Casino Road. Future projections of sea level rise in this area show local water over the road impacts to the road occurring monthly. This study will identify options and costs to improve the drainage.

Programmed for FYE 22 are funds (\$25,000) for design and permitting of new a new drainage system in response to a citizen's concern regarding the lack of drainage on the developed section of Lambtown Road. During moderate rains, the water flows in the gutter up to 4 feet wide and exits overland at the low point flooding yards. Construction will be done in either FYE 22 or FYE 23 if funding is provided.

Programmed for FYE 23 through FYE 24 are funds (TBD) to implement the mandates of the MS4s permit.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	45	25					70
B. Land and Right of Way								0
C. Construction	C			TBD	TBD			TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>25</b>	<b>TBD</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>70</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) REPLACEMENT SIDEWALK CONSTRUCTION	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

This project funds the replacements of our existing sidewalk network totaling 650,000 linear feet of concrete and asphalt sidewalks. All replaced or repaired sections of sidewalks will provide ADA compliant ramps to make them accessible to all users.

Requested for FYE 21 are funds (\$55,000) to continue addressing the over 150 distressed areas identified on our existing sidewalk network that need attention.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C							0
B. Land and Right of Way								0
C. Construction	C	55						55
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) FACILITIES IMPROVEMENTS	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Sutton Park is Groton's community park and serves a diversity of users. The disinvestment in this park has resulted in a neglected facility. Requested for FYE 21 are funds (\$670,000) to revitalize Sutton Park, based on improvements identified in the 2009 Sutton Park Master Plan: (\$395,000) to complete the conversion of the asphalt surfacing to concrete, replacement of the "bowl" which was improperly designed when originally built, patching and replacing seams within the park to address safety concerns and removing portions of the fence around the skatepark, and (\$275,000) to construct an energy efficient bathroom to replace the port-o-let that currently serves the community park. The engineering and design will be done in-house.

Requested for FYE 21 are funds (\$85,000) to complete rebuilding the community dock project. Spicer Park is home to the town's rowing and paddling programs with user groups including Groton Parks and Recreation adaptive boating programs, the Groton Community Boating Club, the Noank Rowing Club and the Fitch High School Crew team. The decking on the stone pier became detached in the winter of 2017. A temporary patch has been made, however a more permanent solution is necessary. Using funds raised by the Groton Community Boating Club and the Noank Rowing Club, hired Docko Inc/GNCB to obtain necessary permits from CT DEEP and the Army Corps of Engineers, and develop plans to encapsulate the stone pier in concrete and to install rails to fix the problem and improve accessibility of the dock. \$20,000 of this project will come from the Community Boating account.

Programmed for FYE 22 are funds (\$15,000) to install wall padding in the community center gym to protect gym users. Currently there is only gym padding behind the two of the basketball courts. Also programmed are funds (\$120,000) to extend the bike path from Route 1 to Knoxville Court and the surrounding neighborhoods. (\$160,000) to install proper lighting to expand available skatepark use. (\$210,000) Replacing the existing playground that was installed in 1996, installing new safety surface material increasing ADA accessibility. (\$85,000) Implementing landscaping changes to create a more open, safe and inviting park. (\$25,000) Re-roofing pavilion. (\$175,000) Removing, redesigning and repaving the front parking lot.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	17						17
B. Land and Right of Way								0
C. Construction	O	738						738
	C		790					790
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O,C</b>	<b>755</b>	<b>790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1545</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP-\$735,000; Comm. Boating Acct.-\$20,000)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) TRAIL IMPROVEMENT PROGRAM	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

This project will continue the implementation of the 2004 Bicycle, Pedestrian and Trails Master Plan. The implementation of the master plan will create alternative transportation networks of bikeways, sidewalks and trails that link neighborhoods to work and recreation destinations.

Requested for FYE 21 are funds (\$48,000) for a bike path from Knoxville Court to Sutton Park. This project would include a combination of widening the road and striping Knoxville Court Midway Oval and Central Avenue

Programmed for FYE 22 are funds (\$35,000) to design and permit a bike path from the G&S Trolley Trail to Fitch High School.

Programmed for FYE 23 and FYE 24 are funds (\$140,000/yr.) to construct the bike path from G&S Trolley Trail to Fitch High School.

Programmed for FYE 25 are funds (\$60,000) to develop two sections of the project for a bike path from Depot Road to Thomas Road based on the recommendations from the consultant's study.

Section 2 – 0.27 miles a 6 ft. wide on-road bike lane along depot Road with curbside parking on one side. Section 3 – 0.32 miles a 6 ft. wide on-road bike lane on Fort Hill Road with a 2 ft. wide striped buffer.

Programmed for FYE 26 are funds (\$26,000) to develop two additional sections of the project for a bike path from Depot Road to Thomas Road based on the recommendations from the consultant's study.

Section 4 – 0.28 miles along South Road a 4 ft. wide on-road bike path with travel lanes reduced to 10 ft. wide. Section 5 – 0.18 miles Shared Lane Markings placed within the 12 ft. travel lanes to a point south of Tilcon.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		35					35
B. Land and Right of Way								0
C. Construction	C	48		140	140	60	26	414
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>48</b>	<b>35</b>	<b>140</b>	<b>140</b>	<b>60</b>	<b>26</b>	<b>449</b>

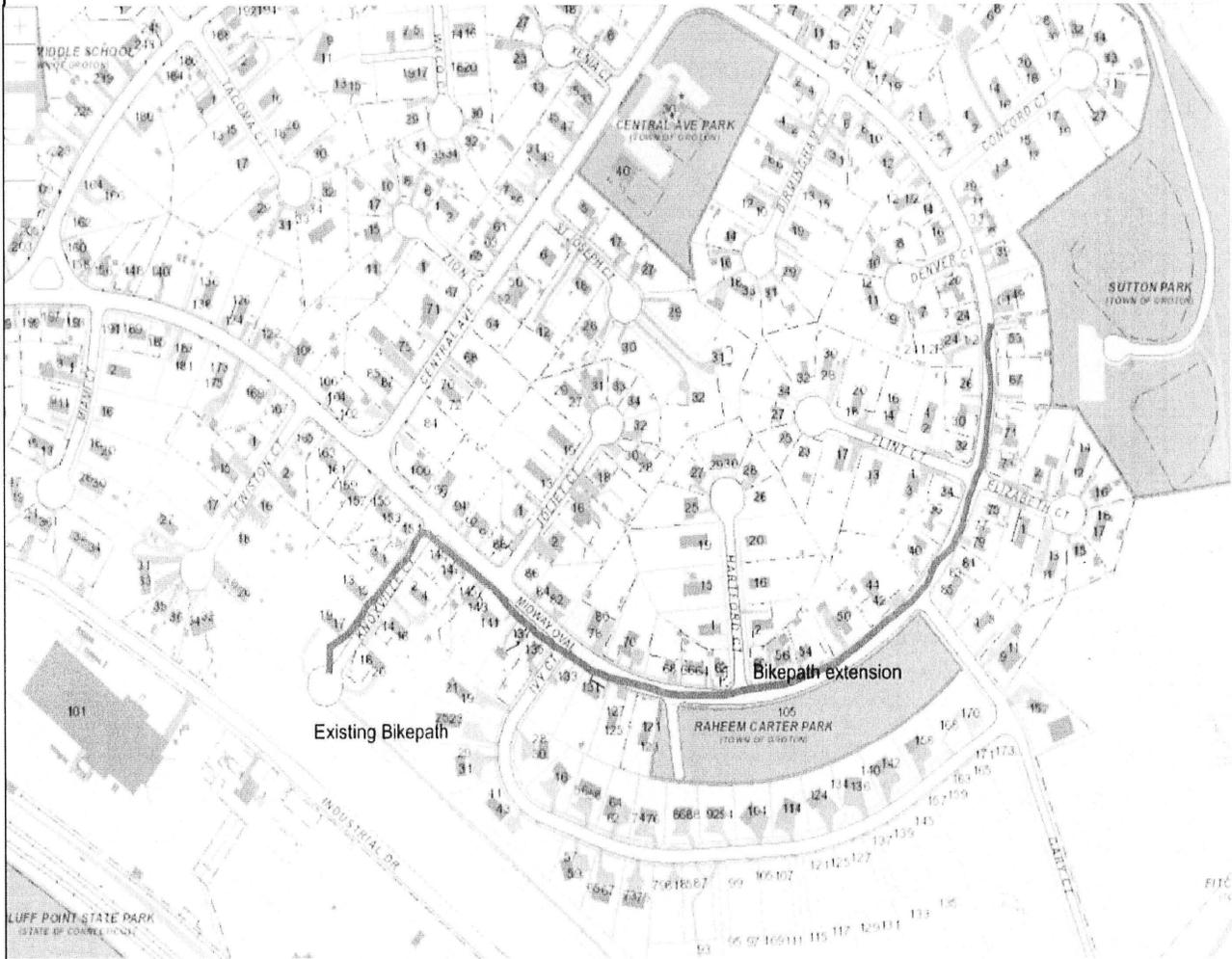
\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL (ADDENDUM)

PROJECT  
B) TRAIL IMPROVEMENT PROGRAM  
(Continued)

ACTIVITY/DEPARTMENT  
4) PARKS AND RECREATION

ADDITIONAL INFORMATION



CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) GOLF COURSE IMPROVEMENT PLAN	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Shennecosset Golf Course operates as a special revenue fund. It has been demonstrated that the revenue generated can support the golf course operations; however it is not enough to support capital improvements. Based on recommendation from the National Golf Foundation and the Master Plan from Mungeam Cornish Golf design Firm a series on necessary facility improvements to the golf course were identified. In 2019 the Master Plan was consolidated into a 5 year plan.

Requested for FYE 21 are funds (\$200,000) to restore approach and greenside bunkers on hole 4, rebuild cart path from 4 to 5 and greenside and fairway bunkers on a portion of 6.

Programmed for FYE 22 are funds (\$215,000) to renovate and restore fairway bunkers, expand and re-build tees n 3 and start renovating fairway bunkers on 5.

Programmed for FYE 23 are funds (\$408,000) to renovate and restore bunkers on holes 5, 6 and 7.

Programmed for FYE 24 are funds (\$390,000) to work on bunkers on hole 2, 8 and a part of hole 1.

Programmed for FYE 25 are funds (\$426,000) to work on bunkers on holes 12-17 and a portion of 18.

Programmed for FYE 26 are funds (\$414,000) to work of holes 9, 10, 11 and a portion of 18.

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	7	7	7	7	7	7	42
B. Land and Right of Way								0
C. Construction	C	193	208	401	383	419	407	2011
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>200</b>	<b>215</b>	<b>408</b>	<b>390</b>	<b>426</b>	<b>414</b>	<b>2053</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) PARK IMPROVEMENT/ADA COMPLIANCE	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Park Improvement Plan recommendations are based on the estimated life of a park asset, current life cycle and calculated replacement cost. The American with Disabilities Act (ADA) adopted new requirements for accessibility to parks and recreation facilities that took effect in 2012. Based on a review of 31 recreational facilities by Recreation Accessibility Consultants (RAC) and ADA Transitional Plan was developed.

Requested for FYE 21 are funds (\$41,000) for improvements to various parks: (\$11,000) to paint sealing the basketball court and painting pickle ball and basketball court lines behind community center; (\$10,000) to install a well in Central Bark dog park to provide access to water for dogs and patrons using the park; and (\$20,000) to complete renovating the Millwood Creek Disc Golf Course. Work includes new tee boxes, baskets and signage.

Programmed for FYE 22 are funds (\$140,000) for the replacement of Farquhar park playground equipment, poured in place safety surface material and installation of ADA compliant walkway from the parking lot to the playground.

Programmed for FYE 23 are funds (\$65,000) to make improvements to the bathrooms at Calvin Burrows field to make them ADA compliant. Improvements include widening stalls, replacing toilets, sinks and installing grab bars.

Programmed for FYE 24 are funds (\$140,000) for the replacement of the playground equipment and poured in place safety surface material for the playground in Woodcrest Park. The renovations would make the playground ADA compliant.

Programmed for FYE 25 are funds (\$25,000) for the repainting of the tennis and basketball courts at Farquhar Park.

Programmed for FYE 26 are funds (\$60,000) for improvements to parks facilities to make them ADA compliant.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	41						41
	C		140	65	140	25	60	430
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>41</b>	<b>140</b>	<b>65</b>	<b>140</b>	<b>25</b>	<b>60</b>	<b>471</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) ATHLETIC FIELD DEVELOPMENT	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

A Fields Needs Assessment was completed in in FYE 2015 and identified the need for four full size multi-purpose fields to meet the needs of the community. The assessment was partially updated in 2019 to reflect changes in the number of fields based on new school construction. The new assessment identified a shortage of 2.5 multipurpose fields. Investments in our current fields will help eliminate that shortage.

Requested for FYE 21 are funds (\$100,000) for the installation of an irrigation system and reconstructing (regrading and reseeding) of one athletic field at the community center. The field is used by high school, youth and adult athletic teams and the field is in poor condition. Irrigation and regrading will protect the investment by ensuring a healthy field able to sustain greater use.

Programmed for FYE 22 are funds (\$182,000) for lights for Community Center Field 1. Lights will extend the length of playable time, reducing the shortage of field availability.

Programmed for FYE 23 are funds (\$75,000) for installation of the irrigation system and reconstruction (regrading and reseeding) on Community Center Field 2.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	100	182	75				357
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>100</b>	<b>182</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> B) DISTRICT STORAGE BARNUM, CUTLER, WEST SIDE	<b>ACTIVITY/DEPARTMENT</b> 5) EDUCATION
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

The district currently uses the wood frame building on the Pleasant Valley Elementary School property to store school records, materials, supplies and equipment. The property will be turned over to the Town of Groton for marketing and sale. The district will be in need of 10,000 sq. ft. of secure storage to replace this building after June 2020.

The architects of the new elementary schools are reviewing plans to determine if the on-site portable buildings will be able to stay on the property for reuse. Should this not be possible the portable buildings from West Side STEM Magnet Middle School and Cutler Arts & Humanities Magnet Middle School would be moved to 1300 Flanders Road at an estimated cost of \$210,000.

Requested for FYE 21 are funds (\$50,000) to move the portable from Pleasant Valley Elementary to Charles Barnum Elementary; funds (\$50,000) to move the two portables currently on-site at Cutler Middle School to a new on-site location, and funds (\$25,000) to move one portable on-site as a construction trailer at West Side Middle School. If a suitable on-site location for the Cutler portables cannot be found, this request will be increased by \$160,000 to move them to Flanders Road.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	125						125
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	125	0	0	0	0	0	125

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) NORTHEAST ACADEMY AIR QUALITY	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

There have been concerns about excessive humidity in the Northeast Academy. The district contracted with the engineering firm Fuss & O'Neill to determine the cause and possible remedy for this issue. The study concluded with recommendations for both short and long term solutions.

The long-term recommendation in the engineering report is the replacement of the air handling units.

Requested for FYE 21 are funds (\$104,000) for short-term equipment upgrades.

Programmed for FYE 22 are funds (\$200,000) for site improvements.

Programmed for FYE 22 - 26 are funds (\$200,000/year) for replacement of the air handling units.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction			200					200
D. Equipment	C	104	200	200	200	200	200	1104
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>104</b>	<b>400</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1304</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) VIDEO SURVEILLANCE SYSTEM	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The new middle school has been designed to have a video surveillance system installed that will provide direct access to the Town of Groton Police Department. Video surveillance systems installed at Fitch High School, Northeast Academy, Catherine Kolnaski Magnet School, and Charles Barnum Elementary School would significantly increase student/staff safety.

Requested for FYE 21 are funds (\$180,000) for cameras with a ten-year warranty and a ten-year service agreement.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	180						180
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT F) SCHOOL KITCHEN DISHWASHING EQUIP.	ACTIVITY/DEPARTMENT 5) EDUCATION
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Groton Public School food service department is proposing to install dishwashing equipment at Fitch High School, Northeast Academy, Catherine Kolnaski and Charles Barnum Schools to support the town's plastics ban. This dishwashing equipment would allow the schools to eliminate paper/cardboard trays as well as plastic utensils. With the installation of the equipment, the kitchen staff would be able to wash fiberglass trays and metal utensils.

Estimated cost of the equipment at each school is:

- Fitch High School: \$30,000
- Northeast Academy: \$25,000
- Catherine Kolnaski Elementary School: \$25,000
- Charles Barnum School: \$25,000

The total estimated cost for installation of the dishwashers is \$15,000.

Requested for FYE 21 are funds (\$120,000) for purchase and installation of the equipment.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	105						105
E. Other Costs	C	15						15
<b>Total</b>	<b>C</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT A) SPICER HOUSE - PARKS & REC. OFFICE	ACTIVITY/DEPARTMENT  6) PUBLIC BUILDINGS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Spicer House and Spicer Park properties were deeded to the Town on September 6, 1963 as a 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, which was built in 1826 and houses the Recreation Department office 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 to address the protection of historic resources.

The exterior of the Spicer House is deteriorating at an exponentially increasing rate. Although the entire exterior painted surfaces were abated of lead paint years ago, the shingles and trim were not replaced. Lead continues to leach from the wood, increasing the cost for any exterior work. The previously approved funds were only sufficient to cover repairs and replacements of heavily damaged wooden gutters, fascia and trim boards and to repair structural damage that supported a portion of the second floor.

The move of the recreation offices from this location to the Groton Community Center was approved in FYE 20. The relocation of the offices should be completed by August, 2020. While the reuse of the Spicer House must be determined, funds are requested in FYE 21 to prevent further deterioration of the building. No funding is programmed for restoration or stabilization until a decision is made.

Requested in FYE 21 are funds (\$170,000) to repair and repaint the exterior and replace the roof.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	20						20
B. Land and Right of Way								
C. Construction	C	150						150
D. Equipment								0
E. Other Costs								0
<b>Total</b>		170	0	0	0	0	0	170

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TOWN HALL COMPLEX	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town Hall and Groton Community Center (formerly Fitch Middle School) are considered a municipal complex where general government and recreation functions are co-located. Groton Community Center Wings B, C and D have been brought up to code allowing the recreation programs and storage once at Seely School to be relocated to Groton Community Center. The next phase of the complex's development will address the staged re-use of a portion of Wing A.

Requested for Groton Community Center in FYE 21 are funds for the following projects:

- Parking Lot Modifications, Phase I (Construction: \$75,000)
- Security System (Construction: \$25,000)
- CCTV Cameras (Design: \$10,000; Construction: \$70,000)
- Radon Mitigation System (Design: \$15,000; Construction: \$35,000)
- Window Shades (\$10,000)

Programmed for Groton Community Center in FYE 22 are funds (\$45,000) to design the replacement of the two oil fired boilers with natural gas fired units and plan the air conditioning throughout the entire building. Window units will be replaced with more efficient roof top unit and areas currently without air conditioning will have upgraded. By converting the boilers to natural gas, it is estimated that the annual savings will be \$12,000 per year, thus realizing a 6-8 year return on investment.

Also programmed for FYE 22 are funds (\$240,000) for the design and renovation of the auditorium and funds (\$85,000) for Parking Lot Modifications Phase 2.

Programmed for FYE 23 are funds (\$500,000) to move the IT Department from the basement of Town Hall to the second floor of Groton Community Center.

Programmed for FYE 24 are funds (\$600,000) for the replacement of the boilers and the air handling modifications.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	25	85					110
B. Land and Right of Way								0
C. Construction	C	215	285	500	600			1600
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>240</b>	<b>370</b>	<b>500</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>1710</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) GROTON PUBLIC LIBRARY	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The existing fire alarm system panel was installed in 1977 and has been experiencing a high failure rate. The building addition in 2014 added zones to a retrofit panel that, while not a perfect fit, did allow for all of the existing devices to remain. The most current interior work completed in 2017 resulted in additional patch work of fire alarm components all that currently work, but have increased the number of service calls and the search for devices that are compatible. The work involves the replacement of the 106 photo sensors, 29 heat sensors, 10 pull stations and the main panel that monitors and controls the system.

Requested for FYE 21 are funds (\$55,000) to address the deteriorated brick retaining walls and to replace six windows on the south side of the building. No work has been performed on the exterior brick surfaces or windows since the construction of the building in 1977. The brick has spalled in several large areas. The windows are original and are showing signs of failure. These funds will identify the areas that need work. New OSHA regulations concerning silica will impact the cost of replacing the brick and mortar joints.

Also requested for FYE 21 are funds (\$35,000) to start the design for the replacement of the cooling tower (installed in 1979) that is reaching the end of its useful life and to address the replacement of several heat pumps throughout the building. These are critical components of the building HVAC system as there are no operable windows in this building.

Programmed for FYE 22 are funds (\$255,000) for replacements of the cooling tower and heat pumps and (\$85,000) for the window replacements and brick repairs.

Programmed for FYE 23 are funds (\$35,000) to design the conversion to natural gas. The underground oil tank will have reached its life use in November 2024.

Also programmed for FYE 23 are funds (\$30,000) to renovate the plumbing system in the two public restrooms.

Programmed for FYE 24 will be funds (\$175,000) for the conversion to natural gas and the underground tank removal.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	35		35				70
B. Land and Right of Way								0
C. Construction	C	55	340	30	175			600
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>90</b>	<b>340</b>	<b>65</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>670</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) GOLF COURSE FACILITIES - CLUB HOUSE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Shennecossett club house is over 100 years old. Repair work has been funded sporadically since FYE 10.

Requested for FYE 21 are funds for the following projects:

- Design and renovation of the restroom facilities that serve the golf course and restaurant patrons to make them accessible (Design-\$35,000; Construction: \$225,000)
- Upgrades to the HVAC system in the restaurant area (Design: \$15,000; Construction: \$125,000)

Programmed for FYE 22 are funds:

- Asbestos encapsulation of crawl space (Construction: \$175,000)
- Landscape plantings around the front of the building (Construction: \$50,000)
- Repainting the golf cart building (Construction: \$30,000)

Programmed for FYE 23 are funds:

- Repainting clubhouse building (Construction: \$75,000)
- Replacing exterior red rubber deck tiles (Construction: \$20,000)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	50						50
B. Land and Right of Way								0
C. Construction	C	350	255	95				700
D. Equipment								0
E. Other Costs								0
Total	C	400	255	95	0	0	0	750

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
M) POLICE	6) PUBLIC BUILDINGS

**DESCRIPTION/PURPOSE/JUSTIFICATION**

The following items to be addressed with the Police Station/Dispatch facility:

- Requested for FYE 21 are funds (\$30,000) to replace the faulty door access control system. The system sporadically fails at times not allowing police access to certain portions of the building. The system is obsolete and parts are difficult to get.
- Also requested for FYE 21 are funds (\$200,000) for the design and renovation of the male locker room including new lockers, ventilation and flooring. The male locker room is original to when the building was built in 1979.
- Programmed for FYE 22 are funds (\$25,000) to analyze and make recommendations for the renovations to the HVAC system. Much of the air conditioning and ventilation equipment dates back to the original construction of the facility in 1979. There remains the need to address air exchanges and cooling deficiencies that are causing the lack of de-humidification and uneven cooling.
- Also programmed for FYE 22 are funds (\$34,000) for materials to resurface the front parking lot at the facility. The asphalt on the parking lot is the original pavement from the construction of the police station in 1979.
- Programmed for FYE 23 are funds (TBD) for the HVAC renovations and (\$300,000) for replacement of the existing built up roofs installed in 1975, 1997 and 1999 (21,556 sf).
- Also programmed for FYE 23 are funds (TBD) for the removal of the underground diesel tank that supplies the generator and replace it with an above ground tank. This tank must be out of the ground by August 2022 to avoid end of life testing. (NOTE: The removal of the heating oil tank is covered under Project 9) A) Natural Gas Conversions.)
- Programmed for FYE 24 are funds (\$250,000) for the replacement of the bullet traps. The upgrade to the mechanical and electrical systems for the firing range has been completed except the bullet traps, which are original to the building.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	25						25
	C		25					25
B. Land and Right of Way								
C. Construction	O	205						205
	C		34	300	250			584
D. Equipment								
E. Other Costs								
<b>Total</b>	<b>C,O</b>	<b>230</b>	<b>59</b>	<b>300</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>839</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
O) GROTON AMBULANCE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The town leases several of its facilities to outside agencies. Although the lessee is responsible for repairs, maintenance, and alterations, the Town is responsible for repairs to the building envelope and structure. Groton Ambulance located at 217 North Road has leased the building and land since August 28, 1980. Public Works has been making repairs but the parking lot was ripped up in 2004 for the installation of a new drainage system. Paving of the parking lot was included in that project, but this project was never finished. Funding was requested two years ago and it was cut from the budget at the RTM level. The pavement is now a safety hazard.

Requested for FYE 21 are funds (\$45,000) for surfacing the front driveway, rear driveway and parking lot.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	45						45
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

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

The Town Hall Annex was constructed in 1998 when a large addition was added to the small Public Works administrative office building. Over the last several years, the building has experienced uneven heating, cooling and humidity levels.

Requested for FYE 21 are funds (\$70,000) for the planned replacement and upgrades to the HVAC systems that serve the three community rooms to address the issues of air exchanges and humidity.

Also requested for FYE 21 are funds (\$25,000) for the engineering design for the planning, replacement and upgrades to the HVAC system that serves the staff office portion of the building.

Programmed for FYE 22 are funds (\$200,000) to construct the replacement of the HVAC units for the staff offices.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	25						25
B. Land and Right of Way								0
C. Construction	C	70	200					270
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>95</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

A fire training facility to be used by local fire departments will be located behind the Town Hall Annex in the area that Public Works currently uses as a pipe yard. A new pipe yard will be created just north of the salt shed, behind the animal shelter.

Requested for FYE 21 are funds (\$95,000) to complete the approved site plan for the fire training site. The components are resurfacing of the fire training site (leased area), and clearing and construction of the new pipe yard.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	95						95
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
R) SENIOR CENTER	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Senior Center contains multiple entrances and cameras will allow monitoring of public areas that are out of view from the building staff, increasing safety and security of those using the building and providing police with additional resources in the event of an incident.

Requested for FYE 21 are funds (\$40,000) to install a Closed Circuit Television (CCTV) system to monitor public areas at the Senior Center.

Also requested for FYE 21 are funds (\$15,000) to replace the carpet in the music room with a Vinyl Composition Tile (VCT) floor to make use of the space more flexible and allow exercise and other programs to take place in this room.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	15						15
	C	40						40
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Rec. & Sr. Activities Fund)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT A) INFORMATION TECHNOLOGY INFRASTRUCTURE	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

This is an ongoing project to maintain and improve the efficiency of the Town's information technology network infrastructure to support the powerful software applications and interfaces required for Town operations.

Requested for FYE 21 are funds (\$191,000) for the scheduled replacement of Town's end-of-life network switches and continuation of the public safety infrastructure improvement, upgrade of the Town's PCs to Microsoft Office 365 (Currently 2010), server software upgrades, social media archiving software and user security access control software.

Programmed for FYE 22 are funds (\$536,000) for the scheduled replacement of Town's end-of-life network switches, replacing the Town Hall and Public Safety Building's Blade and Enclosure infrastructure (the foundation for the Town's virtual servers and file storage) and video surveillance system consolidation.

Requested for FYE 23 are funds (\$150,000) for infrastructure improvements recommended in the draft Public Safety Information Technology Master Plan by ClientFirst. These initiatives include assessment public safety structured connectivity and on-going software maintenance. Upgrade network storage for Storage Area Network (SAN), assessment of Public Safety fiber infrastructure, Technology support for the Town's EOC facility and Town video surveillance consolidation.

Programmed for FYE 24 are funds (\$273,000) for ongoing public safety infrastructure improvements, network redesign to address Criminal Justice Information Service (CJIS) compliance and software maintenance, public safety building structured connectivity, computer room improvements, server software upgrades, installation of the Public Safety fiber infrastructure, Technology support for the Town's EOC facility and Town video surveillance consolidation.

Programmed for FYE 25 are funds (\$393,000) to set up and install a Virtual Desktop Infrastructure (VDI) project providing a comprehensive desktop environment management system, the scheduled replacement of Town's end-of-life network switches, server software upgrades, server hardware replacement, Town wireless hardware upgrade.

Programmed for FYE 26 are funds (\$178,000) for the scheduled replacement of Town's end-of-life network switches, server software upgrades, server hardware replacement, DMZ assessment and upgrade, upgrade network storage for Storage Area Network (SAN) and Town video surveillance consolidation.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	191	536	150	273	393	178	1721
<b>Total</b>	<b>C</b>	<b>191</b>	<b>536</b>	<b>150</b>	<b>273</b>	<b>393</b>	<b>178</b>	<b>1721</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
G) PHONE SYSTEM	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

In FYE 14, the Town entered into a five year lease purchase agreement for a VOIP (Voice Over Internet Protocol) phone and voicemail system, which provided significant technological improvements over the previous 15 year old telephone system with no increase in operational costs. Approved in FYE 14 were funds (\$45,000) to purchase and install POE (Power over Ethernet) switches which provide the connection between the phone system and the Town's network. This work was completed.

Requested for FYE 21 are funds (\$25,000) for upgrades to the VoIP hardware, software and network equipment. The software on the VoIP phone system is going end-of-support in FYE 21 and will need to be upgraded to the newer software.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	25						25
E. Other Costs								0
<b>Total</b>	C	25	0	0	0	0	0	25

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

Approved in FYE 19 were funds to replace two GMTV servers with a new Telvue IP server system. The new Telvue handles recording, storage, scheduling, playback and emergency messaging for all GMTV Town programming as well as on air and in-house digital signage. Currently, in-house digital signage is limited to the library and senior center because of a lack of WiFi Telvue Players and monitors at other town buildings.

The library also operates two additional servers for library services, a SIRSI server for Integrated Library System (ILS) and a public internet server. The SIRSI server is necessary to provide access to the ILS for the library staff and the online catalog. The library's public internet server is necessary to provide access to the internet and printers that the patrons use at the library.

Requested for FYE 21 are funds (\$38,000) to expand digital signage to buildings that do not currently offer it by purchasing and installing corresponding TelVue players and monitors for each of those locations as well as maintaining necessary licensing fees for 5 years.

Programmed for FYE 22 are funds (\$6,000) to replace the public internet server which will be seven years old.

Programmed for FYE 23 are funds (\$6,000) to replace the SIRSI ILS server which will be seven years old.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	4						4
D. Equipment	C	20	6	6				32
E. Other Costs		14						14
<b>Total</b>	<b>C</b>	<b>38</b>	<b>6</b>	<b>6</b>				<b>50</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	<b>ACTIVITY/DEPARTMENT</b> 7) TECHNOLOGY
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

A majority of the town meeting rooms in a number of different buildings do not have proper audio visual equipment to help conduct town business or present information to the public. Most of the audio visual equipment is over 19 years old, not capable of working with today's technology, and is not user friendly. This upgrade will cover 20 town meeting rooms over a six year period.

Approved for FYE 20 were funds to design, purchase and install updated audio visual technology improvements for Town Hall Annex Community Rooms 1, 2, and 3.

Requested for FYE 21 are funds (\$38,000) to design, purchase and install updated audio visual technology improvements for Town Manager, IT and Finance Conference Rooms.

Programmed for FYE 22 are funds (\$51,000) to design, purchase and install updated audio visual technology improvements for Library Rooms 1, 2, 3, 4, 5, and Activity Room.

Programmed for FYE 23 are funds (\$56,000) to design, purchase and install updated audio visual technology improvements for Senior Center Main Room and Classrooms 1 and 2. and Parks and Recreation Office.

Programmed for FYE 24 are funds (\$39,000) to design, purchase and install updated audio visual technology improvements for Police Training, Conference and Roll Call Rooms, WPCF Training Room and Human Services Conference Room.

**RECOMMENDED FINANCING (000)**

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	2	3	4	4			13
B. Land and Right of Way								
C. Construction	C	2	7	7	5			21
D. Equipment	C	34	41	45	30			150
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>38</b>	<b>51</b>	<b>56</b>	<b>39</b>			<b>184</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
A) ECONOMIC ASSISTANCE FUND	8) PLANNING AND ECONOMIC DEVELOPMENT

**DESCRIPTION/PURPOSE/JUSTIFICATION**

This program provides funding for the construction of necessary public infrastructure improvements associated with new job-creating development opportunities. The goal is to retain, support, and entice new job-creating businesses to Groton by paying for public infrastructure improvements that are extraordinary in nature, and usually beyond the business' ability to pay. Public improvements that would support these businesses can include water and sewer line extensions, electric and telephone extensions, public sidewalks, road improvements, installation of traffic control devices, street lighting, and downstream drainage improvements. Contributions to the fund are requested annually with appropriations made as-needed. Program guidelines were established by the Town Council, which authorizes all expenditures.

A number of projects have been funded using this program including infrastructure improvements at SIFT Bake Shop, Grand Wine and Spirits, and Bluff Point Village.

As of June 30, 2019 the fund balance is \$563,335.89. Over the next two years, \$100,000 is proposed to be used for the Gateway/Wayfinding Sign project (CIP 8) C)) and a significant amount may be used to assist the development of the Seely School, Groton Heights, Mystic Education Center and 517/529 Gold Star Highway properties after they are transferred to the preferred developers.

Requested for FYE 21 and programmed through FYE 26 are funds (\$50,000/year) to continue the program and develop a reserve fund to enable the Town to provide assistance for a larger project, or to assist multiple projects in a short time period should they arise.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	50	50	50	50	50	50	300
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>300</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) STRATEGIC RESILIENCY PLAN	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

In 2011 Groton completed an EPA funded coastal climate change project. A key recommendation was to conduct a vulnerability assessment and to develop strategies to mitigate the impacts of climate change. Groton's Hazard Mitigation Plan has identified a number of vulnerable areas that will be impacted by coastal hazards as the climate continues to change. The town, working with The Nature Conservancy, has mapped out areas that will be impacted by sea level rise and climate change. Building upon this work, the Office of Planning and Development Services will develop strategies to address neighborhood, village and commercial development resilience options for responding to the threats of climate change and sea level rise. This project will produce a strategic plan with a focus on public outreach and the implementation of low cost options. The strategies will be used by homeowners, businesses, and the town to address the impacts of these changes to the natural environment and will focus on Poquonnock Bridge and downtown Mystic.

Requested for FYE 21 are funds (\$85,000) to develop a strategic resiliency plan.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	85						85
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT F) DOWNTOWN MYSTIC PARKING MANAGEMENT	ACTIVITY/DEPARTMENT 8) PLANNING AND ECONOMIC DEVELOPMENT
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DESCRIPTION/PURPOSE/JUSTIFICATION

The successful completion of the Mystic Streetscape project improvements and the expansion of restaurants on Water Street has renewed interest in the management of parking in Mystic on both sides of the Mystic River. Representatives of Groton, Stonington and the Mystic Merchants Association have been meeting regularly to address parking concerns of residents and businesses. The Towns of Groton and Stonington have agreed to jointly fund a parking management study for Mystic.

Requested for FYE 21 are funds (\$50,000) to hire a consulting firm to evaluate parking management options and create a plan to manage parking in Mystic on both sides of the Mystic River. The cost of this project will be shared 50/50 between the Towns of Groton and Stonington.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	25						25
	C	25						25
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	O,C	50	0	0	0	0	0	50

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (Town of Stonington-\$25,000)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SEWER LINE INFRASTRUCTURE REPAIR	10) WATER POLLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Approved in FYE 19 were funds (\$522,000) to line the main sewer interceptor between the Poquonnock River Pump Station and the WPCF Treatment Plant, (\$11,000) to evaluate the interceptor between Toll Gate and Poquonnock Roads for relining, and (\$318,000) to reline laterals in the Brookside Area.

Requested for FYE 21 are funds (\$50,000) to update the Wastewater Facilities Capital Improvement Plan. This 10 year plan was last updated in 2006. This plan will review the project needs for the town sewer infrastructure, including prioritization, opinions of costs and scheduling.

Programmed for FYE 22 are funds (\$277,000) for odor control improvements and Hydrogen Sulfide reduction in the collection system.

Programmed for FYE 23 are funds (TBD) to line address piping sections between Beebe Cove and Mumford Cove.

Programmed for FYE 24 are funds (\$75,000) to evaluate and prepare plans for the first phase of the project to address the prestressed concrete cylinder pipe (PCCP) in downtown Mystic.

Programmed for FYE 25 are funds (\$750,000) for construction of first phase to address the PCCP in downtown Mystic.

These projects will be submitted to the Water Pollution Control Authority for approval as part of their annual budget. These projects will be funded by sewer user fees.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	50	40		75	50		215
B. Land and Right of Way								0
C. Construction	O		237	TBD		700		937
D. Equipment								0
E. Other Costs								0
Total	O	50	277	0	75	750	0	1152

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) PUMP STATIONS	10) WATER POLLUTION CONTROL AUTHORITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Requested for FYE 21 are funds (\$125,000) to design the design, bidding documents and cost estimates to provide remote Supervisory Control and Data Acquisition (SCADA) to the 21 remote pump stations.

Requested for FYE 21 are funds (\$1,300,000) for construction costs for mechanical and electrical modernization and planned replacement of equipment at the Goss Cover Pump Station. This also includes funds to replace the failed underground fuel storage tank with a new above ground tank.

Programmed for FYE 22 are funds (\$1,400,000) to install the SCADA in the pump stations.

Programmed for FYE 23 are funds (\$673,000) for Mumford Cove pump station modernization construction and (\$54,000) for Beebe Cove pump station for P&E costs for electrical and mechanical modernization and replacement.

Programmed for FYE 24 are funds (\$399,000) for construction costs for Beebe Cove pump station major electrical and mechanical modernization and replacement.

Programmed for FYE 25 are funds (\$187,000) for P&E costs for Little Gibraltar pump station major electrical and mechanical modernization and replacement.

Programmed for FYE 26 are funds (\$1,663,000) for construction costs for Little Gibraltar pump station major electrical and mechanical modernization and replacement.

These projects will be submitted to the Water Pollution Control Authority for approval as part of their annual budget. These projects will be funded by sewer user fees.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	125		54		187		366
B. Land and Right of Way								0
C. Construction	O	1300	1400	673	399		1663	5435
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O</b>	<b>1425</b>	<b>1400</b>	<b>727</b>	<b>399</b>	<b>187</b>	<b>1663</b>	<b>5801</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

**TOWN OF GROTON  
FYE 2021 PROPOSED BUDGET**

**APPENDICES**

Glossary  
Acronyms  
Accounts with Descriptions

TOWN OF GROTON, CONNECTICUT  
GLOSSARY OF TERMS  
FYE 2021

ACCOUNT - 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.

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.

BorrowIT CT 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.

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 ASSETS - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and have an initial, individual cost of more than \$10,000 and an estimated useful life in excess of two years.

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.

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) - 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 2021", means the fiscal year which began on July 1, 2020 and ends on June 30, 2021.

FLEET 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 2021 Proposed Budget is 25.65 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 2021 budget, this means that \$25.65 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.

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.

SUBSIDY - An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TRANSFER FROM OTHER FUNDS - Loans or transfer amounts made from one fund to another.

TRUST FUND - A fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Spicer Trust Fund, Pension Fund.

## TOWN OF GROTON, CONNECTICUT

ACRONYMS**FYE 2021**

ACH	-Automated Clearing House
ADA	-Americans with Disabilities Act
AFSCME	-American Federation of State, County and Municipal Employees
ARC	-Annual Required Contribution
BAA	-Board of Assessment Appeals
BRAC	-Base Realignment & Closure
BOE	-Board of Education
CAFR	-Comprehensive Annual Financial Report
CCM	-Connecticut Conference of Municipalities
CERC	-Connecticut Economic Resource Center
CGS	-Connecticut General Statutes
CIP	-Capital Improvement Plan / Program / Project
C-MED	-Central Medical Emergency Dispatch
DARE	-Drug Abuse Resistance Education
DEEP	-Department of Energy & Environmental Protection
DOT	-Department of Transportation
ECS	-Education Cost Sharing
EDC	-Economic Development Commission
EMS	-Emergency Medical Service
ERP	-Enterprise Resource Planning
FOI	-Freedom of Information
FTE	-Full Time Employee
FYE	-Fiscal Year End
GAAP	-Generally Accepted Accounting Principles
GASB	-Governmental Accounting Standards Board
GFOA	-Government Finance Officers Association
GIS	-Geographic Information System
GMTV	-Groton Municipal Television
GPS	-Groton Public Schools
HSA	-Health Savings Account
ICMA	-International City/County Management Association
LoCIP	-Local Capital Improvement Program
MBR	-Minimum Budget Requirement
MSW	-Municipal Solid Waste
OPDS	-Office of Planning and Development Services
OPEB	-Other Post-Employment Benefits
OPM	-Office of Policy & Management
OSHA	-Occupational Safety and Health Administration
PILOT	-Payment in Lieu of Taxes
RFP / RFQ	-Request for Proposal / Quote
RTM	-Representative Town Meeting
SCADD	-Southeastern Council on Alcoholism and Drug Dependence
SCCOG	-Southeastern CT Council of Governments
SCRRA	-Southeastern Connecticut Regional Resources Recovery Authority
SLA	-State and Local Assistance
SRO	-School Resource Officer
STEM	-Science, Technology, Engineering, and Mathematics
TIF	-Tax Increment Financing
TVCCA	-Thames Valley Council for Community Action
USWA	-United Steelworkers of America
VNA	-Visiting Nurses Association
WPCAWPCF	-Water Pollution Control Authority / Facility

**TOWN OF GROTON, CONNECTICUT  
ACCOUNT NUMBERS WITH DESCRIPTIONS  
FYE 2021**

**PERSONNEL SERVICES**

- 5101 Regular Full Time Personnel**  
Employees working a minimum of 35 hours per week on a year-round basis.
- 5102 Part Time Personnel**
- a) **Part Time** - employees working less than twenty (20) hours per week year round or for recurring periods exceeding six-months (less than 1,027 hours per year).
  - b) **On Call Employees** - employees such as Dispatchers and Supernumeraries (Police Department) who are available on an as-needed basis.
  - c) **Temporary** – full-time employees hired in a regular classification for five (5) months or less (and/or as otherwise set forth in any Collective Bargaining Agreement) to replace a regular employee on leave or to accomplish a non-recurring project or assignment.
- 5103 Seasonal Personnel**  
Employees working part-time or full-time on a recurring basis for less than six (6) months in a calendar year (e.g. summer employees).
- 5104 Overtime Pay**  
Additional pay for hourly paid employees who work more than the normal number of hours in a pay period or day. This could usually be paid at straight, time and one-half or double times the normal hourly rate.
- 5105 Longevity Pay**  
Payments received based on one's length of employment with the Town beginning on an employee's anniversary date in accordance with their labor agreement.
- 5106 College Incentive Pay**  
Incentive payments made to Police Officers for college credit and/or degrees.
- 5107 Shift Replacement Overtime**  
Used by the Police Department to charge an officer's time when he/she is brought in on overtime to cover another officer's absence.
- 5109 Salary Adjustments**  
Normally, used to reflect salary adjustments paid out of a function budget for accrued vacation hours and a retiree's sick leave hours. Also used to account for salary adjustments that could bring about the elimination of positions and/or furlough days.

- 5110 Regular Part Time**  
Employees that work on a year round basis at least twenty but less than thirty-five hours per week. Generally are included in collective bargaining units.
- 5111 Premium Pay/Out of Class**  
Used to charge extra pay for work performed out of one's normal classification or as a premium pay for performing certain activities. In Police accounts, used when an officer cashes in accumulated paid holidays.
- 5112 Sick Incentive**  
Incentive for employees not to use sick leave. Police Officers are awarded one day's pay for each quarter no sick leave is taken. 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 day's 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 \$117,000 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 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 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 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 Wireless routers, Uninterrupted battery backups (UPS), external hard drives, scanners, digital cameras, phone headsets, etc. as well as desktop software such as Adobe Cloud subscription, crystal reports and Dreamweaver. The annual software fees will be added to the departments 5261 or 5290 account. 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.

FYE 2021 PROPOSED BUDGET  
OUTSIDE AGENCIES/SUBDIVISIONS FUNDING REQUESTS

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**SOUTHEASTERN CONNECTICUT COUNCIL OF GOVERNMENTS**  
5 Connecticut Avenue, Norwich, Connecticut 06360  
(860) 889-2324/Fax: (860) 889-1222/Email: [office@seccog.org](mailto:office@seccog.org)

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December 26, 2019

Mr. John Burt, Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

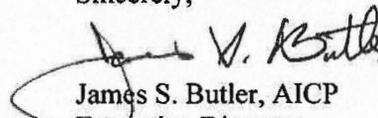
Subject: SCCOG Municipal Dues

At its meeting on December 18<sup>th</sup>, the Southeastern Connecticut Council of Governments adopted a schedule of municipal dues for FY 2020-2021. The municipal dues are based on a rate of \$0.55 per capita, using 2010 U.S. Census population data. Based on these actions, the requested membership dues for the Council for FY 2020-21 from Town of Groton are \$16,349.

I am enclosing for your information copies of the Council's schedule of municipal dues and the FY 2020-2021 budget. We have previously provided you a copy of the adopted work program for FY 2021, and the Council's annual report for 2019. Should you need additional copies of these, or have any questions, please feel free to contact me.

I look forward to working with you on important regional matters during the year ahead.

Sincerely,

  
James S. Butler, AICP  
Executive Director

JSB/wl  
Enclosures  
cc: Patrice Granatosky, Mayor

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Member Municipalities: Bozrah \* Colchester \* East Lyme \* Franklin \* Griswold \* Borough of Jewett City \* City of Groton \* Town of Groton \* Lebanon \* Ledyard \* Lisbon \* Montville \* New London \* North Stonington \* Norwich \* Preston \* Salem \* Sprague \* Stonington \* Stonington Borough \* Waterford \* Windham

*If language assistance is needed, please contact SCCOG at 860-889-2324. [office@seccog.org](mailto:office@seccog.org)  
Si necesita asistencia lingüística, por favor comuníquese a 860-889-2324. [office@seccog.org](mailto:office@seccog.org)  
如果您需要语言帮助, 请致电 860-889-2324 或发送电子邮件至 [office@seccog.org](mailto:office@seccog.org).*

**SCHEDULE OF MUNICIPAL CONTRIBUTIONS**

**1 JULY 2020 - 30 JUNE 2021**

**Southeastern Connecticut Council of Governments**

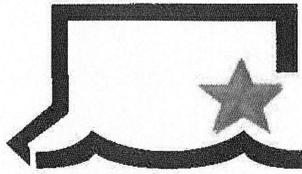
**Adopted: December 18, 2019**

<b>Municipality</b>	<b>Contribution Amt.</b>	<b>Date Received</b>	<b>Amt. Received</b>
Bozrah	\$1,445		
Colchester	\$8,837		
East Lyme	\$10,537		
Franklin	\$1,057		
Griswold	\$4,655		
Groton City	\$5,714		
Groton Town	\$16,349		
Jewett City	\$1,918		
Lebanon	\$4,019		
Ledyard	\$8,278		
Lisbon	\$2,386		
Montville	\$10,764		
New London	\$15,191		
North Stonington	\$2,913		
Norwich	\$22,271		
Preston	\$2,599		
Salem	\$2,283		
Sprague	\$1,641		
Stonington Borough	\$511		
Stonington Town	\$9,689		
Waterford	\$10,734		
Windham	\$13,897		
<b>TOTAL</b>	<b>\$157,688</b>		

Note: Based on a per capita contribution of \$0.55, using municipal population figures from the 2010 Census. (The proposed per capita contribution was increased by 5¢ in FY 2013. The rate of \$.50 had remained the same for the prior six fiscal years)

**PROPOSED OPERATING BUDGET, 1 July 2020 - 30 June 2021**  
**Southeastern Connecticut Council of Governments**  
**Adopted: December 18, 2019**

<b>Budget Items:</b>	<b>Adopted FY 2021</b>
<b>STAFF:</b>	
Salaries	\$641,189
FICA, Insurance, Retirement	\$262,759
<b>Subtotal:</b>	<b>\$903,948</b>
<b>SUBCONTRACTORS:</b>	
Computer Services	\$2,500
Professional Services (general)	\$500
Planning Consultant, Lisbon	\$57,000
Planning Consultant, Sprague	\$12,500
Property Survey Index Consult. (online Hosting only)	\$13,000
DEMHS Financial Consultant	\$25,500
Regional Election Monitor	\$9,000
JLUS Consultant	\$0
<b>Subtotal:</b>	<b>\$120,000</b>
<b>OTHER:</b>	
Office Maintenance/Utilities	\$26,000
Supplies	\$7,000
Equipment, Rental/Maintenance	\$7,000
Equipment, Miscellaneous	\$500
Equipment, Capital (incl. computers & software)	\$7,000
Phones, Mail, Internet	\$8,000
Insurance, Bond	\$15,000
Printing	\$500
Travel	\$7,500
Conference Expenses	\$4,000
Staff Expenses	\$1,500
Books, Subscriptions, Dues	\$5,000
Audit, Accounting, Legal	\$35,500
Advertising	\$500
Capital Fund	\$0
<b>Subtotal:</b>	<b>\$125,000</b>
<b>Grand Total:</b>	<b>\$1,148,948</b>
<b>Unallocated/Return to Reserve:</b>	<b>\$130,170</b>
<b>SOURCES OF REVENUE:</b>	
Municipal Dues	\$157,688
OPM Grant (Regional Services Grant)	\$387,500
CTDOT Planning Grant	\$545,930
LOTICIP	\$5,000
Technical Assistance Contracts	\$140,000
DEMHS (FY18) Regional Collaboration Grant	\$10,000
DEMHS (FY19) Regional Collaboration Grant	\$10,000
DEMHS (FY20) Regional Collaboration Grant	\$5,000
DEMHS (FY19) EMPG HazMat Grant	\$1,500
ECCD Regional Stormwater Collaborative Grant	\$4,000
DOD JLUS Grant	\$0
SECHA	\$12,000
Council Reserve	\$0
Other	\$0
Investment Income	\$500
<b>GRAND TOTAL:</b>	<b>\$1,279,118</b>



## Southeastern Connecticut Enterprise Region

19 B Thames Street • Groton, Connecticut 06340  
Telephone: 860-437-4659 • Facsimile: 860-437-4662  
Email: [secter@secter.org](mailto:secter@secter.org)

20 December 2019

Town Manager John Burt  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340



Dear Town Manager Burt,

As you plan Groton's 2020/2021 Municipal Budget, the Southeastern Connecticut Enterprise Region (seCTer) is submitting its annual request in the amount of \$14,040.25 to provide regional economic development, commercial lending, procurement technical assistance, data and grant writing support. The Southeastern Connecticut Council of Governments (SCCOG) established the formula for seCTer's request level on September 19, 2007. The rate, which has been held constant since 2007, is \$0.35 per capita as of the 2010 U.S. Census. Groton's 2010 population was 40,115.

SeCTer is the federally and state designated lead regional economic development resource, stimulating growth and prosperity in southeastern Connecticut with a **mission** of making southeastern Connecticut stronger and more vibrant by 2030. SeCTer **values** supporting and making our clients and communities successful; our board and staff being reflective of the clients we serve; our employees and rewarding integrity, teamwork, innovation and excellence; collaborating with and being responsive to clients and partners; being accountable fiscally and professionally to all stakeholders; advocating for our clients, our services, and our community; and diversity and inclusiveness.

SeCTer provides **services** to Groton's residents, leaders, and existing and prospective businesses, on an on-going basis as a benefit to a member municipality. These services include, but are not limited to: writing and implementing the five-year **Comprehensive Economic Development Strategy (CEDS)** for the region, securing funding for targeted businesses, assistance in procuring government contracts, creating partnerships for businesses to capitalize on municipal and state incentives, customized data, grant writing, and site finding. SeCTer is funded for these efforts, in part, by the U.S. Department of Commerce's Economic Development Administration (EDA).

**SeCTer's Fiscal Year 2019 Annual Report** is included with this request, and is available at [www.secter.org](http://www.secter.org). It provides a summary of our activities and **successes**. The 2017 CEDS was approved by SCCOG, Connecticut's Office of Policy and Management (OPM) and Department of Community and Economic Development (DECD), and the EDA. The CEDS serves as an ambitious and accountable framework for sustained regional economic prosperity through collaboration and innovation. The CEDS has a five-year implementation cycle, during which seCTer leads, monitors and reports on the cross-sector successes and challenges within the region. The CEDS and annual updates are also available on seCTer's website. Our region's CEDS was recognized as a Best Practice by the National Association of Development Organizations, [www.nado.org](http://www.nado.org). Our region's CEDS has 126 potential action items. SeCTer is currently reporting progress on 83% of those actions.

SeCTer created its first **strategic plan** in FY17. Several forums were held with staff and the board of directors to assess seCTer's strengths, weaknesses, opportunities and threats (SWOT). The ensuing document laid out clear and measurable goals for the next three years. SeCTer's plan has key pillars including performance, sustainability, marketing, and culture. One of these goals is to become the one, trusted source for economic development news for the region. With over 90% of the actions in this plan successfully undertaken, seCTer is entering into a new strategic planning process for FY20 and beyond.

SeCTer's **commercial lending program** targets small- to mid-sized manufacturing, fabricating, biotech, agro-tech and similar businesses in the region. SeCTer is pro-active in providing lending to businesses requiring financial aid, including start-ups, through seCTer direct and lending partnerships. SeCTer continues to work closely with DECD, EDA, and the U.S. Small Business Administration (SBA) to facilitate newly introduced loan and grant programs to small businesses in the region. In Fiscal Year 2019, seCTer's loan programs generated over \$0.8 million in new loan funding in southeastern Connecticut, ending the year with \$6,351,946 in outstanding balances. SeCTer continues to work closely with the state's Department of Economic and Community Development (DECD), EDA, and the U.S. Small Business Administration (SBA), to facilitate newly introduced loan and grant programs to small businesses in the region.

SeCTer is available to assist in **municipal grant applications** that forward economic development in the region, particularly those consistent with CEDS goals and action items, and issues letters of support to strengthen grant applications where appropriate. SeCTer also provides data profiles for member municipalities which elevate grant proposals for a higher chance of success. This data presentation can be specific to the goals of the grant proposal.

SeCTer supports **business retention, expansion and attraction** by connecting business leaders with potential sites throughout the region. SeCTer posts, at no charge, member municipalities' available commercial sites on the Connecticut Economic Resource Center (CERC) SiteFinder®, the state's most comprehensive online database of commercial properties. In addition, seCTer can create data profiles for businesses seeking growth opportunities in your municipality. Regionally, seCTer staff sit on local boards and committees to further the goals of the CEDS.

SeCTer's **Procurement Technical Assistance Center (PTAC)** operates a free, statewide program that has assisted thousands of Connecticut businesses to successfully prepare for and win local, state and federal government contracts. PTAC is funded by DECD and the Department of Defense's Defense Logistics Agency (DLA). This program is especially vital towards helping our region's businesses take advantage of opportunities presented by the unprecedented growth in our local defense industry. In FY2019, PTAC assisted 536 businesses through 1,558 counseling hours plus fifty outreach events. As a result, these businesses received \$122 million in government contracts. CT PTAC is funded by DECD and the U.S. Department of Defense's Defense Logistics Agency (DLA). This program is especially vital towards helping our region's businesses take advantage of opportunities presented by the unprecedented growth in our local defense industry.

SeCTer partnered with General Dynamics/Electric Boat to hold the **Leading the Way** business matchmaking event on May 29, 2019. SeCTer and CT PTAC marketed the event as an opportunity for pre-registered and vetted contractors to meet one-on-one with procurement personnel from the seven divisions of General Dynamics which are represented in New England. Over 500 attendees participated in over a dozen training sessions on topics from branding to cybersecurity to contracts. The day was packed with network and training opportunities. Over half of the 250 companies attending met one-on-one with GD procurement personnel.

SeCTer represents its member municipalities throughout the region and state by serving in leadership roles of **partners** such as the Greater Norwich Chamber of Commerce, Eastern CT Workforce Investment Board, Thames River Heritage Park, United Way and CT Vibrant Communities Coalition. SeCTer staff are also

active with the Naval & Maritime Consortium, Thames River Working Group, Mitchell Advisory Council, CT Main Streets, Southeastern CT Council of Governments, Eastern Advanced Manufacturers Alliance and many others. SeCTer hosted the office of the Eastern CT Tourism District and welcomes the local commercial realtors group on a monthly basis. Other groups from around the region and state utilize seCTer's offices for meetings or drop-in space. All of this interaction fosters a **spirit of collaboration** which is a mainstay of southeastern CT's CEDS.

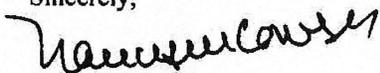
SeCTer's broad programing encompasses benefits for the region's entire population of 286,000. SeCTer is increasing its **commitment and support** directly to your municipality's residents, as shown below, and also by investing in its IT hardware and software. SeCTer's FY20 budget, as approved by the seCTer Board of Directors, anticipates total revenues of \$1.43 million. This includes interest on loans and investments, federal and state support of the PTAC program, grant funding, and municipal contributions. Municipal support continues to be particularly essential in maintaining seCTer's economic development programming as it **leverages federal EDA funding one-to-one** for economic development. Sustaining Groton's financial contribution of \$14,040.25 which represents no increase from last year's funding, is critical in allowing us to develop and expand assistance to economic development officials and volunteers throughout the region, including the Town and City of Groton.

Specifically in Groton, seCTer this past year:

- Supported two Groton businesses with commercial lending for expansion and provided ongoing technical assistance
- Assisted nineteen Groton business clients with procurement technical assistance counseling resulting in \$303,047 in contract awards
- Hosted six Groton businesses at Leading the Way
- Matched three Groton businesses with one-on-one meetings with General Dynamics Procurement Personnel at Leading the Way
- Facilitated conversations with federal funders for municipal projects
- Provided technical support to regional non-profits supporting small businesses and the community
- Facilitated a manufacturing career fair for all high school students in the region
- Provided site-finding assistance to a developer interested in locating a business in Groton
- Served on the Board of Advisors for Thames River Innovation Place and the Naval & Maritime Consortium
- Toured multiple developers to potential sites in Groton

SeCTer's staff and board of directors **welcome your participation** in all of seCTer's programs, and are similarly eager to support your programming and initiatives wherever appropriate. For example, staff is available to help connect you with the resources you need to facilitate business growth in Groton. Staff will continue their engagement with, and assistance to, municipal members and industry associations with leadership in new initiatives, market research, small business development, funding, site selection and other economic development activities. We are available to discuss our program in person with your municipal leaders, economic development commission or finance board, and invite you to call us to arrange for a meeting with any or all of these groups. We appreciate your past and continue support, and thank you for your assistance in continuing this vital public-private partnership.

Sincerely,



Nancy Cowser  
Executive Director  
[ncowser@secter.org](mailto:ncowser@secter.org)  
(860) 437-4659 X201

CC: Patrice Granatosky and Keith Hedrick

# SEAT

## SOUTHEAST AREA TRANSIT DISTRICT

January 29, 2020

Mr. John Burt  
Groton Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt,

As you know, the SEAT Board approved a 2.5% increase in subsidy For FY 2021 support from the Towns. Southeast Area Transit District is advising that the Groton Budget would therefore increase to \$92,676 from the current \$90,416.

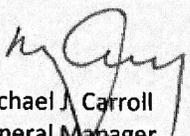
- This assumes a modest increase matching the increase estimated to be provided by the State. Should State funding or other events occur between now and the start of FY 2021, we will endeavor to keep our member towns informed of possible service impact. These changes would be designed to match the approved budgets as necessary. A summary of the recent history of Town support is attached.

In FY 2020 the member towns of the District will provide approximately 9% of SEAT's operating budget. The balance of SEAT's operating fund is from passenger fares (about 19%) and the State of CT (about 72%). SEAT's capital costs are born by the Federal Transit Administration at 80% and the State of CT at 20%. SEAT does NOT receive any contributions from the United Way or other charitable institutions.

SEAT's primary goals for FY 2021 will be to continue to optimize our system and to increase ridership and efficiencies. We will continue the implementation of our capital program, including the nearly complete acquisition of replacement buses. SEAT is also working up plans for installing bus stops, facility improvements and refining its real-time bus location system.

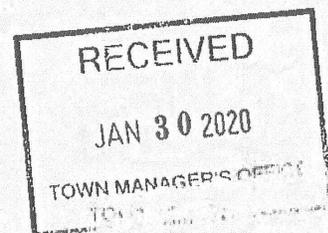
Please do not hesitate to contact me if additional information is required.

Sincerely,

  
Michael J. Carroll  
General Manager  
860-886-2631x116  
mcarroll@seatransit.org

cc:

Mr. Mark Oefinger, SEAT Board Member  
Al Fritzsche, SEAT Finance Director



**Moving People & Connecting Communities**

# SEAT

## SOUTHEAST AREA TRANSIT DISTRICT

1/29/2020

**Southeast Area Transit District  
Summary of District Town and City Support History**

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>% Change</u>
East Lyme	\$ 8,976	\$ 9,200	\$ 9,430	102.5%
Griswold	\$ 10,397	\$ 10,657	\$ 10,923	102.5%
Lisbon	\$ 22,841	\$ 23,412	\$ 23,997	102.5%
Groton	\$ 88,211	\$ 90,416	\$ 92,676	102.5%
Montville	\$ 18,970	\$ 19,444	\$ 19,930	102.5%
New London	\$ 148,312	\$ 152,020	\$ 155,821	102.5%
Norwich	\$ 178,198	\$ 182,653	\$ 187,219	102.5%
Stonington	\$ 24,675	\$ 25,292	\$ 25,924	102.5%
Waterford	\$ 34,159	\$ 35,013	\$ 35,888	102.5%
	<u>\$ 534,739</u>	<u>\$ 548,107</u>	<u>\$ 561,808</u>	<u>102.5%</u>

**Moving People & Connecting Communities**

STATE OF CONNECTICUT  
**COURT OF PROBATE**  
DISTRICT OF SOUTHEASTERN CT  
GROTON, LEDYARD, STONINGTON, NORTH STONINGTON

NICHOLAS F. KEPPLER, JUDGE  
JILL A. MILLOVITSCH, CHIEF CLERK

45 FORT HILL ROAD  
GROTON, CT 06340  
TELEPHONE (860)441-6655  
FAX (860) 441-6657

January 6, 2020

John Burt, Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

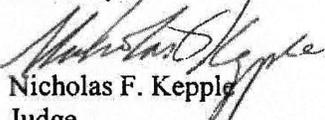
**RE: Probate Budget for FYE 2020-2021**

Dear John,

Enclosed please find an invoice for the court's operating budget for the period 7/1/2020 through 6/30/2021. As you will note, the proportionate share for the Town of Groton has not changed in a number of years, and continues to be \$13,433.00. I will anticipate receipt of the same in July 2020 when funds are available.

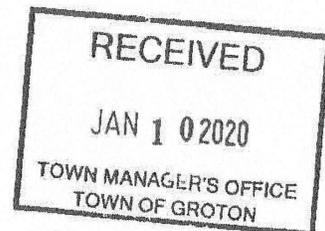
Please do not hesitate to contact me should you have any questions or concerns.

Sincerely,

  
Nicholas F. Kepple  
Judge

NFK/jam

Enclosures





Promoting  
healthy  
communities

November 22, 2019

Town of Groton  
John Burt, Town Manager  
45 Fort Hill Road  
Groton, CT 06340

Mr. Burt:

At their regular November meeting, the Board of Directors of Ledge Light Health District approved my proposal to keep FY21 member contributions at the current per capita rate of \$7.37. Based on the population reported to us by the Department of Public Health, Groton's FY21 contribution to the District will be \$285,160, inclusive of the City and Town. Due to a decrease in the Groton population, this amount is \$2,823 less than FY20.

A detailed draft budget document for FY21 is attached for your review. We have also included a report on our activities and the services offered to Groton residents.

As you are aware from previous years, the FY21 budget will not be formally approved until April, 2020, following a public hearing.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Mansfield".

Stephen Mansfield, MPH, REHS  
Director of Health

Cc  
City of Groton  
Keith Hedrick, Mayor  
295 Meredian Street  
Groton, CT 06340

**Ledge Light Health District  
Budget FY2021**

Projected Transfer (from) / to Designated Funds \$54

**Projected Revenue** **\$2,633,194**

<b>Municipality</b>	<b>Population</b>	Per Capita <b>\$7.37</b>	<b>FY2021 Contribution</b>	
East Lyme	18,645		\$137,414	\$1,115,044
Groton	38,692		\$285,160	
Ledyard	14,736		\$108,604	
Lyme	2,338		\$17,231	
New London	26,939		\$198,540	
Old Lyme	7,366		\$54,287	
North Stonington	5,243		\$38,641	
Stonington	18,449		\$135,969	
Waterford	18,887		\$139,197	
<i>Total Population:</i>	<i>151,295</i>			

Transfer from Designated Funds - Workforce Development \$25,000

State Per Capita *(assumes 10% reduction)* 0.100 \$251,906

Environmental Health Fees		\$370,000
Food Service		\$230,000
Cosmetology		\$20,000
Septic/Well		\$100,000
Other		\$20,000

Training/Consulting/Other Services \$14,000

Interest \$2,500

Grants \$745,934

Public Health Preparedness	\$159,434
Achieve-Block Grant	\$33,000
R1	
GASP CSC	\$95,000
LSTC DFC	
HIDTA	\$262,500
DPH Opioid	\$196,000
FDA	

G&A		\$108,810
R1	\$59,838	
CSC		
R4	\$45,972	
Opioid	\$3,000	

<b><u>Projected Expenses</u></b>		<b>\$2,633,141</b>
<b><u>Personnel Services</u></b>		<b>\$1,979,232</b>
Employee Salary-Core	\$1,201,306	
Benefits/Payroll Taxes-Core	\$423,574	
Employee Salary-Grants	\$261,542	
Benefits/Payroll Taxes-Grants	\$92,810	
<b><u>Non-Personnel Operating Expenses</u></b>		
<b>Facilities, Utilities and Vehicles</b>		<b>\$103,983</b>
Utilities	\$22,000	
Maintenance	\$38,600	
Security	\$500	
Telephone & telecommunications	\$11,000	
Data Connection	\$8,700	
Vehicle Repair/Fees	\$3,000	
Vehicle Fuel	\$5,000	
Auto/Mileage Reimbursement	\$8,000	
Auto Insurance	\$7,183	
<b>Supplies and Equipment</b>		<b>\$55,400</b>
Office Supplies	\$9,000	
IT Supplies	\$35,000	
Program Supplies	\$5,000	
Postage, shipping, delivery	\$5,500	
Equip rental & maintenance	\$900	
<b>Professional Services</b>		<b>\$55,200</b>
Accounting fees	\$15,500	
Legal fees	\$5,000	
IT Consulting Fees	\$25,200	
Medical Consulting Fees	\$500	
Other Professional Service Fees	\$2,500	
Insurance Agency Fee	\$6,500	
<b>Other Administrative Costs</b>		<b>\$47,743</b>
Membership dues - organization	\$2,500	
Books, subscriptions, reference	\$750	
Staff development	\$7,500	
Community Outreach and Engagement	\$6,000	
General Liability Insurance	\$8,192	
Property Insurance	\$2,402	
Public Officials Insurance	\$1,512	
Employment Practices Insurance	\$2,732	
Umbrella Insurance	\$1,654	
Travel	\$1,000	
Conference, convention, meeting	\$1,000	
Other expenses	\$2,500	
CHIP Implementation/Accreditation Prep	\$7,500	
Program development	\$2,500	
Capital Assets		
<b>Grant Non-Personnel</b>		<b>\$391,582</b>

### **Ledge Light Health District**

Ledge Light Health District (LLHD) serves as the local health department for the municipalities of Ledyard, East Lyme, Lyme, Groton, Waterford, Old Lyme, Stonington, North Stonington and New London. The LLHD team, comprised of experts in administration and finance, environmental health, communicable disease prevention, and health education & community outreach, work cooperatively to promote healthy communities and ensure that healthy opportunities are available to everyone.

### **Environmental Health**

#### *Regulated Establishments*

LLHD inspects food service establishments to ensure they are compliant with the Connecticut Public Health Code (PHC) and are following good food safety practices. These establishments are inspected based on the risk associated with their level of food preparation activities; Class III establishments (those with extensive hot holding, cooling, preparation, etc.) are required to be inspected three times each year, while Class I establishments only require inspections annually. We work with these local businesses to implement comprehensive food safety practices and provide cost-effective foodservice education programs. Our *Café* program provides our establishments and volunteers with food safety instruction that fulfills the “designated alternate” requirement of the PHC. *Café* classes are scheduled on an as needed basis for volunteer groups, temporary event staff, and persons who do not normally engage in food preparation. Our ServSafe Certified Food Protection Manager (CFPM) classes are geared toward foodservice managers and employees who desire more comprehensive instruction that fulfills the PHC requirement for a CFPM to be onsite at Class II, III and IV establishments. In the coming year, LLHD and all other health departments and districts in Connecticut will be transitioning from the Connecticut Food Code (PHC 19-13B42) to the FDA Model Food Code. We are working with our regulated establishments to provide guidance and education that will help assure that this transition is as seamless as possible.

LLHD also inspects temporary events where food is served to assure proper food safety practices are being followed and inspects public pools, cosmetology, day care and lodging establishments to ensure these entities are taking measures to protect the public health. We also visit residential and commercial properties in response to complaints or concerns raised by the public. Our online complaint reporting system provides residents the opportunity to submit their concerns electronically. LLHD is also responsible for assuring that our coastal and inland waterways are safe for recreational activities. We work with our local shellfish commissions and the Connecticut Department of Aquaculture to assure that our waters are safe for shell fishing, and conduct weekly inspections and water sampling at all our bathing beaches.

#### *Land Use*

Our environmental land use staff of five sanitarians, who have more than 85 years of combined land use experience, conduct soil testing, plan reviews, groundwater monitoring and construction inspection activities for building lots served by onsite septic systems and/or wells. In addition to new lot reviews, we oversee the review of lot line changes, residential and commercial additions, accessory structures (sheds, decks, pools and detached garages), and changes in use (residential to commercial or an increase in the number of bedrooms). LLHD also conducts the site location review, permit approval, site inspection and water test review for private and public drinking water wells, irrigation wells and geothermal wells.

### **Communicable Disease Prevention**

LLHD holds annual free flu vaccination clinics for all age and provides free vaccinations for new parents, grandparents and caregivers of infants to protect against Pertussis (whooping cough). We provide education to the public and organizations about infection prevention and control practices and investigate reports of communicable and/or infectious diseases such as tuberculosis or food borne illnesses. These investigations may include conducting partner follow-up, delivering direct observed therapy (to ensure patients are taking their medications as required), implementing control measures, and providing general support to the affected individual and their families.

LLHD provides support to schools and long-term care facilities during reported outbreaks to help prevent the spread of illness. We also provide yearly educational opportunities for infection control personnel in long term care facilities and schools. We meet monthly with Infection Preventionists from area Long Term Care facilities to provide education and guidance.

In October, LLHD held its 8th annual *Drive-Thru to Beat the Flu* exercise, where we provided free flu shots to the public and tested our ability to provide prophylaxis to our residents in a drive-thru scenario. More than 80 volunteers from 18 organizations participated in the exercise at Fitch High School, where we provided vaccinations to 215 residents. Participants and the public wore surgical masks and practiced social distancing and hand hygiene to simulate a real infectious disease event. Throughout the District, we strive to provide flu vaccinations to individuals who may otherwise “fall through the cracks”. We visit homeless shelters, soup kitchens, schools, adult education centers, community meal settings and other areas where underserved populations may gather.

### **Preparedness Activities**

LLHD works closely with municipal and regional partners to prepare for and respond to emergency situations. These activities include participation in the Millstone exercises, working with local partners to develop Continuity of Operations and Closed Point of Dispensing plans, and recruiting and training volunteer members of the Medical Reserve Corps.

LLHD is a regional leader in emergency preparedness; Director Stephen Mansfield currently represents the public health sector on the Regional Emergency Preparedness Planning Team (REPT), and is the chair of the DEMHS Region 4 ESF-8 Group. In addition, he is the preparedness lead and a board member of the Connecticut Association of Directors of Health and is one of three public health representatives on the Connecticut Conference of Municipalities’ (CCM) Public Health Committee.

### **Health Education & Community Outreach**

LLHD engages and supports the communities we serve in health education, health promotion, and health policy development activities in a variety of ways. These efforts draw on scientific, evidence-based best practices to ensure that the programmatic processes involved make efficient use of taxpayer dollars, while achieving measurable and desired changes in our population’s overall health and resilience. LLHD works diligently to secure external funding to support these activities and supplement our municipal members' contributions.

### *Regional Asthma Program – Breathe Well*

Asthma is the most common chronic disease of childhood and a leading cause of preventable hospital admissions for both children and adults. Asthma rates in CT are among the highest in the nation; there are approximately 50 deaths from asthma each year in our state. LLHD has a long history of participating in programs to help reduce the burden of asthma. Although asthma cannot be cured, it can be managed. Understanding medications and their use can prevent emergency situations. Breathe Well is a free program co-sponsored by Lawrence and Memorial Hospital, designed to help children and adults with asthma to manage their asthma better. A trained asthma educator and public health environmental specialist review medications and provide an in-home environmental assessment of asthma triggers.

### *Health Services Block Grant*

The Connecticut Department of Public Health offers Local Health Departments/Districts the opportunity to participate in the Health Services Block Grant program. The grant is most often awarded for 1-3 year periods, and funding levels are determined and adjusted annually using a per-capita formula. Each contract year, DPH outlines the programmatic options to advance the Healthy People 2020 objective. For the past three years, LLHD has used these funds to:

- 1) Implement a Diabetes Self-Management Program
- 2) Improve nutrition policies among early child care settings
- 3) Pilot the Cook Well with Diabetes Program – a four-week cooking program for adults with diabetes.

On May 1, LLHD submitted a letter of intent to continue level funding to support these programs for the next three years.

### *Overdose Action Team*

The Overdose Action Team continues to advance the shared goals of increasing access to effective treatment for opioid use disorder, saturating the community with naloxone and reducing stigma. Through our work engaging with people in community settings and responding to calls to the phone line, our Recovery Navigators have engaged more than 300 people and connected over 60% of them to treatment and services. They have been distributing naloxone kits funded by a grant from the Community Foundation. Stigma reduction work is primarily carried out through work to increase community understanding of substance use disorder and change the language used to discuss this chronic disease. The Overdose Action Team's work continues to serve as a model for other communities in Connecticut to take collective action to address this public health epidemic; the team has spoken at several statewide conferences and was recently featured on WTNH's series "Combat the Crisis."

### *Community Health Assessment (CHA) and Improvement Plan (CHIP)*

LLHD continues to work with the many community partners on the Health Improvement Collaborative of Southeastern Connecticut to monitor the health of our communities and take collective action to address prioritized health concerns. In 2019, the Health Improvement Collaborative produced an updated Community Health Assessment and Community Health Improvement Plan, which are available on our website at <https://llhd.org/healthy-communities/health-improvement-collaborative-of-sect/community-health-needs-assessment-cha/>. The Community Health Improvement Plan includes goals and objectives around the prioritized health concerns which are: Access to Care; Black Health Across the Lifespan; Latinx Mental Health; Opioid

Use Disorder and Overdose and Racism as a Public Health Issue. In addition, the Health Improvement Collaborative of Southeastern Connecticut continues to participate in the State Office of Health Strategy State Innovation Model Health Enhancement Communities work. The idea of Health Enhancement Communities is that communities would take collective action on “upstream” things that impact health – housing, food security, etc., and that action would result in documented savings in healthcare expenditures, a portion of which would be returned to the communities to continue the prevention work. In 2018, the Health Improvement Collaborative was one of four collaboratives selected as Reference Communities, working with the State and a consultant to begin to design a framework for Health Enhancement Communities in Connecticut. Now the Health Improvement Collaborative is one of twelve collaboratives participating in the next phase of this work with the state.



## Groton Alliance for Substance Abuse Prevention Year in Review 2019

Evaluated our coalition with support from TTASC using the CVAT 2.0 Tool

Continued evaluation of Botvin LifeSkills Training offered in the 7th grade during health class

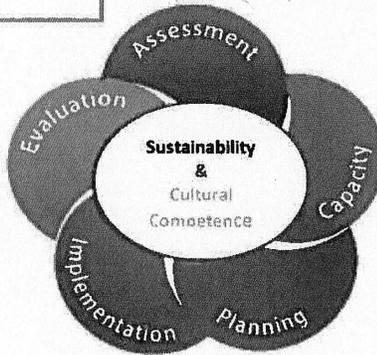
Held youth focus groups in the middle school, high school and the Sub Base Youth Center to hear about what they think and what they see

Co-hosted a SERAC focus group for adults in Groton

**Partnered with Community Speaks Out and Community of Hope on the Emerald Ball with over 400 attendees**

**Engaged Greater Mystic Chamber of Commerce members about collaborations and sponsorships**

**Created a sustainability committee and drafted a sustainability plan**



Secured the State Opioid Response mini grant from SERAC to address prescription drug abuse and promote treatment resources using Change the Script and LIVE LOUD

Partnered with Stonington Prevention Council for #Project21, a Mystic, CT focused initiative to prevent underage drinking

Maintained active membership in the Greater Mystic Chamber of Commerce and advertised through events and e-blasts

Increased our social media presence and expanded our following on Facebook, Twitter, Instagram, Pinterest and Snapchat

Attended TTASC trainings on sustainability and capacity with other coalitions in CT

Attended National Prevention Network Conference in Boston; CT Prevention Conference and CPHA in Rocky Hill

Attended Groton City Day, National Night Out and Groton Fall Festival

Awarded mini grant to SADD chapter to take a leadership role during prevention week

Held a community town hall meeting on marijuana and vaping

Provided middle school health teachers with Botvin Life Skills curriculum

Continued a poster campaign at FHS about the harms of marijuana and prescription drug abuse

Continued a parent campaign about setting clear rules for teens about drugs through a mailing, lawn signs and radio ads

Promoted proper medication disposal via #TakeItToTheBox social media campaign and National Drug Take Back Days

Worked with police to reduce underage drinking/drug parties through surveillance and monitoring and raised awareness of the Social Host Law through advertising and press coverage

National Prevention Week proclamation made by the Mayor with an e-mail to all Town and City employees

Family Night collaboration with Ledyard Prevention Coalition

Held MADD Power of Parents presentation at the Mystic & Noank library that was taped for TV and social media

Advocated for the BYOB ordinance in Groton that restricted hours of operation for establishments allowing patrons to bring and consume alcohol

Collaborated with Groton Human Services and Groton Public Schools on the Fitch CARES program, that refers high risk youth to free counseling as early intervention

Created an educational rack card for coaches and athletes on health consequences and warning signs

Attended a TTASC training about mobilizing cultural and social assets for prevention and health promotion

Restocked literacy-sensitive resource libraries around the community, including information in Spanish

Subcommittee work by the social marketing committee and education committee helped us carry out our implementation plans

Assessed mid-course progress and discussed areas of adjustment for the implementation plan and shifting priorities

Involved Youth Peer Advocate and other youth in development of campaign messaging and prevention activities

Yale  
NewHaven  
Health

Visiting Nurse Association  
of Southeastern Connecticut

January 2, 2020

Mr. John Burt, Town Manager  
Office of the Town Manager  
45 Fort Hill Road  
Groton, CT 06340

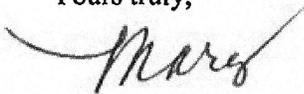
Dear Mr. Burt;

I am pleased to submit the Fiscal 2021 budget request from the Visiting Nurse Association of Southeastern Connecticut for Health and Wellness services to the Groton Community and for the School Health Services for the Groton schools.

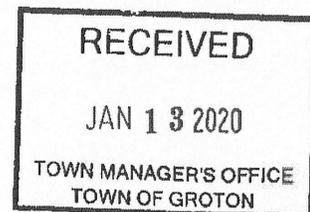
There is no change in the submitted school budget. The Health Promotion rate per hour is increasing from \$72 to \$73.50. This is the first raise requested in 4 years. Our salaries and insurances have all increased over those years resulting in our increased hourly rate.

Thank you for the opportunity to serve the residents of Groton.

Yours truly,



Mary L. Lenzini  
President/CEO



403 North Frontage Rd.  
Waterford, CT 06385  
Phone: 860-444-1111  
Fax: 860-440-1156

[vnasc.org](http://vnasc.org)

**Proposed Services to be provided to the Town and City of Groton  
Visiting Nurse Association of Southeastern Connecticut, Inc.**

**Fiscal Year 2020-2021**

School health service includes both the RN and the Health Aide services as planned by the Board of Education. The hourly rate is unchanged as are the hours distributed through the schools. There are full time nurses in each of the schools as well as a Float nurse who is shared with New London. One half of the float nurse hours are spent in Groton and are covered in the budget. The float nurse is deployed to areas when extra nursing time is required for the individual school.

The Community Health and Wellness program provides blood pressure and other screening clinics at the senior center and community locations. The Indigent care and wellness visits are made to residents who have inadequate insurance or no health insurance and are required to provide proof of financial need. These visits are ordered by the individual's physician.

The rates charged for services proposed are increased to \$73.50/hour as the current fiscal year. This 2 % increase is the first in four years.

**Proposed Services to the Town and City of Groton  
July1, 2020 June 30, 2021**

**Program  
School Health**

**School Year 20-21**

**Service**

School RN	12,665.38hrsX \$67.87	\$859,599.34
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School HA	9357.47 X \$23.69	\$221,678.46
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<b>Program total</b>		<b>\$1,081,277.80</b>
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**Community  
Health &  
Wellness**

**FY 2021**

<b>BP &amp;Wellness Clinics</b>	175 hrs X \$73.50	<b>\$12,862.50</b>
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<b>Indigent Care &amp; Wellness visits</b>	Varied charges depending on the service needed	
	270 visits at \$73.50	<b>\$19,845.00</b>

<b>Program total</b>		<b>\$32,707.50</b>
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## Outside Agency Funding Requests - FYE 21

**General Philosophy:** The Town of Groton considers annual contributions to agencies, programs and services in the greater Groton area based upon the identified and established need for such programs and services for Groton residents. *Special emphasis is placed on programs and services that are not and cannot be provided directly by the Town through its existing departments or structure.*

### **Criteria for Funding:**

1. Services are **unduplicated** in Groton and the surrounding area
  2. Services are considered to be **essential** for Groton residents
  3. Services **impact a significant number** of Groton residents
  4. **Funding requests to Groton from regional agencies/programs are on a par with requests made by those same agencies/programs to other municipalities receiving such services.**
  5. Application for Groton Town funding was **received by the specified deadline** and meets all Town requirements for a **complete application package**.
- 

### **NEW LONDON HOMELESS HOSPITALITY CENTER, INC. (NLHHC)**

The Town has contributed to the NLHHC for several years. The NLHHC has continued to expand the size and scope of its services and provides unduplicated services to the homeless population (*single adults*) of SE CT. The NLHHC focuses on addressing the root causes of homelessness, offers rapid re-housing and employment services and provides such individualized services to its shelter clientele in an effort to stem recidivism. **FYE 21 funding for the NLHHC is recommended at \$7125, the same level as FYE 20 funding.** (Funding request submitted for FYE21 was \$7250.)

### **SOUTHEASTERN COUNCIL ON ALCOHOLISM AND DRUG DEPENDENCE, INC (SCADD)**

SCADD has received funding from the Town of Groton for many years and its services are considered essential. The pervasive heroin/opioid abuse epidemic in Groton and the country as a whole manifests in rising crime rates that impact the safety and quality of life for the entire community. **FYE 21 funding for SCADD is recommended at \$3705, the same level as FYE 20 funding.** (Funding request submitted for FYE21 was \$5000.)

### **SAFE FUTURES, INC. (Formerly The Women's Center of SE CT, Inc.)**

Safe Futures, Inc. has received funding from the Town of Groton for many years. Safe Futures' services are unduplicated and essential for Groton residents. Significant numbers of Groton residents are served via this agency's domestic violence intervention services and related community training and education programs which are offered free of charge to schools, community groups and area police departments including the GTPD. **FYE 21 funding is recommended at \$9500, the same level as FYE 20 funding.** (Funding request submitted for FYE21 was \$9600.)

**ARC OF NEW LONDON COUNTY, INC.**

ARC's request is for \$2,000 to support their Community Life & Advocacy Program (CL&A) for people with intellectual and developmental disabilities. **Recommendation to deny ARC's FYE 21 funding request of \$2000.** FYE20 funding request was also denied.

**CONNECTICUT LEGAL SERVICES (CLS)**

CT Legal Services has received funding from the Town of Groton for many years. Its services are unduplicated and essential for low-income residents including senior citizens. Significant numbers of Groton residents are directly assisted by CT Legal Services and the Town's Human Services Dept relies on CLS to provide consultation and advice to many of its clients. **FYE 21 funding for CLS is recommended at \$7260, the same level as FYE20 funding.** (Funding request submitted for FYE21 was \$7260.)

**UNITED COMMUNITY AND FAMILY SERVICES (UCFS)**

UCFS Behavioral Services has received funding from the Town of Groton in the past though not in 2020. UCFS' Emergency Mobile Psychiatric Services (EMPS) program is utilized by Groton Human Services, Groton Public Schools and the Groton Town and Groton City Police Departments. EMPS is available "24/7" and is an essential service for Groton. **FYE 21 funding is recommended at \$0 to match the funding level in FYE 20.** (Funding request submitted for FYE21 was \$4000.)

**ALWAYS HOME: (Formerly Mystic Area Shelter and Hospitality, Inc.)**

Always Home (AH) provides unduplicated, essential services for homeless *families* in the greater Groton area. The Town has provided funding for this agency since its inception in 1997 as MASH and continued funding has been directly related to the expansion of the agency's scope of services, including its participation in the Rapid Re-Housing Program. The Town also provides in-kind services to AH, including weekly use of Groton Human Services' office space for AH client interviews. **FYE 21 funding for AH is recommended at \$4750, the same level as FYE 20 funding.** (Funding request submitted for FYE21 was \$4750.)

**SEXUAL ASSAULT CRISIS CENTER OF EASTERN CT, INC. (SACCEC)**

Services provided by Sexual Assault Crisis Center of Eastern CT, Inc. (SACCEC), located in Willimantic, duplicate the services available to Groton residents via New London-based Safe Futures, Inc. Rather than making referrals to SACCEC, referrals are made directly to Safe Futures, Inc. by Groton Human Services and the Groton Town Police Department. **FYE 21 funding for SACCEC is recommended at \$1000, the same level as FYE20 funding.** (Funding request submitted for FYE21 was \$1100.)

**MEALS ON WHEELS/TVCCA, INC.**

Meals on Wheels (MOW) responsibilities, formerly handled directly by the Groton Senior Center, are now covered entirely by TVCCA, Inc. via an Agreement with the Town of Groton. Requested funds help cover the cost of providing home-delivered meals (and accompanying wellness checks) for Groton (home-bound) seniors. **FYE 21 funding for MOW is recommended at \$22,767, the same level as FYE 20 funding.** (Funding request submitted for FYE21 was \$24,634.)

**CHILDREN FIRST GROTON (CFG)**

Children First Groton has been in existence for many years and organizes and participates in several town-wide initiatives to support young children and families in Groton. Among other initiatives, CFG partners with Groton Town Police on the Groton Rocks anti-bullying campaign in the local schools. CFG operates on a minimal budget. **FYE 21 funding for CFG is recommended at \$2500, the same level as FYE 20 funding. (Funding request submitted for FYE21 was \$3000.)**

**EASTERN CT SYMPHONY, INC.**

The ECS is requesting funding specifically for its Young People's Concerts to be held at the Garde Arts Center in New London. It remains unclear if, or how much the City of New London contributes to this joint concert event. ECS appears to be well-endowed and able to seek sufficient grant funding to accomplish its goals. **FYE 21 funding for ECS is recommended at \$3893, the same level as FYE 20 funding. (Funding request submitted for FYE21 was \$5000.)**

**THAMES RIVER HERITAGE PARK**

The Thames River Heritage Park is requesting \$10,000 in FYE 21 to help continue the Heritage Park Water Taxi. **FYE 21 funding for TRHP is recommended at \$10000, the same level as FYE 20 funding. (Funding request submitted for FYE21 was \$10000.)**

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**TOTAL: \$72,500**

**Difference from previous year's total (\$62,500): \$10,000**  
**(Difference due to moving Heritage Park Request)**

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<b>SUMMARY OF OUTSIDE AGENCIES</b>			
<b>AGENCY</b>	<b>Approved FYE 2020</b>	<b>Requested FYE 2021</b>	<b>Town Manager FYE 2021</b>
New London Homeless Hospitality Center, Inc.	\$ 7,125	\$ 7,250	\$ 7,125
SCADD	\$ 3,705	\$ 5,000	\$ 3,705
Safe Futures, Inc.	\$ 9,500	\$ 9,600	\$ 9,500
ARC of New London County Inc.	\$ -	\$ 2,000	\$ -
Connecticut Legal Services	\$ 7,260	\$ 7,260	\$ 7,260
UCFS Inc., Behavioral Health Services	\$ -	\$ 4,000	\$ -
Always Home, Inc.	\$ 4,750	\$ 4,750	\$ 4,750
Sexual Assault Crisis Center of Eastern CT, Inc.	\$ 1,000	\$ 1,100	\$ 1,000
Meals on Wheels/TVCCA, Inc.	\$ 22,767	\$ 24,634	\$ 22,767
Children First Groton (CFG)	\$ 2,500	\$ 3,000	\$ 2,500
Eastern Connecticut Symphony	\$ 3,893	\$ 5,000	\$ 3,893
Thames River Heritage Park	\$ 10,000	\$ 10,000	\$ 10,000
<b>TOTAL - GRANTS</b>	<b>\$ 72,500</b>	<b>\$ 83,594</b>	<b>\$ 72,500</b>



NEW  
LONDON **Homeless  
Hospitality Center**

**Administrative Office**  
730 State Pier Road  
Post Office Box 1651  
New London, CT 06320

**Program Office**  
325 Huntington Street  
New London, CT 06320

www.NLHHC.org  
(860) 439-1573

November 11, 2019

John Burt  
Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt,



We appreciate Town of Groton's past partnership in supporting the work of the New London Homeless Hospitality Center (NLHHC). With the help of our federal, state, local and community partners we were able to provide emergency shelter to over 500 single adults and reach an additional 200 people who were outdoors or unstably housed in our last fiscal year. I am writing to ask for your continued support of regional services to be provided by the Homeless Hospitality Center in FY21. I hope that you will be able to provide \$7,250 toward this critically important work in your FY21 budget.

Our guests came from all parts of New London County. Determining the town of origin for those we served is difficult. People often descend slowly into homelessness leaving their town of origin for a larger city well before they finally reach the stage of being literally homeless and in need of emergency shelter.

Because Connecticut does not have a county government, financing regional services of any kind is a challenge. And yet we know that regional services make sense. It would not be effective or practical to ask each town in our region to provide emergency shelter for its residents experiencing homelessness. We can provide better and more cost-effective support by centralizing services such as emergency shelter. This is what we have done in New London County. But centralization of services can only work if all the municipalities in our region help support the cost of these services.

Over 85% of all the single adult emergency shelter nights in our region are provided by NLHHC. In addition, between 60-80 people per day visit our daytime hospitality center to get out of the elements, take a shower, pick up mail or simply have a place they are welcome to sit. We also offer the one-on-one supports and practical assistance our guests need to rebuild their lives and find permanent housing. We help our guests address the underlying causes of their homelessness, thereby *reducing the likelihood that they will end up homeless again and in need of services*. We are able to help hundreds of those we serve to quickly return to permanent housing.

As detailed in the attachment, we have a total of 18 FTE's supporting our shelter related work at a total cost of approximately \$680,000. Private funding (foundations, private donors

and L+M Hospital) currently covers more than half of the cost of offering day and overnight access to shelter. We receive \$16,250 (about 1% of our shelter budget) from the United Way targeted to supporting our work with youth. Local towns currently cover 4% of our costs. State and federal funding provides the rest (about 40%) of the funding we need. Every dollar matters and only continued support from so many partners makes our work possible.

We serve as shelter for homeless individuals New London County---not just homeless individuals from New London. Accordingly, surrounding municipalities have been supporting us in the work we do.

City of New London (\$7,000)	Town of Old Lyme (\$1,500)
Town of East Lyme (\$3,000)	Town of Preston (\$1,500)
Town of Groton (\$7,125)	Town of Stonington (\$2,500)
Town of Montville (\$3,000)	Town of Waterford (\$4,000)
Town of North Stonington (\$1,000)	

We rely on support from surrounding towns to make this regional resource available to our neighbors experiencing homelessness. We are hoping for your continued support. I have enclosed both our total agency budget and a more detailed breakdown of our budget for shelter related activities. An annual report on our shelter activity last fiscal, a brief flyer about NLHHC services and our most recent audit are also attached.

Thank you for considering us for funding in FY21. If you have any questions, need more information or have special forms you would like us to complete, please don't hesitate to contact me. I am also available to attend budget hearings or other forums to provide more information about our work. I can be reached by cell phone at 860-227-2188 or by email at [czall@snet.net](mailto:czall@snet.net).

Sincerely,



Catherine Zall  
Executive Director

Enclosures:  
FY20 NLHHC Budget  
FY 20 Shelter Related Only Budget  
FY19 Annual Shelter Report  
NLHHC brochure  
Audit Report

New London Homeless Hospitality Center  
Proposed Operating Budget (including loan repayment)  
July 1, 2019-June 30, 2020

**Income**

Foundations	195,000
Faith community Gifts	24,000
Individual and Business	283,000
Respite	90,000
Surrounding Towns	21,000
Special Events	30,000
Rental income (SSVF)	6,000
Thrift Store Sales (net of bank fees)	150,000
Rental Income (net after write-offs)	234,000
Government Grants	985,000
Mental Health Waiver (Medicaid)	<u>122,900</u>
	<b>2,140,900</b>



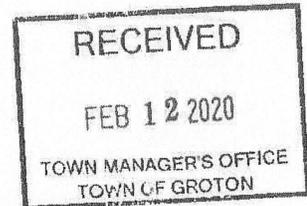
# Southeastern Council<sub>on</sub> *Alcoholism and Drug Dependence, Inc.*

Compassion

February 6, 2020

Support

Mr. John Burt  
Town Manager  
45 Fort Hill Road  
Groton, CT 06340-4394



Comfort

Dear Mr. Burt:

Empowerment

The Southeastern Council on Alcoholism and Drug Dependence, Inc. (SCADD) is in its 54th year of continuous operation in New London County. Today, as it was at our start we provide treatment to individuals from New London County who suffer from the disease of addiction.

Recovery

We do so without consideration for their ability to pay and have maintained that practice since we began. This letter accompanies an application to the Town of Groton asking for assistance in this effort. We have been the very grateful recipient of the generosity of the residents of Groton in the past and would be greatly humbled if that support was continued through 2020.

The application presented will make it clear to those charged with reviewing the document that Groton continues to be served by our services. The disease of addiction, fueled by an onslaught of illegal and powerful heroin and fentanyl in our communities, backs up our contention that we are under siege in Southeastern Connecticut. At no point in our history have we seen so much need and been challenged so severely in that effort. The fiscal uncertainty with the state of Connecticut, with whom we contract, was for 11 years flat funded or cuts were instituted which were painful and devastating.

This application details the number of clients who are Groton residents and it will give you an idea of the entire scope of the work. Nearly 4000 clients receive some level of care annually at any one of the SCADD programs located in New London County.

Funding sources at all levels have tightened up and that requires us to work efficiently and it is our stated goal again this year—championed by our Board of Directors—to provide the same level of professional service and reach as many people as we have in previous years. This is an enormous task but our staff is dedicated to the goal. The proliferation of drugs in our communities has not decreased and young people continue to start out using alcohol. We soldier on in the effort.

The application before you indicates your support is much needed again this year and we trust we have made a forceful argument for an award.

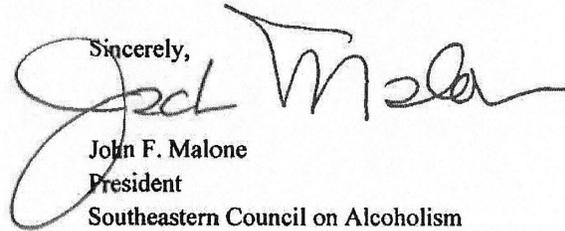
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This years' request is the same as our 2019 request. It does not mean that the need is no longer as great. It is simply an acknowledgment that your community also has financial pressure. Anything your community could give to this agency would be greatly appreciated and would be spent directly on the mission of helping those who present to us in the throes of addiction.

Representatives of this agency remain ready to answer any question you have regarding our services and we would welcome the opportunity to do so.

Thank you for your time and attention to this application and thank you for your previous assistance with our mission of helping those in New London County who suffer from the disease of addiction.

Sincerely,

A handwritten signature in black ink, appearing to read "John F. Malone". The signature is fluid and cursive, with a large initial "J" and "M".

John F. Malone

President

Southeastern Council on Alcoholism  
And Drug Dependence, Inc.

**FOR TOWN USE ONLY**

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (1)
- COMPLETED APPLICATION (8)

**TOWN OF GROTON**  
**OUTSIDE AGENCY REQUEST FOR FUNDING**  
**APPLICATION FOR FYE 2021**

Program Title: SCADD CLINICAL TREATMENT PROGRAMS

Agency: SOUTHEASTERN COUNCIL ON ALCOHOLISM & DRUG DEPENDENCE, INC.

Contact Person: JACK MALONE

Phone: 860-886-2495 EXT. 203

Address: 37 CAMP MOOWEEN ROAD, LEBANON, CT 06249

Town/City/Zip Code: LEBANON, CT

Dollar Amount Requested: \$5000

Non-Profit Status:  Yes  No  In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by **Friday, February 7, 2020**. Applications received after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

**Southeastern Council on Alcoholism and Drug Dependence, Inc.**  
**37 Camp Mooween Road, Lebanon, CT 06249**  
**47 Coit Street, New London, CT 06320**

**Town of Groton Request for Funding FY2021**

1. **What is the mission of your organization?**

The mission of the Southeastern Council on Alcoholism and Drug Dependence, Inc. (SCADD) is to provide treatment in an environment rich in cultural diversity where individuals and families are empowered to overcome substance abuse issues, thereby improving their quality of life. Our agency is fully licensed by the Connecticut State Department of Health. Our Acute Care and Evaluation Program (Detox) was recently reaccredited through 2021 by the Commission on Accreditation of Rehabilitation Facilities (CARF International). The full continuum of care we provide consists of inpatient rehabilitation, outpatient services, intensive outpatient services, residential care, and long-term care. The Southeastern Council provides quality substance abuse treatment to individuals who may not otherwise be able to afford treatment. The agency also provides community outreach and education surrounding the dangers of alcoholism and drug addiction.

2. **What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

The specific activities that will be supported with the assistance of Groton funding will be the continued daily effort to assist those that suffer from the disease of addiction. The services include direct care for indigent individuals which has always been our focus. For those individuals we provide Acute Care and Evaluation (Detox), Intensive Residential Treatment, Residential Treatment, Outpatient treatment and counseling. During the treatment process we provide transportation to medical and dental appointments, as well as other appointments for social service agency support services.

3. **What consequences do you anticipate in your program/agency's activities if you do not receive this funding?**

The loss of funds in any year would have an impact on the operating budget so any funding reduction can and will impact any or all of the continuum of services we provide. Funding received from the town of Groton is publicized in all agency applications for financial support. Local town fund awards are always displayed as a leverage position on other applications and have assisted us in accessing additional and increased awards from the state, other regional municipalities as well as a number of area benevolent giving foundations and organizations.

4. **Describe the total population and geographic area targeted for service through your program/agency.**

The target population is medically indigent adult New London County residents, who are in a crisis due to their substance abuse and addiction lifestyle. Our service starts with many who need immediate detox from alcohol and drug intoxication and dependence and they are then referred to our (or other agencies) next level of care for further treatment. They most often are critically addicted to alcohol or drugs and 97% are unable to pay for treatment as a result of their addiction and compulsion to continue to use.

5. **How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

January 2020	Female Halfway Houses	3 individuals
	Male Halfway House	3 individuals
	Detox & Evaluation	0 individuals (no wait)
	Lebanon Pines Long Term Care	4 individual
	Outpatient Services	0 individuals (no wait)

6. **How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information)**

During fiscal year 2019 (7/18—6/19) SCADD served 207 Groton residents. This represents 8% of the total agency clients served. The agency anticipates this figure will increase in the year ahead.

7. **If you are successful with the application, how many additional Groton residents will you be able to serve?**

The Southeastern Council will continue to serve as many Groton clients that present themselves to our agency in need of treatment. We remain committed to all those in Southeastern Connecticut who suffer from the disease of addiction and wo desperately need our help. We do not deny services to any who meet the criteria for admission. Sadly, we take all those who present and each year that number continues to grow. Opiate addiction has had a dramatic impact on the need for our services in Southeastern Connecticut and Groton clients are a consistent percentage of those presenting for treatment.

8. **How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year? July 1—June 30.**

During the fiscal year 2019 (7/18—6/19) SCADD provided services to the following number of Groton citizens:

Outpatient Services	103 clients (Norwich/NL OP)
Detox & Evaluation	86 clients
Halfway Houses	2 clients
Long Term Care	7 clients
Support Services	10 clients

Total =208 Groton residents

- 
9. **What is the source of information used to verify the need for the services your program/agency is providing?**

The source of information used to verify the need for substance abuse treatment and services are agency statistical reports, current waiting lists, as well as, reports from appropriate state and federal health and human service agencies. SCADD operates at full capacity year round. The substance use and abuse problem in Southeastern Connecticut has remained constant. IV opiate use and abuse in Southeastern Connecticut communities has not slowed. It remains at an epidemic level. A younger and more medically compromised individual (HIV, Hepatitis, general health degradation) is the client we now see most often.

10. **Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.**

The application process for funding from the town of Groton is reasonable and straightforward for the amount of money being requested by this agency. It remains to the point and less complicated than most other applications expected by other communities and funding sources.



Formerly the Women's Center of SE CT

February 4, 2020

Patrice Granatosky  
Mayor  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340-4394

**RE: FYE 2021 Budget Request**

Dear Mayor Granatosky,

Safe Futures, Inc., formerly the Women's Center of Southeastern Connecticut, Inc., respectfully **requests \$9,600** for the FYE 2021 (July 1, 2020 - June 30, 2021) from the Town of Groton. Safe Futures values our ongoing partnership with the Town of Groton in saving lives, restoring hope, and changing the future for those impacted by domestic violence, sexual assault, stalking and trafficking in southeastern Connecticut. Last year, Safe Futures served 7,053 clients, with 3,660 being new, and identified Groton residents representing 14% (495/3,660) of new clients.

Safe Futures is the sole provider of services for victims of domestic violence, sexual assault, stalking, and trafficking in all 21 towns in New London County. This means that residents of your town have access to all of the confidential services that Safe Futures provides when needed. Whether they need to flee their home to our emergency shelter; speak to a counselor on the phone (available 24/7, 365 days/year) or in-person at our counseling offices in New London or Norwich; require assistance at the New London or Norwich court houses; have a follow-up with law enforcement and Safe Futures Law Enforcement Advocate in their home; reside in our transitional housing; or wish to attend a weekly support group, the services they receive from Safe Futures are always free and confidential and provided by certified domestic violence counselors.

During the 2018-2019 year, **495 residents from the Town of Groton** received crisis intervention services from Safe Futures. Of these, **12 residents** stayed in our emergency shelter to escape from their abuser. These 495 residents received a multitude of crisis intervention services.



including crisis counseling and advocacy at our New London and Norwich offices, as well as, advocates in the New London and Norwich courts assisting victims to help them navigate the court process and ensure that their abusers were held accountable. **Our emergency shelter operated at 117% capacity**, with victims, and their children and pets, in hotels throughout the county when further beds were needed. This was the ninth year in a row that we operated at over 100% capacity.

- **35% of the Criminal Docket** in the New London and Norwich Courts are domestic violence cases with Safe Futures court advocates assisting approximately 3,300 victims in criminal and civil court.
- Through the **Lethality Assessment Program (LAP)**, Groton police officers assess intimate partner domestic violence victims at the scene of the incident to determine if they are at **risk of being murdered**. If the victim is at high risk of being murdered, Groton police call a dedicated phone line at Safe Futures, 24/7-365 days/year. Last year, of the Lethality Screens administered by Groton police, **37** were called in as **High Risk of Being Murdered**.

Safe Futures is collaborating with the Town of Groton Police on implementing the Victim Advocate Law Enforcement (VALE) program in Groton (this is made possible with Victims of Crime Act (VOCA) funding awarded through Connecticut Coalition Against Domestic Violence (CCADV)). Safe Futures Law Enforcement Advocate works alongside Groton police officers on designated days, conducting home visits and providing referrals for victims in need. In addition, the advocate is available for immediate services after an active domestic violence incident. She is a certified Domestic Violence Counselor, LAP Train the Trainer, as well as a certified Police Officer Standards and Training Council (POSTC) Law Enforcement Instructor. She, along with Safe Futures Chief Executive Officer, Katherine Verano, team-teach with Law Enforcement, Town of Groton's Police Sergeant Richard Sawyer, and a New London Prosecutor, as part of the state-mandated recertification to eastern and southeastern law enforcement, a two hour training on domestic violence.

Last year, Safe Futures honored Law Enforcement, including Town of Groton's Chief of Police Louis Fusaro, Jr., at our Annual Light the Way breakfast. In addition, Sergeant Richard Sawyer was nominated by Safe Futures and honored at CCADV 9<sup>th</sup> Annual First 100 Plus Breakfast and Awards Ceremony for his work against domestic violence. He is also on Safe Futures Family Justice Center Planning Committee.

In addition, **383 Groton Public School students and 7 educators** participated in Safe Futures' violence-prevention education programming (***Made possible by Groton Board of Education funding and private funding sources raised to make an investment in Groton.***). Conversations were facilitated by prevention educators on various subjects such as healthy relationships and consent. Role-playing was done regarding speaking to friends who are either a victim or an abuser. Several students indicated it felt safe to share their thoughts and feelings.

**Proposed Use of Funds**

Funding from this request to the Town of Groton will be used to continue to **provide crisis intervention services**, including emergency shelter, for Groton residents who seek services for domestic violence, sexual assault, stalking, and trafficking in 2020-2021.

**Municipal Funding for 2019-2020**

Town of East Lyme	\$1,000	Town of Lisbon	\$500	Town of N. Stonington	\$2,000
Town of Franklin	\$250	Town of Lyme	\$1,000	Town of Preston	\$300
Town of Griswold	\$1,200	Town of Old Lyme	\$500	Town of Salem	\$700
Town of Groton	\$9,500	Town of Montville	\$2,000	Town of Sprague	\$250
				Town of Stonington	\$2,000
				Town of Waterford	\$6,500

***Total Municipal Funding for 2019-2020*** ***\$27,700***

**Public Schools Funding for 2019-2020**

Groton Public Schools	\$6,000
• Prevention Education Programming	\$10,000
Norwich Free Academy	
• Prevention Education & Counseling Program	\$16,000

***Total Public School Funding for 2019-2020***

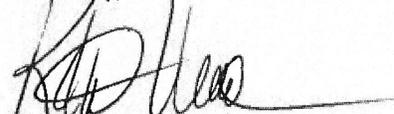
**Community Development Block Grant Funding**

New London CDBG Funding	\$5,500
Norwich CDBG Funding	\$15,000
<b><i>Total CDBG Funding for 2019-2020</i></b>	<b><i>\$20,500</i></b>

***Grand Total Municipal (Town + School + CDBG) Funding for 2019-2020*** ***\$64,200***

Please do not hesitate to contact Margaret Soussloff, our Director of Grants & Compliance, at (860) 447-0366 ext. 214 or [msoussloff@safefuturesct.org](mailto:msoussloff@safefuturesct.org), if you have any questions regarding this request or the programs and services provided by Safe Futures.

Sincerely,



Katherine Verano  
Executive Director

Encl.

FOR TOWN USE ONLY

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (1)
- COMPLETED APPLICATION (8)

TOWN OF GROTON  
OUTSIDE AGENCY REQUEST FOR FUNDING  
APPLICATION FOR FYE 2021

Program Title: Safe Future Services to Groton Residents

Agency: Safe Futures, Inc. (formerly Women's Center of Southeastern CT, Inc.)

Contact Person: Margaret N. Soussloff, Director of Grants & Compliance

Phone: (860) 447-0366 ext. 214

Address: 16 Jay Street

Town/City/Zip Code: New London, 06320

Dollar Amount Requested: \$9,600

Non-Profit Status:  Yes  No  In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by **Friday, February 7, 2020**. Applications received after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

**QUESTIONS**  
**Town of Groton-Outside Agency Request for Funding**  
**Application for FYE 2021**

**1. What is the mission of your organization?**

The mission of Safe Futures, Inc., formerly the Women's Center of Southeastern Connecticut, Inc., is to save lives, restore hope, and change the future for those impacted by domestic violence, sexual assault, stalking, and trafficking in southeastern Connecticut.

The agency's ultimate vision is to eliminate violence in the community so that southeastern Connecticut becomes a place:

- Where violence and abuse are not tolerated;
- Where all victims and survivors are able to get the support and resources they need to create a new life for themselves; and
- Where all children and teens feel safe, and learn the skills to establish healthy friendships and dating relationships.

In 2012, the Women's Center changed its name to Safe Futures to better reflect those being served by the agency as well as its full scope of programs.

**2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

With the assistance of Town of Groton funding, residents of Groton can continue to access services for domestic violence, sexual assault, stalking and trafficking from the following:

- Crisis Intervention Services through our 24-hour Domestic Violence Hotline;
- Lethality Assessment Program 24-hour dedicated phone line for law enforcement;
- Counseling and Advocacy Services in our New London and Norwich Office, Monday-Friday;
- Family Violence Victim Advocate Program in the New London and Norwich criminal court systems to assist and advocate for victims during their court cases related to domestic violence;
- Civil Victim Advocate Program in the Norwich and New London civil court systems to assist and advocate for victims with Restraining Orders, divorce, custody and other civil matters related to domestic violence;
- Victim Advocate Law Enforcement (VALE) program in Town of Groton Police (this is made possible with Victims of Crime Act (VOCA) funding awarded through Connecticut Coalition Against Domestic Violence (CCADV)). Safe Futures Law Enforcement Advocate works alongside Groton police officers on designated days, conducting home visits and providing referrals for victims in need. In addition, the advocate is available for immediate services after an active domestic violence incident.;
- Emergency shelter and supportive case management in our confidential domestic violence shelter 24-hour;
- Transitional Housing Programs and Permanent Supportive Housing Programs;
- Short-term living program for victims on their journey to recovery from substance abuse;
- Domestic Violence, Self-Esteem and Parenting Support Groups;

**3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?**

Reduced funding from State and Federal sources has increased the need to secure support from local towns, grants from foundations and corporations, and donations from individual donors to maintain and sustain the full array of services provided by Safe Futures across southeastern Connecticut. Our emergency shelter operated at 117% capacity for the 2018-2019 program year—the ninth year in a row of operating over 100% capacity. When the shelter is full we hotel victims. The funding levels did not increase to match the higher demand for service.

Through the Lethality Assessment Program (LAP) we partner with local police departments to help connect high-risk victims of domestic violence with our services. Thanks to our partnership with the police departments in Groton City, Town of Groton, and Groton Long Point, in Fiscal Year 2019, 37 Groton victims who were at **high-risk of being murdered** were connected to our services right at the scene of the incident—literally saving their lives. Our ability to provide training and ongoing support to these police departments depends upon our ability to secure outside support from our community, including Groton, to continue to enhance public safety.

Reduced funding from the Town of Groton could negatively impact our ability to provide any one of the important services listed above during the 2020-2021 fiscal year.

**4. Describe the total population and geographic area targeted for service through your program/agency?**

Safe Futures serves the 21 towns of New London County. Safe Futures is the only agency exclusively providing services, support, and housing for victims, and their families of domestic violence, sexual assault, stalking, and trafficking in New London County.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

Safe Futures strives to provide crisis intervention services at the moment that a victim seeks support. Victims have access to our domestic violence hotline 24 hours/day, 365 days/year. Law Enforcement have access to the LAP 24-hour dedicated phone line. We do not have a waiting list for crisis intervention services and victims are able to meet with a Crisis Counselor in-person Monday through Friday from 9:00am to 5:00pm at either our New London or Norwich walk-in counseling offices and in our offices within the New London and Norwich court houses.

For victims seeking shelter, the priority is their own and their family's immediate safety; therefore a waiting list is not an option. As a member agency of the Connecticut Coalition Against Domestic Violence (CCADV), Safe Futures has a reciprocal relationship with the network of domestic violence agencies across Connecticut. Through this network, Safe Futures can coordinate shelter services, transport a victim and when appropriate, their family, if remaining in their hometown is detrimental to their safety. If shelter cannot be found in Connecticut, our staff has relationships with shelters in surrounding states to ensure victims can have safe, secure shelter and services. We also utilize safe hotels throughout New London County when no shelter beds are available, to ensure that everyone who needs a safe place to stay is provided with it when they need it.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated**

**information).**

In Fiscal Year 2019, July 1, 2018 to June 30, 2019, Safe Futures served 7,053 clients, with 3,660 being new, and identified **Groton residents** representing **14% (495/3,660)** of new clients who received domestic violence, sexual assault, stalking, and trafficking services. Our goal is to serve at least the same number of Groton residents, 495, during the 2020-2021 fiscal year.

**7. If you are successful with the application, how many additional Groton residents will you be able to serve?**

Funding from the Town of Groton will be utilized to continue to provide approximately 500 residents of Groton with direct services (counseling and advocacy, emergency shelter, crisis intervention) free of charge regardless of gender, race, ability, religion, ethnicity, or income level. Our goal is always to be able to provide services to anyone in need.

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

In Fiscal Year 2019, from 7/1/ 2018 to 6/30/2019, a total of 495 Groton residents received services and support. Our fiscal year runs from July 1st – June 30th.

- 495 residents received counseling and advocacy services, called our hotlines, or worked with our Family Violence or Civil Victim Advocates in the New London and Norwich criminal and civil Courts; and
- Of the 495, 12 also sought safe housing and support in our emergency shelter.

In addition, **383 Groton Public School students and 7 educators** participated in Safe Futures violence-prevention education programming at the following schools: West Side Middle School (*Made possible by other funding sources raised by Safe Futures.*) and Fitch High School (*Made possible by Groton Board of Education funding.*) Conversations were facilitated by prevention educators on various subjects such as healthy relationships and consent. Role-playing was done regarding speaking to friends who are either a victim or an abuser. Several students indicated it felt safe to share their thoughts and feelings.

**9. What is the source of information used to verify the need for the services your program/agency is providing?**

Safe Futures continues to see increased demand each year. During the 2018-2019 program year:

- 7,053 women, children and men received counseling and advocacy assistance for domestic violence, sexual assault, stalking, or trafficking, with 3,660 being new clients.
- Our emergency shelter operated at 117% capacity, with victims sleeping in the “Quiet Room” (used as an overflow room or to accommodate victims unable to access the second or third floors, etc.) when no beds were available, or in safe hotels scattered throughout the county when further beds were needed. This was the ninth year in a row that we operated at over 100% capacity.
- Advocates in the New London and Norwich courts assisted approximately 3,300 victims, helping them navigate the court process and ensure that their abusers were held accountable (35% of the Criminal Docket are Domestic Violence cases).
- 319 individuals, identified by law enforcement as being at high risk of being murdered from domestic violence were connected to services, right at the scene of the incident.

Information for the above is from CCADV hosted Efforts to Outcomes (ETO) secured

confidential database used by all CCADV member agencies.

From the *Connecticut Family Violence 2018 Arrest Report* (Published October 2019): Of the eight counties in CT, New London County has the second highest family violence offense rate per capita (for 2018: 1,019 per 100,000 pop.). Norwich ranks second highest of cities/towns having the highest family violence offense rate per capita in the state for 2018 (2,204 per 100,000 pop.) and New London ranks fourth (1,934 per 100,000 pop.). From *Upon Further Examination*, [www.ctcdav.org](http://www.ctcdav.org): In 2015, of the 8 intimate partner homicides in CT, 25% (2/8) were from New London County, with one being from Norwich and one from New London. In 2016, of the 12 intimate partner homicides in CT, one occurred in Norwich. In 2018, of the 14 intimate partner homicides in CT, 25% (2/8) were from New London County, with one occurring in New London and one in East Lyme. Also, for 2019, there were 13 intimate partner homicides in CT, with one occurring in New London County, Stonington. From CCADV LAP database: Through the Lethality Assessment Program (LAP), area police officers assess an intimate partner domestic violence victim at the scene to determine if they are at high risk of being murdered. If a victim is assessed at high risk, police immediately calls a dedicated LAP phone line at Safe Futures. Last year, of the Lethality Screens administered by area police, officers called in 319, and 83% (265/319) of victims immediately utilizing services at Safe Futures. In Groton, police called in for 37 victims who were at **high-risk of being murdered** who were connected to our services right at the scene of the incident.

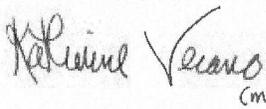
In addition, research shows that economic dependency is the strongest predictor of a victim of domestic violence returning to an abusive relationship, even if they know their safety is in jeopardy by doing so. The HUD Fiscal Year 2020 fair market rent for a two-bedroom apartment in the Norwich-New London area is \$1,191/month; if a family pays only 30% of their income on housing, they must earn \$47,641 annually. Data from the 2018 Housing Data Profiles (latest available), compiled by the Partnership for Strong Communities, showed that Groton's median household income ranks 143 (1=highest, 169=lowest) among Connecticut's 169 municipalities and 43% of Groton renters are paying 30% or more of their income on housing each month. And, the United Way of Connecticut's ALICE (Asset Limited, Income Constrained, Employed) 2018 report (latest available) showed that 42% of Groton residents are classified as meeting the ALICE Threshold (meaning that they struggle every month to pay for necessities) and poverty-level households.

We strengthen and enhance our levels of service to meet the needs of victims.

**10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.**

We appreciate the opportunity to apply for Town of Groton funding and find the process very straightforward.

Respectfully Submitted,



(MMS)

Katherine Verano  
Executive Director

January 27, 2020

John Burt, Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

Enclosed please find our Social Services Agency Funding Request for Fiscal Year 2021. Attached is our funding application and a program budget. We are requesting funds in the amount of **\$2,000 to support our Community Life & Advocacy program (CL&A) for people with intellectual and developmental disabilities.**

Last year The Arc ECT provided services and supports to 66 people from Groton and their families. We also oversee two supported group homes in Groton, supporting 8 men and women with IDD. Our Employment Transition Center on Sacred Heart Drive employs 47 full and part-time staff and serves approximately 110 people with IDD who receive services in Groton, and consistently use community businesses and participate in local events.

**Other Municipalities supporting our agency:**

The Town of North Stonington  
The Town of Waterford  
The Town of Old Lyme

As of July 1, 2019, The Arc New London County and The Arc Quinebaug Valley merged to officially become **The Arc Eastern Connecticut**, serving over 800 people with IDD and their families throughout the eastern part of the state. In reviewing the attached materials, please consider how The Arc utilizes your support to provide opportunities for individuals to give back to the community in meaningful and valuable ways. On behalf of The Arc ECT and our member families, thank you for your consideration.

Sincerely,



Kathleen Stauffer  
Chief Executive Officer



**FOR TOWN USE ONLY**

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (2)
- COMPLETED APPLICATION (8)

**TOWN OF GROTON**  
**OUTSIDE AGENCY REQUEST FOR FUNDING**  
**APPLICATION FOR FYE 2021**

**Program Title:** Community Life & Advocacy program for people with intellectual and developmental disabilities

**Agency:** The Arc Eastern Connecticut

**Contact Person:** Penny Newbury, Director of Grants and Communications

**Phone:** (860) 889-4435, ext. 103

**Address:** 125 Sachem St. Norwich, CT, 06360 and 52 Sacred Heart Drive, Groton, CT 06340 (project location)

**Dollar Amount Requested:** \$2,000.00

**Non-Profit Status:** XXX Yes      \_\_\_\_\_ No      \_\_\_\_\_ In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the outside Agency Evaluation team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by Friday, **February 7, 2020**. Applications received after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

## QUESTIONS

### 1. What is the mission of your organization?

#### *Mission*

The Arc Eastern Connecticut's mission is to partner with people living with intellectual and developmental disability for **EQUAL participation and inclusion** in the communities of eastern Connecticut.

#### *Vision*

Our vision is that The Arc Eastern Connecticut will be eastern Connecticut's leader in partnering and advocating for **equality of opportunity and equality of choice**.

The Arc Eastern Connecticut was established by two groups of families in 1952 and currently provides advocacy and supports to over 800 people with intellectual and developmental disabilities, including those on the Autism spectrum, and their families across the entire eastern CT region. Our services touch every aspect of a person's life including residential supports, employment/job development for students and adults, day support services, in-home supports, retirement services, and micro-enterprise ventures throughout the region. We also operate the **Community Life & Advocacy** (health/fitness, social/cultural programs, self-advocacy, civic participation, personal enrichment) program—the only program of its kind in the state. (It is this program for which we are requesting funding from the Town of Groton.)

#### **Services**

Our services touch every aspect of a person's life including:

- Residential services and supports, including 22 supported residences and a Community Companion Homes program
- Group and Individual Supported Employment
- Job Development, assessments, career planning
- Transitional Employment Services
- School-to-Work Transition services
- Individualized day programs
- In-Home Supports
- Micro-enterprise ventures throughout the region (cookie production, lawn/landscape services, mobile cleaning crews, redemption center, thrift store, farm stand/CSA/aquaponics)
- Retirement services
- Community Life & Advocacy programs (health/fitness, social/cultural programs, self-advocacy, civic participation, personal enrichment)
- Door-to-door transportation

### 2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?

Community Life & Advocacy is The Arc's oldest program, and its components are key to introducing participants to the concept of viewing themselves as part of a broader community in which they have a voice, an interest, and a right of inclusion. Understanding this helps participants to also actively pursue activities that help other people in need. This is a complex lesson for some people with intellectual and developmental disabilities, but through the variety of empowerment/enrichment programs offered at CL&A, and the repetition of classes, activities and topics, reinforcing the goals of each activity, participants develop the knowledge, skills and resources to learn much more about the places their newfound decision-making and relationship skills can take them.

CL&A has been implementing its 6-component Empowerment/Enrichment series for four years as funding has permitted, and last year, thanks to targeted grants from area municipalities and foundations, we were able to offer all six programs consistently, and increase total program participation by 27%. Dedicated facilitators, increased transportation funding, and additional program materials have made these programs

increasingly successful and have allowed us to more accurately define and track each participant's progress and success. For each of these programs CL&A uses a person-centered model and focuses its weekly activities on three life areas: **Community Involvement, Access, and Independence.**

**Voices** is a group for women who have experienced or are at-risk of sexual, physical and/or emotional abuse. It is estimated that **as many as 80% of women with IDD experience sexual abuse and/or domestic violence in their lifetime.** Understanding how to break free from the control or influence of others allows many survivors to focus on their own healing in order to move forward, realize their goals, and lead independent lives. For people with IDD, even concepts such as self-esteem, boundaries, and grief can be confusing and, at times, foreign. Women also need to feel that a group setting is safe enough to explore these issues, many of which have never been addressed due to a family or caregiver's desire to "protect" them from reality. Facilitated activities that gradually build up to these discussions include games/activities that are directed at self-expression and feelings, affirmations, boundaries, trust, etc. Presenters from outside agencies include professionals in the field of domestic violence, grief counseling, yoga, stress management, situational awareness, etc. Participants will develop increased confidence and self-esteem and learn how to make healthy choices and decisions.

**Men's Group (new):** Voices has been so successful that many men have requested that a similar group be developed for them. **There are no groups in eastern Connecticut for men with IDD who have been victims of abuse,** and the road to the ability to be able to begin these discussions is perhaps even longer than that for women. Young men and boys with IDD are 4-6 times more likely than typically developing children to be victims of sexual abuse. 49% of people with IDD will experience 10 or more abusive incidents (Valenti-Hein & Schwartz, 1995). We plan on establishing a men's group this year, focusing first on topics such as healthy relationships, boundaries, anger issues, trust, and respect.

**Elements of Ellen** is an ongoing and open-ended series of workshops designed to advance self-presentation skills and is particularly targeted to job-seekers and those who want to improve their ability to participate in community activities. The group is currently a drop-in series in which everyone receiving employment supports is encouraged to attend to receive assistance on topics of interest to them. We are currently re-evaluating this program and hope to transfer many of its activities to both Voices and the Men's group in order for more participants to take advantage of it on a regular basis.

**Shooting Stars and the Northeast Self-Advocacy group** have combined to become The Arc's adult chapter of the state-wide organization, People First. It is a self-advocacy group for those living independently but who need assistance with improving social skills, understanding relationship dynamics, and navigating the workforce and other interpersonal interactions. The group also organizes trips to the state capitol to **lobby and give testimony supporting legislation regarding disability rights,** and communicates regularly with state and local legislators about areas of concern in the disability community, including employment, housing, and transportation.

**The Arc SPARCS** (Student Peer Advocates Raising Community Support), an advocacy project for young people age 16-24, focuses on topics such as employment, housing, social engagement and civic responsibility. While all programs are educational in nature, the SPARCS program specifically helps young people navigate the often-difficult transition from school to adult life, career, and independence. During 2018 the program accepted people up to age 26, and in the coming months representatives from Shooting Stars will be offering older members information on the adult group in order to ease the transition from SPARCS.

The **Volunteer Corps** continues to grow each year and is fed in part by the success of CL&A's other empowerment/enrichment programs, in which participants are exposed to the importance of civic responsibility and increased social interaction. Currently the Corps has over 55 members, and staff have

worked with the increasing amount of community requests to tailor the specific skill of each individual to the respective request. This allows for trained volunteers to offer top-notch services, while those who wish to volunteer but do not have the requisite skills are offered other programming and training during the specific event and are then assigned to volunteer activities suitable to their skills.

**Culture Quest** broadens participants' awareness of history, art and culture in the region and beyond. It has grown from 10 to 50 participants over the past year. Many people with IDD face challenges meeting even their most basic needs, and learning about culture and history—even their own culture and history—is beyond what overworked family members, or special education teachers can provide.

**The funds we are requesting from the Town of Groton represent a portion of the funding that will cover the cost of workshops for Voices, the Men's group, and the Self-Advocacy group.** Area experts present programming on topics such as establishing boundaries, situational awareness, learning to deal with stress and anger, understanding and articulating your medical and behavioral issues, how to get the most out of your sessions with the therapist, healthy eating habits, personal relationships, grief, respect/consent, etc.

**3. What consequences do you anticipate in your program/agency's activities if you do not receive funding?**

The Community Life & Advocacy program receives NO state or federal funding and relies on agency fundraisers, donations and grants from municipalities, local foundations, and the United Way for its continued operation. CL&A currently receives municipal support from the towns of North Stonington, Waterford and Old Lyme, despite the majority of our participants living outside those areas. In fact, at the last budget hearing in Waterford, its First Selectman called on *all* area municipalities to support The Arc and its programming. The Arc ECT is committed to insuring that people with IDD in eastern Connecticut have a wide variety of options regarding programs that promote and encourage community inclusion and participation and are given the tools to interact socially and in professional settings in healthy, positive ways. We have continued to do so in the face of state and federal funding cuts, which adversely affect CL&A programming as well. Reduction in funding, or denial of requests to help fund this program, naturally results in CL&A readjusting its programming to provide fewer workshops, limit transportation options, and curtail the ability of the program to accept additional participants.

**4. Describe the total population and geographic area targeted for service through your program/agency**

The Arc New London County provides supports and services to more than 890 children and adults with IDD and autism spectrum disorder (ASD) and their families in all towns in eastern Connecticut. We support **people who are living at home with families, in residential homes supported by direct care professionals, and people living alone in the community.** The Employment Transition Center in Groton provides vocational and employment supports to **a total of 159 people** in high school and older. **Community Life & Advocacy** provides services to 165 adults. Our **In-Home support** program serves 85 people with IDD and their families in eastern Connecticut, as well as several towns west of the river as requested by DDS. Often the programs we offer are unique to the region and the state, and so we extend our services outside our region as needs require and our abilities permit.

**5. How many people from Groton are presently on your waiting list for services for which you are seeking funds?**

The waiting list for services at The Arc ECT is dependent upon the funding that each program receives. Each participant is referred by the Department of Developmental Services (DDS), which dictates the amount of staffing and services each participant needs to receive. DDS also determines staff-to-participant ratios for all services including residential, employment, group outings, and other programs such as CL&A. Depending on a person's IP (individualized plan), he/she could require something as intensive as a one-to-one personal caregiver, or on the other extreme, he/she could be allowed to attend activities in which there was a one-

to-six staff-to-participant ratio. DDS keeps records of all people on the waiting list. Some are from Groton. However, if they require staffing ratios that our agency, due to funding, cannot provide, then they would not be allowed to attend programming. The Arc ECT is not alone in its inability to take as many people as it would like. **There is currently a 2,500 person waiting list for services in Connecticut for people with IDD.** The Arc ECT and other agencies have been fighting for years to address this issue and reduce that list. Family Hearing Day at the State Capital is February 19<sup>th</sup>. We, along with many people with IDD, families, friends, and loved ones will be lobbying and providing testimony to legislators that day to increase funding and reduce the waiting list so that people with IDD from Groton will not have to wait for needed services.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency?**

Of our 800 participants in over 21 towns, our agency serves 66 people from Groton, or 8%; 34 people from Groton currently attend Community Life & Advocacy programming. Our Employment Transition Center and day services component, serving 110 people with over 50 employees, is located in Groton, as are two of our supported group residences.

**7. If you are successful with the application, how many additional Groton residents will you be able to serve?**

CL&A currently serves 165 people with IDD; we are hoping to grow the program this year to 181. If everyone who wanted to participate came from Groton, that means we could serve 15 more people from Groton (provided we met the restrictions listed above).

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

The Arc Eastern Connecticut's fiscal years runs from July 1st to June 30th of the following year. 66 people from Groton were served last year.

**9. What is the source of information used to verify the need for the services your program/agency is providing?**

Approximately 6.5 million people in the United States have an intellectual disability. According to the January 2011 Current Population Survey (CPS), only an estimated 17% of people with disabilities are employed, compared to 63% for people without disabilities. The need for services for people with IDD, as well as the current lack of services, is well documented. **According to The Arc Connecticut, only approximately 25% of people with IDD are receiving needed services from Department of Developmental Services (DDS) licensed programs.** Lack of funding has resulted in shrinking programs statewide. The Arc ECT, as a licensed provider, also sees this reflected in its DDS-funded services such as its supported residences (2 of which are in Groton), its vocational/employment training and school-to-work programs at ETC, its day service programming, and its in-home supports services.

Prior to the creation of home and community-based services (HCBS) waivers through section 1915 (c) of the Social Security Act in 1981, individuals with intellectual and developmental disabilities could only receive coverage for comprehensive long-term care services through Medicaid in an institutional setting. Today, few individuals with IDD reside in institutions owing in part to the enactment of the Americans with Disabilities Act of 1990, the Olmstead decision in 1994, and the ongoing advocacy of IDD consumers, families, and decision-makers. Most people with IDD receive services and support in community-based settings, often under HCBS waivers with support and medical services from a wide range of providers. While states have long focused on person-centered and coordinated care for individuals with IDD, there has been limited movement toward full integration.

**3 Reasons Community Integration is Important for Individuals with IDD**

People with IDD cannot be defined by their diagnosis. While they might require varying levels of oversight from caregivers, this doesn't necessarily prevent them from being active members of the community seeking to live fulfilling and engaging lives. Community integration services empowers people with IDD to remain engaged and interested in contributing to the environment in which they live.

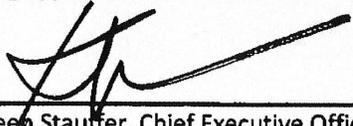
**1. Community Life & Advocacy provides a richer life experience.** If a person with an IDD's caregiver provides him/her with only the most basic of house-bound daily routines, it's likely that that person will never achieve a sense of accomplishment. Regardless of someone's specific challenges in life, they are not exempt from having the same life interests, favorite activities, and goals as those without IDD. Vocational services and supported employment services allow individuals with IDD to break down barriers between themselves and the world at large, so that they too might explore their passions and learn new skills. The empowerment this provides to someone who otherwise relies on the services of a caregiver can be a complete paradigm shift. When they gain access to these activities and are surrounded by others like themselves as well as people from the community, their sense of fulfilment and accomplishment is boosted.

**2. CL&A offers a reprieve for caregivers.** Providing care for someone with IDD at any age or stage in life can be a lifelong commitment that takes up much of the caregiver's everyday time and effort. Providing a constant level of care can wear a caregiver down emotionally and professionally. Programs like CL&A, with access to community integration services, allow caregivers the opportunity to recharge, disconnect from the job of maintaining the life of another, and focus on their own needs briefly. A caregiver able to recharge will over time provide more meaningful and focused care than one who is suffering from the effects of overwork.

**3. Community Diversity and Acceptance.** The most important component in the total care for people with developmental disabilities is providing them with access to vocational services, supported employment services, and an overall **community integration plan**. These programs help people with IDD to pursue their own dreams, and provides the chance for them to interact with and become active contributors to their communities. All of CL&A's activities offer opportunities to bridge social skills gaps, simultaneously giving community members the opportunity to learn more about people with IDD and connect with people with whom they'd otherwise never connect.

**10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.**

The grant process is simple and straightforward. It would be helpful if we were allowed to discuss the funding application with either the Town Manager or a member of the Town Council before submission.



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Kathleen Stauffer, Chief Executive Officer

January 31, 2020

Date



## Community Life & Advocacy Empowerment/Enrichment Budget

July 1, 2020-June 30, 2021

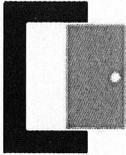
Line Item	Empowerment/ Enrichment Program Cost
<b>Revenues:</b>	
Service Fees	12,000.00
Grants (estimate; includes pending applications)	20,821.60
Donations & Public Support	8,471.60
Fundraising Events	16,000.00
Interest & Investment Income	1,640.00
Other Income (Memb. dues)	200.00
<b>Total Revenue:</b>	<b>59,133.20</b>
<b>Wages:</b>	
Salaries	30,800.00
Employee Benefits	2,217.60
Payroll Taxes	2,156.00
<b>Total Wages:</b>	<b>35,173.60</b>
<b>Program Expenses:</b>	
Supplies, Workshop presenters & Activities	5,400.00
Rent	700.80
<b>Total Program Expenses:</b>	<b>6,100.80</b>
<b>Transportation:</b>	
Fuel, repairs, maintenance, leases, insurance	15,500.00
<b>Total Transportation Expenses:</b>	<b>15,500.00</b>
<b>Subtotal All Expenses:</b>	<b>115,907.60</b>
Admin & General \$:	7,258.80
<b>Total All Expenses:</b>	<b>59,133.20</b>
<b>Expenses over revenue</b>	*
<b>Total requested from the Town of Groton</b>	<b>2,000.00</b>

Community Life & Advocacy's Empowerment and Enrichment component includes seven programs that focus on self-advocacy, civic responsibility, health and fitness, personal safety, support for those at-risk of domestic violence/sexual abuse, and arts/culture. Line items represent between 40% -60% of the entire CL&A revenue and expenses. CL&A served 165 people last year.

**Explanation:**

**Supplies, Workshop presenters and Activities:** More supplies are typically needed for these seven components. They include booklets, course materials, office items, and special materials for the Elements of Ellen component. Fees for workshop presenters are included in this line item as well. Experts in their respective field lead sessions on topics including self-expression and feelings, affirmations, boundaries, trust, relationship issues, situational awareness, healthy eating and lifestyle choices, grief management, yoga/meditation, rights and responsibilities, respect/consent, effective communication, and civic engagement.

**Transportation:** Although The Arc provides door-to-door transportation for nearly all participants, most pay a small fee (\$8 per round trip). However, the Volunteer Corps and Shooting Stars are not charged a fee. Volunteer events can be held throughout the state and have include the Hartford Marathon and several cancer fundraisers west of the river. Transportation for this program, then, is approximately 60% of CL&A's transportation budget.



**CONNECTICUT LEGAL SERVICES**  
 A PRIVATE NONPROFIT CORPORATION  
 62 WASHINGTON ST. MIDDLETOWN, CT 06457  
 TELEPHONE (860) 344-0447  
 FAX (860) 346-2938  
 E-MAIL POVERTYLAW@CONNLEGALESERVICES.ORG

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 ADMINISTRATOR

TAMARA HALL  
 ADMINISTRATIVE ASSISTANT

ADMINISTRATIVE OFFICE  
 62 WASHINGTON STREET  
 MIDDLETOWN, CT 06457

LAW OFFICES

1000 LAFAYETTE BLVD  
 BRIDGEPORT, CT 06604

16 MAIN STREET  
 NEW BRITAIN, CT 06051

125 EUGENE O'NEILL DR  
 NEW LONDON, CT 06320

1177 SUMMER STREET  
 STAMFORD, CT 06905

85 CENTRAL AVENUE  
 WATERBURY, CT 06702

1125 MAIN STREET  
 WILLIMANTIC, CT 06226

SATELLITE OFFICES

5 COLONY STREET  
 MERIDEN, CT 06451

29 NAEK ROAD, SUITE 5A  
 VERNON, CT 06066

February 5, 2020

John Burt  
 Town Manager  
 Town of Groton  
 45 Fort Hill Road  
 Groton, CT 06340

Dear Mr. Burt,

Please accept this letter and the accompanying documentation as our formal request for financial support in the amount of \$7,260 for the upcoming 2020/2021 fiscal year from the Town of Groton in support of our services to low-income Groton residents.

In addition to the application for funding, I have included the following documentation:

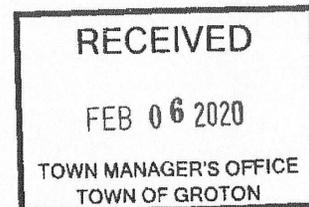
- a) our income and expenses for last, this and next fiscal years;
- b) our 2018/2019 Audited Financial Statements;
- c) 2018 Annual Report; and
- d) a current list of our Board of Directors.

Thank you on behalf of both CLS and our clients for your continued support over the last several years. The Town of Groton's contributions play a vital role in our ability to provide legal services to low-income residents of Groton. These funds will enable us to improve the lives of many of Groton's residents by helping them access the civil justice system and enforce their legal rights.

Sincerely,

Astrid Lebron  
 Director of Development

Enc.



- FOR TOWN USE ONLY
- BUDGET SUMMARY (1)
  - FINANCIAL STATEMENTS (1)
  - COMPLETED APPLICATION (8)

TOWN OF GROTON  
OUTSIDE AGENCY REQUEST FOR FUNDING  
APPLICATION FOR FYE 2021

Program Title: Legal Services

Agency: Connecticut Legal Services, Inc. (CLS)

Contact Person: Astrid Lebron, Director of Development

Phone: (860) 975-3902

Address: 62 Washington Street, 4<sup>th</sup> Floor

Town/City/Zip Code: Middletown, CT 06457

Dollar Amount Requested: \$ 7,260

Non-Profit Status:  Yes  No  In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due **Friday, February 7, 2020**. Applications received after this date is highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

QUESTIONS

**1. What is the mission of your organization?**

Connecticut Legal Services, Inc. (CLS) is a private, not-for-profit law firm dedicated to improving the lives of low-income people by providing access to justice.

**2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

With Groton funding, CLS will provide a broad range of legal services to assist low income Groton residents resolve their legal issues. Activities inherent in CLS' provision of legal services include:

- Legal representation in court, at hearings, and in appeals;
- Legal counsel regarding clients' legal rights and options;
- Consultation and advice to community agencies regarding legal problems of their clients, and representation of their clients regarding key legal issues;
- Advocacy, on behalf of low-income individuals and groups, in government decision-making processes (administrative and legislative) that affect basic needs of low-income people; and,
- Community education and outreach services including legal education seminars, meetings with client groups, and dissemination of printed materials regarding legal issues and options of low-income people.

We focus our legal services in various civil law areas including:

- Domestic violence (including family and immigration remedies), custody/visitation, and other family law issues affecting both individuals and families;
- The rights of disabled children and adults, helping these children be successful in school, resolving juvenile matters and assisting them as well as disabled adults to live productively in the community;
- Disability benefits, including obtaining Supplemental Security Income benefits or Social Security disability benefits;
- Elderly issues, including nursing home issues, consumer law issues, and access to government benefits;
- Health-related issues, including access to health services and Medicaid for adults and children;
- Income maintenance issues, including procedural and substantive rights relating to employment, unemployment compensation and government assistance programs; and
- Homelessness prevention efforts, housing rights issues, including energy assistance programs and other housing and shelter-related needs affecting individuals and families.

Through our work, we ensure our clients meet their needs—the need for or income and other livelihood support; safe and affordable housing; safety from domestic violence; medical and behavioral health care; a good education for children with disabilities; protection against consumer scams that target the elderly; and protection against illegal discrimination.

**3. What consequences do you anticipate in your programs/agency's activities if you do not receive this funding?**

Funding from the Town of Groton serves two very important purposes—it allows CLS to focus its services on Groton residents and helps us leverage other support by demonstrating broad community support. These funds help us ensure that families at risk of homelessness are able to maintain their

housing; that women and children facing violence in their homes find safety and stability; that families lacking basic needs are able to access subsistence benefits to which they are entitled; that at-risk children get the psychiatric and cognitive evaluations, medical treatment, and special education assistance they require for school success; and that the elderly maintain their independence and quality of life by promoting and enforcing their legal rights. Without funding, we would have to reduce the services provided to low-income residents of Groton.

In addition, our legislative and other fund-raising efforts require a showing of broad community support for CLS and the work that we do on behalf of the low-income residents across the state. Funding from the town of Groton would allow us to show that CLS is valued in the community and that our efforts are supported by the community itself. As such, we hope that the Town of Groton will continue its financial support to our program and its broader support of the work that we are able to provide to members of the low-income community both in Groton and statewide.

**4. Describe the total population and geographic area targeted for service through your program/agency?**

Connecticut Legal Services targets its services to 122 of the 169 communities throughout the state of Connecticut. With six full service offices across the state, we are able to serve all of the state with the exception of the Greater New Haven and Greater Hartford areas which have their own legal services program. Our catchment area includes 58% of Connecticut's poverty population and approximately 207,000, low-income people financially eligible for our services (those with adjusted incomes less than or equal to 125% of federally established poverty level) to whom we target our services. We offer our services to low-income people of all ages, races, religions, and ethnic backgrounds who have legal problems that fall within one of our following substantive law priorities (noted above). Any funding received from the Town of Groton will be used to provide the described services to Groton residents ONLY.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

We do not maintain a waiting list for our services and try to assist as many people as possible given our resources. We triage cases to ensure that we are addressing the most pressing needs for those people who can least help themselves. Every client that we interact with is given information about their rights and how to exercise those rights and assist themselves in resolving their legal issue if the need arises in the future. We also coordinate and conduct legal education and community outreach so that many more members of the target community and the staff of the social agencies that help them receive information about their legal rights. We disseminate written educational materials that provide detailed information needed to access the court or seek resolution to legal problems; and we consistently refer clients to other helping agencies that can support them in resolving their problems.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information.)**

In fiscal year 2020/2021, we anticipate that we will be able to provide individualized legal counseling and/or direct legal representation to at least 75 Groton households (55 new cases, 20 active cases brought forward), representing approximately 150 individual household members. This would be roughly 1.4% of the total number of households we expect to serve agency-wide.

**7. If you are successful with the application how many additional Groton residents will you be able to serve?**

Our goal is to assist approximately 75 Groton household during the 2020/2021 fiscal year. Funding from Groton will assist us in covering the costs of delivering service to Groton residents and the amount requested will assist provide services to approximately four (4) additional Groton households.

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

During CLS' past fiscal year (July 1, 2018 through June 30, 2019), our advocates opened 90 new case files for Groton residents, enabling us to assist 123 household members. We continued to assist 32 households whose cases we brought into the fiscal year from the previous year. The chart below contains the demographic information for the Groton clients for whom we opened a new case file between July 1, 2018 and June 30, 2019.

<i>Age</i>	<i>Race</i>	<i>Gender</i>	<i>Case Type</i>
Under 18 = 50	White = 22	Female = 57	Consumer/Finance = 17
18-29 = 2	Black = 5	Male = 33	Income Maintenance ( <i>inc. Social Security</i> ) = 2
30-45 = 7	Hispanic = 57	Not Indicated = 0	Juvenile = 1
46-59 = 7	Native Amer = 1		Housing = 9
60 + = 24	Other = 4		Health = 1
	Not Indicated = 1		Individual Rights = 49
			Miscellaneous = 11
<b>Total = 90</b>	<b>Total = 90</b>	<b>Total = 90</b>	<b>Total = 90</b>

In addition to individual casework, Connecticut Legal Services: provided consultation and advice to community agencies and government officials regarding legal rights and issues affecting the poor; provided community education and outreach services; disseminated printed materials containing legal advice; advocated for state-wide "safety net" systems; and, represented clients through litigation and other forms of advocacy to solve systemic problems.

**9. What is the source of the information used to verify the need for the services your program/agency is providing?**

The need for our services is demonstrated by the large number of people who seek our help each year. For example, during the past fiscal year, CLS received thousands of requests for services statewide. We responded by providing full representation and in-depth legal counseling to 3,903 new households, benefitting 8,682 household members.

This overwhelming need for our services is further demonstrated by a legal needs study commissioned by the Connecticut Bar Foundation. According to this study, every low-income household in Connecticut will experience approximately four legal problems per year that require the assistance of an attorney. Within the town of Groton, there are approximately 2,633 households (with approximately 10,500 legal issues) that are eligible for our services (2010 Census). This number constitutes a 15% increase over the last census but does not include all of those households who have since fallen into poverty because of the economic downturn.

The study further shows that the most pressing legal needs of the low-income community are in the areas of housing, consumer, employment, and family law—prevent homelessness, prevent utility shut offs, get necessary repairs to correct unhealthy living conditions, deal with unfair creditor practices,

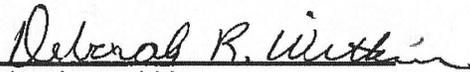
resolve problems in collecting wages or accessing employment benefits, and get their spouses to pay child support. CLS advocates provide all of these broad services; and over the last fiscal year, 72% of the cases that our advocates worked on were in the area of consumer, housing, employment, and family law. In the remaining 28% of the cases, CLS advocates assisted with matters regarding education, health care and developmental disabilities, social security, and immigration.

There is a clear need for our services and we are the only agency in the area providing free in-depth civil legal services to the poor. We are the only assurance low-income people have that their rights will be protected and their legal problem will be resolved.

**10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.**

We do not have any suggestions for improvement, clarification, or simplification of this form. We believe the form asks for the essential information needed to make an informed decision with regard to the allocation of town funds.

We thank you once again for the opportunity to present our request for funding.



Deborah R. Witkin  
Executive Director

**FOR TOWN USE ONLY**

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (1)
- COMPLETED APPLICATION (8)

**TOWN OF GROTON  
OUTSIDE AGENCY REQUEST FOR FUNDING  
APPLICATION FOR FYE 2021**

Program Title: **Behavioral Health Services**

Agency: **UCFS (United Community & Family Services, Inc.)**

Contact Person: **Melissa Banks Floyd**

Phone: **860-822-4161**

Address: **47 Town Street**

Town/City/Zip Code: **Norwich, CT 06360**

Dollar Amount Requested: **\$4,000**

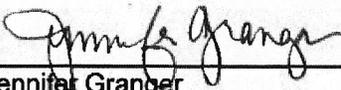
Non-Profit Status:  Yes       No       In Process

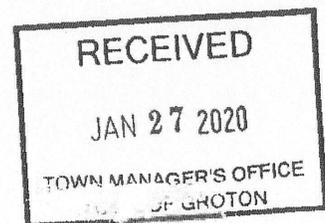
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Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by **Friday, February 7, 2020**. Applications after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

  
\_\_\_\_\_  
Jennifer Granger  
President/CEO



United Community & Family Services  
**Behavioral Health Services**

**1. What is the mission of your organization?**

United Community & Family Services (UCFS) improves the health and well-being of the community.

**2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

UCFS provides comprehensive behavioral health services, including individual, family, group and couples counseling for children and adults of all ages. Our services address mental health issues such as depression, anxiety, substance use disorder, and post-traumatic stress, among other things. We have a medication assisted treatment program to treat clients with opioid use disorder. We have licensed psychiatrists who provide evaluations and medication management. Town funding would support clinical interventions for low income/sliding fee scale clients or uninsured individuals and families.

**3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?**

Funding received from the Town of Groton helps offset the costs incurred to provide healthcare to uninsured and underinsured residents. Absent this funding, clients needing assistance may encounter longer wait times for help and experience delays in obtaining timely appointments as staffing levels could be reduced. In addition, it is possible that some activities or programs may have to be curtailed.

**4. Describe the total population and geographic area targeted for service through your program/agency?**

Comprehensive behavioral health services are provided for all residents of greater southeastern Connecticut, including Groton. Clients include, but are not limited to, adults and children of low-income families, mentally and physically handicapped individuals the elderly, participants in the Behavioral Health Partnership, adults on General Assistance, and military personnel. In FY19, UCFS' Behavioral Health Services department treated 5,326 individuals with 88,098 visits. Sixty three percent were insured by Medicaid, 10% by Medicare, 25% by commercial insurance and 2% were completely uninsured.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

Presently, there is no waiting list for these services.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information).**

Based upon previous years' experience, UCFS expects to see approximately 237 Groton residents for behavioral health services. This represents 4.3% of our total behavioral health client population. UCFS continues to see increased demand for services and expects

significant increases over the next several years. In response to the growing community need, UCFS has expanded capacity to provide services.

**7. If you are successful with the application, how many additional Groton residents will you be able to serve?**

Municipal funding is important to our budget and allows us to provide better quality services to our clients and supports our ability to expand these services in the future. However, consistent with our mission, no clients are ever denied access to any service we provide. UCFS treats clients regardless of their ability to pay and their town of residence. We currently have the capacity to accept Groton residents in our medical, dental and behavioral health practices and welcome them to access services at any of our five health centers.

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

From July 1, 2018 to June 30, 2019, 230 Groton clients received 3,739 behavioral health treatment visits at a cost of \$518,882.

**9. What is the source of information used to verify the need for the services your program/agency is providing?**

Groton, New London and Norwich have been designated by the federal government as Health Professional Shortage Areas (HPSA) for low-income people. The shortage of facilities willing to serve those without commercial insurance and without the ability to pay out of pocket is well documented. UCFS is one of only two federally qualified health centers that provide these services within reasonable distance of Groton residents, and provides care regardless of ability to pay.

**10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.**

**United Community & Family Services, Inc.**  
**ESTIMATED Annual Operating Budget**  
**For the Fiscal Year Ending June 30, 2021**

<b>REVENUE</b>	<b>2021</b>	<b>2020</b>
Outpatient Revenue	21,712,000	21,700,000
Government Grant Revenue	9,862,000	10,094,000
Contract & Non-Gov't Grant Revenue	1,700,000	390,000
Fee for Service Revenue	1,700,000	1,640,000
United Way	333,000	297,600
Foundation Revenue	150,000	125,000
Contributions	144,000	105,000
Cities & Towns	125,000 <sup>A</sup>	125,000
Special Events	55,000	47,000
Rental Income	190,000	177,000
Miscellaneous Income	5,000	5,000
<b>Total Agency Revenue</b>	<b>35,976,000</b>	<b>34,705,600</b>
<b>EXPENSES</b>		
<b>Labor Costs</b>		
Salaries & Wages	22,866,000	22,220,000
Fringe Benefits	5,767,000	5,701,000
<b>Total Agency Labor Cost</b>	<b>28,633,000</b>	<b>27,921,000</b>
<b>Expenses Other Than Labor</b>		
Contracted Labor/Services/Equipment	2,350,000	1,765,000
Small Equipment & Supplies	900,000	900,000
Occupancy Costs	571,000	602,000
Mortgage Interest, Fees & Dues	262,000	250,000
Insurance	351,000	340,000
Telephone/Communication Expense	283,000	240,000
Client/Staff/Volunteer Travel	298,000	345,000
Staff Education/Training/Meetings	181,000	230,000
Marketing & Fundraising	175,000	200,000
Accounting	71,000	73,500
Legal	80,000	57,400
Employment Advertising	100,000	95,000
Staff & Volunteer Recognition	50,000	35,000
Client Support	72,000	80,000
Depreciation Expense	1,307,000	1,154,000
Property Tax	37,000	40,000
Miscellaneous Other Expenses	0	0
<b>Total Agency Expenses Other Than Labor</b>	<b>7,088,000</b>	<b>6,406,900</b>
<b>Total Agency Expenses</b>	<b>35,721,000</b>	<b>34,327,900</b>
<b>Agency Revenue less Expense - Surplus/(Deficit)</b>	<b>255,000 <sup>B</sup></b>	<b>377,700</b>

**Notes:**

- <sup>A</sup> With the funding restored at the State-level we did not have to reduce client support and were able to sustain all of our services in FY19. Anticipate same for FY21
- <sup>B</sup> The UCFS Board requires that the budget be prepared to cover all fiscal year debt service costs in order to cover recissions or other unforeseen reductions in revenues.

FOR TOWN USE ONLY

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (1)
- COMPLETED APPLICATION (8)

TOWN OF GROTON  
OUTSIDE AGENCY REQUEST FOR FUNDING  
APPLICATION FOR FYE 2021

Program Title: Homelessness Prevention/Shelter Diversion of Groton Families

Agency: Always Home, Inc.

Contact Person: Betty Smith, Executive Director

Phone: (860) 245-0222

Address: 119 High Street

Town/City/Zip Code: Mystic, CT 06355

Dollar Amount Requested: \$4,750.00

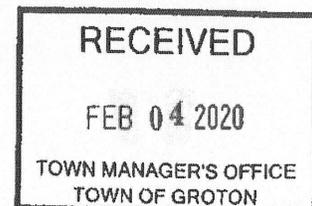
Non-Profit Status:  Yes  No  In Process

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1. What is the mission of your organization?

Always Home was founded in 1998 to address the needs of Eastern Connecticut's homeless and at-risk families. Our mission is *Preventing Family Homelessness*. As the region's leading service provider focused exclusively on serving families with minor children, we offer one-on-one case management support as well as access to the emergency services families need to establish housing stability. We seek to prevent homelessness before it happens, to use shelter as a destination of last resort, and to limit any family's time in shelter to a maximum of 30 days. Our core programs include Homelessness Prevention/Shelter Diversion, Emergency Shelter and Rapid Re-housing services.

2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?

Always Home respectfully requests the Town of Groton's support for our ongoing Homelessness Prevention/Shelter Diversion program in FYE 2021. Because the trauma of homelessness can have lasting impacts on family members, particularly children, Always Home strives to keep families out of shelter whenever possible. Instead we work within a "Housing First" model to help families find immediate solutions to their housing crisis and create a path forward. This grant will help us provide Groton families with critical case management services, urgent housing stabilization costs (rental assistance, security deposit, past due utilities) and enhanced prevention programs that focus on improving long-term housing stability by increasing employment security.

Case management is the primary tool our staff uses to successfully divert a family from homelessness and emergency shelter, and to prevent more upstream clients from falling into homelessness. Families receive one-on-one case management services including: individualized housing stabilization plans; budget counseling; landlord/family negotiations; basic tenancy skills; connection to community resources; and, when necessary, short-term financial assistance to preserve existing housing situations or create new ones. Because Always Home only serves families, children are integral to every family plan. We ensure that school-aged children are enrolled in school, with transportation and counseling where necessary, and that younger children are registered in the State's Head Start program.

Maintaining ongoing housing stability is difficult for many low-income families unless core factors contributing to their initial housing crisis are eliminated. Always Home advances the housing stability of our highest-risk clients by offering targeted support through the following enhanced prevention initiatives:

- **Employment and Work Skills Training:** Unemployed/underemployed heads of household are enrolled in marketable skills training and education programs with the goal of increasing

knowledge/abilities, improving access to job opportunities and boosting income potential. We focus on market-readiness in high-need areas and pay for tuition, textbooks, uniforms and exam, certification and licensing fees.

- **Wheels to Work**: Reliable transportation is key to maintaining employment. Always Home works to quickly resolve transportation emergencies so families can get to work, earn an income and pay the rent, thereby preventing a possible episode of homelessness. In all cases, car ownership also represents the single most valuable asset a family possesses. Wheels to Work support includes car donations, financial assistance with costly car repairs, car insurance, registration and license, and help with gas cards and bus/taxi vouchers.
- **Childcare Solutions**: Client families receive assistance with the cost of day-care, summer camp and after-school programming. We work with existing childcare providers, nature camps, area museums, schools, as well as cities and towns, to offer programs that are established and easily accessible for families. While giving vulnerable children valuable enrichment opportunities, Childcare Solutions provides working parents with reliable, safe supervision of their children so they can work. This program is especially important to single parents.
- **Below-Market-Rate Rental**: Always Home owns two, 2-family properties in Groton, CT. Each property has two, 3-bedroom, furnished apartment units that we rent to low-income, working families at rents they can afford. By providing year-long leases to working families who are otherwise priced out of the rental market, families are given the opportunity to improve their financial stability, develop good tenancy skills and build a more resilient future. Our investment in below-market-rate rental apartments is mission-focused in that it addresses the core issue of family homelessness (lack of affordable housing) and adds to the region's affordable housing stock. As importantly, rental income is reinvested into our organization providing both reliable income for our client programs and dependable economic growth for our organization's future.

### 3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?

Always Home requests a grant of \$4,750 from the Town of Groton to help fund our ongoing work with homeless, imminently homeless and at-risk Groton families. Last year, 21% of the total number of families Always Home served were from Groton. These 49 families received case management services and a total of \$23,262.85 in direct financial assistance to keep them housed. The Town of Groton's support helped us provide these critical services, but to fully serve the needs of these vulnerable Groton families, Always Home allocated other sources of funding, primarily foundation grants and unrestricted individual donor support.

The number of Groton families seeking housing assistance is growing. Seven months into our current FYE 2020 (July 2019 – January 2020), we have already served 48 Groton families, a 50% increase over the number of families served this same time last year. Without the support of the Town of Groton, Always Home's ability to serve all Groton residents experiencing housing insecurity will be impacted,

as will our ability to respond with appropriate intervention measures. We rely on the partnership of the municipalities we serve in order to respond to the needs of at-risk families in their communities and together prevent local families from experiencing homelessness.

**4. Describe the total population and geographic area targeted for service through your program/agency?**

Homelessness Prevention/Shelter Diversion forms the cornerstone of Always Home's efforts to address the problem of family homelessness throughout Eastern Connecticut. In FYE 2019, we helped 232 families in housing crisis (717 family members including 424 minor children). A total of 173 of these families (74.5%) were single-parent households trying to make ends meet on a single low income. By focusing on Homelessness Prevention/Shelter Diversion strategies, 229 of these families (98.7%) avoided homelessness or time spent in emergency shelter. Only 3 families who had no available resources or support required emergency sheltering. Always Home's diversion rate is significant in our region of the State where the average diversion rate for the same period was 76.5%.

Most of the families we helped were from New London County, with 81% originating from Groton, New London and Norwich. The Groton family population we served included 154 family members comprised of 65 adults and 89 children: 36 infant and preschoolers (ages 0-4), 31 youths (ages 5-12) and 22 adolescents (aged 13-18). A total of 33 of these Groton families were single-parent households.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

Always Home does not maintain a waiting list. We provide immediate services to Groton families seeking housing assistance in order to prevent their homelessness.

A change at the State level has resulted in an increase in the number of families requesting help. In June 2018, the Connecticut Department of Housing altered the definition of homelessness as it relates to Shelter Diversion. Previously, client families who were doubled up with friends and family or living in a motel room were considered homeless. This is no longer true. Only families who are literally homeless, in possession of an eviction notice with an execution date or forced to leave an unsafe or unsustainable doubled-up situation are deemed homeless and eligible for Shelter Diversion funding. Yet families who are housing-insecure continue to reach out to Always Home for help. In our experience, without timely intervention to overcome their present hardship and stabilize their housing situation, these at-risk families will fall into homelessness.

Always Home believes that preventing homelessness before it happens is as critical as diverting families who are on shelter's doorstep. Because of the State-level change, Always Home has expanded our focus to effectively serve homeless, imminently homeless, AND at-risk families. These at-risk families are our region's working poor, further identified by the United Way as ALICE (Asset Limited, Income Constrained, Employed). With minimal intervention and assistance, these upstream families can successfully stabilize their housing and move forward.

To meet the growing need for our services, Always Home has added a full-time Case Worker to expand our client outreach/intake capacity. We have also combined part-time Data Manager and Program Manager responsibilities to create a single, full-time position that focuses on collecting and tracking data, assessing outcomes, and developing new programs to better serve our client families. We have also increased our financial housing assistance budget (73% over last fiscal year's allocation) to serve more families facing a housing crisis.

6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information).

The goal of Always Home's Homelessness Prevention/Shelter Diversion program is to help families find solutions to their housing crisis and avoid the trauma of emergency shelter. Success is achieved when families remain stably housed and do not seek emergency assistance at a later date. Based on conclusive FYE 2019 data and the number of client families we have served to date in FYE 2020, we anticipate achieving the following milestones in FYE 2021.

Program Objectives	Measurable Outcomes
1. A minimum of 300 families will receive case management services. <i>At least 20% of families served (60+ families) will be from Groton.</i>	1. Number of families served will be counted and their city/town of origin and other relevant characteristics recorded.
2. At least 95% of families served will be diverted from emergency shelter. <i>No more than 3 Groton families are expected to require shelter.</i>	2. Families diverted with and without financial assistance will be tracked with all financial disbursements (including area of need/amounts) recorded
3. At least 90% of families served will remain housed. <i>90% or more Groton families served will sustain housing.</i>	3. Housing status of families 3- and 6-months following resolution of their housing crisis will be recorded.
4. Less than 10% of families served will require additional emergency assistance or enter emergency shelter at a later date. <i>Fewer than 6 Groton families will require supplemental assistance to maintain housing.</i>	4. Families who do not sustain housing and re-enter the ECAN for housing assistance will be recorded including the reason for their recidivism and how they were helped.
5. At least 10% of total client families served will receive enhanced support to improve long-term housing stability. <i>At least 10% of families receiving enhanced support will be from Groton.</i>	5. Families receiving support through Always Home's Employment, Wheels to Work, Childcare Solutions and/or Below-Market –Rate Rental programs will be recorded, and their long-term sustainability tracked.

7. If you are successful with the application, how many additional Groton residents will you be able to serve?

Always Home is committed to playing a robust role in providing housing stabilization assistance to all Groton families in need. To that end, we focus our staff and resources on Homelessness Prevention/Shelter Diversion strategies. Year-over-year data shows that it costs less to prevent an episode of homelessness than to shelter and re-house a family, and results in better outcomes for the families. Always Home's FYE 2021 budget, to be prepared by July 1, 2020, will reflect our ongoing commitment to Homelessness Prevention strategies and allocations will be similar to our FYE 2020 budget.

With funding received from the Town of Groton, Always Home will continue serving Groton residents who require our case management services and housing assistance to avoid homelessness or time spent in emergency shelter.

8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?

Always Home provided emergency services to 49 Groton families during FYE 2019 (from July 1, 2018– June 30, 2019).

- All 49 Groton families received case management services and avoided homelessness or time spent in emergency shelter.
- A total of 28 families (57%) were able to resolve their housing crisis with case management support only (zero direct financial assistance).
- Urgent housing stabilization assistance, in addition to case management services, was provided to the remaining 21 Groton families (43%) to preserve their existing housing situations or create new ones (disbursements included security deposits, one-time rental subsidies and past due rents and utility bills).
- In addition to housing assistance, 12 Groton families (24%) at highest-risk of recidivism were provided with enhanced support to improve their long-term housing outcomes; four of the families received support over multiple platforms.

Employment and Work Skills Training: Always Home helped 4 underemployed single mothers enroll in training program – three Certified Nursing Assistant training programs and one EKG technician certification course.

Wheels to Work: Always Home helped 5 Groton families resolve their transportation emergencies. In addition to financial assistance for costly car repairs and insurance/vehicle registration, we purchased a used car for one single mother.

Childcare Solutions: Always Home provided summer camp for children of 5 Groton families.

Below-Market-Rate Rental Housing: We rented our below-market-rate rental apartments to 2 single mothers. Both were able to save and successfully move on to other stable housing situations at the end of year-long lease.

This fiscal year to date (FYE 2020), we are on track to serve a record number of Groton families in housing crisis. Because of the continual rise in rental costs, low-income families are struggling to afford housing on their minimum wage jobs.

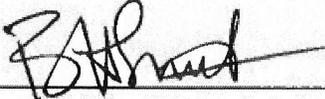
9. What is the source of information used to verify the need for the services your program/agency is providing?

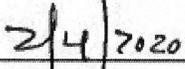
Families typically access Always Home's services through the 2-1-1 Eastern Coordinated Access Network (ECAN) or by referrals from municipal agencies and community providers.

The ECAN fosters valuable collaboration between homeless providers, reduces duplication of client services, ensures best use of limited regional resources, and gives the public access to help 24/7 through the 2-1-1 hotline. Today, Always Home continues to be a key ECAN collaborator. We work closely with the other service providers in our regional network - Covenant Shelter, Safe Futures, Thames River Family Program, Thames Valley Council on Community Action, Noank Community Support Services, Columbus House and Reliance Health - to ensure that families' basic needs are properly met. Always Home provides weekly client screening services; diverts clients on behalf of Safe Futures, Thames River Family Program and Covenant House; acts as the ECAN Family Navigator, providing partner agencies with counseling assistance on the hardest-to-house client families; collects, maintains and tracks client data for the Southeastern region of the ECAN; and disseminates our knowledge and experience with other providers through Homelessness Prevention/Diversion Training workshops and data sharing.

Always Home is also grateful for the close working relationship that we share with the Town of Groton Human Service Department. In addition to conducting our weekly intake appointments at the Human Services Building, we collaborate closely with the Human Services Department staff to provide deeper support to housing-insecure Groton families. We also cooperate to ensure that our case management services and financial assistance are not duplicative. (please see attached letter from Marjorie Fondulas, Director, Town of Groton Human Services Department).

10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.

  
\_\_\_\_\_  
Betty Smith, Executive Director

  
\_\_\_\_\_  
Date



# TOWN OF GROTON

## HUMAN SERVICES DEPARTMENT



MARJORIE D. FONDULAS  
DIRECTOR  
HUMANSER@GROTON-CT.GOV

2 FORT HILL ROAD, GROTON, CONNECTICUT 06340  
TELEPHONE (860) 441-6760 FAX (860) 441-6766  
HUMANSER@GROTON-CT.GOV WWW.GROTON-CT.GOV

January 21, 2020

Mrs. Betty Smith, Executive Director  
Always Home  
119 High Street  
Mystic, CT 06355

Dear Mrs. Smith,

The staff at Groton Human Services is pleased to provide office space in our department to Always Home as part of our cooperative working relationship with your agency. We are impressed with the dedication of Marlynn Benker and Trisha Shah as they assist families looking for a path out of homelessness.

For the past several years Marlynn has been a "regular" in our department on Tuesdays, as she meets with families and Trisha has been a recent addition to the Always Home team here at Human Services. Both Marlynn and Trisha know they are welcome to set up appointments for Always Home clients at the Human Services Building and we will gladly accommodate their needs not only for private office space but also the use of any office equipment necessary to complete each client's application process.

The relationship between Marlynn, Trisha and department staff has been reciprocal: We offer space and benefit from their expertise and certainly Groton area families in need have a wonderful resource that is locally situated at our department's location. We look forward to continuing this cooperative working relationship with Always Home for many years to come.

Sincerely,

Marjorie D. Fondulas

"SUBMARINE CAPITAL OF THE WORLD"

December 20, 2019

Mr. John M. Burt, Town Manager  
Groton Town Manager's Office  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

Attached please find our application requesting inclusion in your Town's 2020-2021 Budget. While we realize that towns continue to struggle with increasing costs, we hope that you will be able to continue to support our services. Please consider that SACCEC provides essential services to children, families, and individuals in your community.

Contributions to SACCEC enable our organization to provide 24-hour direct services to residents of your town following sexual assault or abuse. Unfortunately, rates of sexual victimization continue to rise, particularly among children. Families, children, and individuals are profoundly impacted by traumas of this nature, experiencing distress and anxiety which can interfere with performance at work and school, and negatively impact family functioning in significant ways.

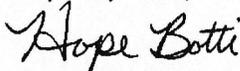
In FY 2018-2019, SACCEC provided crisis response and trauma recovery services to 62 residents of the town of Groton. At an approximate cost of \$944 per client, this represented an expense of approximately \$58,528 to provide services to residents of the town of Groton.

Municipal funding is a critical source of financial support for SACCEC, enabling the continued availability of crisis response and trauma recovery services at no cost to community residents. Further, municipal funding provides "matching funds" to the Federal Government grants which we receive.

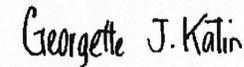
Please call me at 860-456-3595 if you have any questions or would like to discuss our request, or email me at [hbotti@snet.net](mailto:hbotti@snet.net).

We thank you for your consideration of our request, and thank you for your ongoing support which we greatly appreciate.

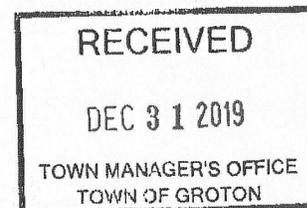
Very Truly Yours,



Hope A. Botti,  
Executive Assistant



Georgette J. Katin,  
Executive Director



**Town of Groton**  
**Application for Funds**  
**Fiscal Year 2020 - 2021**

**Agency: Sexual Assault Crisis Center of Eastern Connecticut, Inc.**  
90 South Park Street, P.O. Box 24, Willimantic, CT 06226

**Name of Program: Sexual Assault Crisis Intervention Services**

**Fiscal Contact Person: Hope Botti, Executive Assistant**

**Statement of Need:** The Sexual Assault Crisis Center of Eastern Connecticut, Inc. provided services to 732 victims of sexual assault/abuse in Eastern Connecticut during fiscal year 2016-2017. The Crisis Center provides unduplicated, free & confidential services to victims, and works toward the prevention of sexual violence through educational programs. The majority of the agency's funding comes from federal and state grants, the United Way and private donors. The support of municipalities helps us to cover our required "match" for federal grants.

**Services Provided:** The Crisis Center offers 24-hour crisis intervention services through its hotline and offices in Willimantic and New London. There are no fees for services. The agency provides immediate response to victims, including crisis intervention and accompaniment to hospital exams and procedures, police investigations, and court procedures. All staff persons are certified sexual assault crisis counselors. Our staff assists victims with the filing of victim compensation forms, provides crisis intervention, counseling, and support groups. We provide prevention and educational programs for children, parents, human service personnel, educators, health care providers and the public. The Crisis Center is an active participant of the Windham Multidisciplinary Team (MDT), the New London MDT, and the Tolland MDT. The teams are a collaboration of the various agencies involved in the investigation of serious child abuse and child sexual assault cases, and are comprised of members from law enforcement and child protection agencies, hospital personnel, youth services, the State's Attorney's office, and mental health agencies. The Crisis Center, in partnership with the Windham MDT, provides advocacy and support services to families and children at Wendy's Place, Windham County's child advocacy center. In partnership with the New London County MDT, the Crisis Center provides the advocacy and support services offered to families and children at the New London County Child Advocacy Center located adjacent to our office in New London. The Crisis Center is also a member of the Community Response Team at UConn, Connecticut College, the College Consortium, the RAINN National Hotline and On-Line Hotline and the Welcome Center.

**Number of Groton residents provided victim services in fiscal year 07/01/18 – 06/30/19: 62**

**Clients to be served:** The Sexual Assault Crisis Center provides free services to men, women and children of all ages, including services to those with physical or mental health disabilities. Services are provided regardless of income status. All services are available in both English and Spanish. Translation services for languages other than English and Spanish are available upon request, as are services for the hearing impaired.

**Amount requested from the Town of Groton for fiscal year 2020-2021: \$1,100**

**How Services can be accessed:** Town residents can call our 24-hour, toll-free hotline at (888) 999-5545, locally at 860-456-2789 or 860-437-7766, or the toll-free RAINN national hotline at (800) 656-HOPE. Counseling services are available at our Willimantic and New London offices; we also attempt to make accommodations for clients who do not have access to transportation, whenever possible.

**FOR TOWN USE ONLY**

- BUDGET SUMMARY (1)
- FINANCIAL STATEMENTS (1)
- COMPLETED APPLICATION (8)

**TOWN OF GROTON**  
**OUTSIDE AGENCY REQUEST FOR FUNDING**  
**APPLICATION FOR FYE 2021**

Program Title: TVCCA Meals on Wheels

Agency: Thames Valley Council for Community Action, Inc.

Contact Person: Eugene Theroux

Phone: 860-934-1002

Address: 1 Sylvandale Rd.

Town/City/Zip Code: Jewett City, CT 06351

Dollar Amount Requested: \$24,634

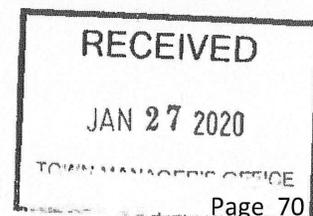
Non-Profit Status:  Yes  No  In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by **Friday, February 7, 2020**. Applications reviewed after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.



**Questions**  
**(Answer here or on a separate sheet)**

**1. What is the mission of your organization?**

Thames Valley Council for Community Action (TVCCA) is New London County's federally designated anti-poverty agency. The mission of TVCCA is to increase self-sufficiency and economic security for low income individuals and families in Eastern Connecticut through a broad spectrum of community based collaborations, promoting community awareness, and providing comprehensive, quality services. TVCCA programs work with families and individuals of all ages to empower them to be self-sufficient.

**2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

Requested funds will assist in covering the cost of home delivered meals to Groton seniors. From fiscal year 2019-2020, TVCCA's Meals on Wheels program will realize a 2.5% cut to its budget through the Older Americans Act. In addition the effect of the new minimum wage instituted by the state, that will increase \$1.00 a year for the next 5 years will cause a significant increase in labor cost. Also, seniors have seen their social security benefits barely increase (0.3%), which affects the donations they are able to provide for their meals.

Specifically, funding from the Town of Groton will ensure that hot, nutritious meals continue to be delivered five days a week to homebound seniors in Groton. The meals are approved by a state-certified Nutritionist and meet one-third (1/3) of the recommended daily allowance for seniors. In addition, the Meals on Wheels program provides a daily wellness check by the delivery driver to ensure participants are healthy and safe, which increases the seniors' ability to remain independent in their own homes. Very often, the Meals on Wheels drivers are the only contact for a homebound senior.

**3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?**

With any reduced amount of available funding, the program will need to make changes to the delivery service/schedules and likely will need to establish a waiting list for meal delivery. The amount of wellness checks provided each participant per week may need to be curtailed from daily to perhaps every other day.

**4. Describe the total population and geographic area targeted for service through your program/agency.**

The TVCCA Senior Nutrition Program, which operates Meals on Wheels, provides service to 39 towns in Eastern CT. The program supplies home delivered hot lunches, cold suppers and weekend meals to homebound seniors 60 years of age and older during times of acute illness or social isolation.

In New London County, for fiscal year 18/19, between October 2018 and September 2019, the Meals on Wheels program served 685 unduplicated clients with 143,655 meals.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

There is no waiting list currently in Groton for the Meals on Wheels program.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information)**

The Meals on Wheels program projects to serve at least 95 unduplicated Groton clients, representing 4.68% of overall clients served by the program.

**7. If you are successful with the application, how many additional Groton residents will you be able to serve?**

The goal of the Meals on Wheels program is to serve an additional ten unduplicated Groton residents, as well as providing meal delivery five days per week.

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

For fiscal year 18/19, the program served 85 unduplicated clients in Groton with 23,671 meals.

The program's fiscal year is October 1 through September 30.

**9. What is the source of information used to verify the need for services your program/agency is providing?**

The need for Meals on Wheels services is substantiated by the consistent number of requests for service that the program receives through referrals from hospital discharge planners, Visiting Nurses Association, physicians, social workers, Senior Resources Agency on Aging, CT Homecare program, family members, neighbors, and or elderly clients.

Each client's need for the program is assessed by the program staff upon referral received for meal service, using the Nutrition Form 5 registration form provided by the State. Home visits are conducted to homebound clients by Nutrition Assessors from Senior Resources Agency on Aging to provide needs assessments for all new clients and annual assessments on all homebound clients.

Deborah Monahan  
Chief Staff Person

Deborah Monahan  
Signature

Executive Director  
Title

1/22/2020  
Date

**Thames Valley Council for Community Action**  
**REQUEST FOR FUNDING**  
**APPLICATION FOR FYE 2019**  
**BUDGET SUMMARY**

**SALARIES**

Driver 1	\$11,922
Driver 2	\$8,844

**FRINGE BENEFITS**

Driver 1	\$2,547
Driver 2	\$1,321

<b>TOTAL REQUESTED</b>	<b>\$24,634</b>
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<p><b>FOR TOWN USE ONLY</b></p> <p><input type="checkbox"/> BUDGET SUMMARY (1)</p> <p><input type="checkbox"/> FINANCIAL STATEMENTS (1)</p> <p><input type="checkbox"/> COMPLETED APPLICATION (8)</p>
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**TOWN OF GROTON**  
**OUTSIDE AGENCY REQUEST FOR FUNDING**  
**APPLICATION FOR FYE 2021**

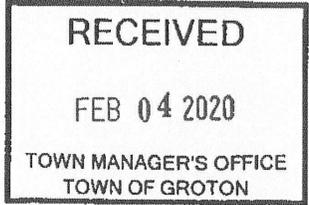
Program Title: All Programs of Children First Groton

Agency: Children First Groton

Contact Person: Susan Corrice

Phone: 860-287-8268

Address:  
 c/o Child and Family Agency  
 255 Hempstead Street



Town/City/Zip Code: New London, CT 06320

Dollar Amount Requested: \$3000

Non-Profit Status:  Yes (through our fiduciary Child and Family Agency)     No     In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one (1) copy of budgets, financial statements and/or audits should be submitted.

Applications are due by **Friday, February 7, 2020**. Applications received after this date are highly unlikely to receive funding. If you cannot complete the entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.

**QUESTIONS**  
**(Answer here or on a**  
**separate sheet)**

1. What is the mission of your organization?

Children First Groton, the Early Childhood Council of the Groton community, is dedicated to the mission that all Groton children, birth to age eight, are healthy, safe, successful learners connected to strong families in a community that values diversity.

2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?

Children First Groton runs a large number of programs town-wide that support the children and families of Groton and that fall under the work group umbrellas of Health, Mental Health, Safe and Strong Families, Education and Neighborhood groups. The assistance would help run programs such as; Groton Rocks, Groton Go Passbook Summer Activity Program (that includes stops at many of the educational and historical venues in the Town and City), summer reading program, safety initiatives with the police and fire departments, Eat Fresh Eat Local, support of Farmers Markets, mental health summit, prescription to read program, school readiness and health fun fair, military support programs, 5 neighborhood groups, Cooking Matters Classes, and Physical Activity sessions to name a few. These are but some of the initiatives we took part in this past year and plan to continue/expand this year, that have enriched the lives of families all across Groton.

3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?

If CFG would not receive this funding we anticipate that we would have significantly less money to support and run all the programs listed above. We are 90% volunteer run. Without funding for operations, it would take away from the children and families of Groton and we would not be able to run some of the programs to their fullest potential or at all. As you can see, we already have a very lean budget to accomplish all the initiatives we provide to Groton for free.

CFG has been in operation for over 20 years and was initially funded by

The Graustein Memorial Fund. In 2016 the funding from the memorial fund ended and Children First Groton became a collaborative that was mostly funded by grants as well as the generous help from the Town and City of Groton. CFG relies on this generous funding to continue the collaborative work and to provide the children of Groton the best outreach and supportive opportunities/programs. These free services, initiatives and programs offered to the children and families of Groton would not be possible if we did not receive this funding. All of our members are volunteers, so to oversee this work we need some operational dollars to be able to ensure their continuation through time.

As Children First continues to grow, and other collaborative groups join our work with collaborative grants and projects, it is imperative that we receive funding to support the infrastructure and operations of Children First Groton to oversee all the collaborative partners, communication, initiatives and outreach so we can best serve the children and community of Groton without duplication.

4. Describe the total population and geographic area targeted for service through your program/agency?

Children First Groton serves over 5000 individuals (children and adults) from Groton annually. Although our mission is to service children from birth to age eight, the programs and initiatives that CFG provides expand to the child's caregivers, older siblings and community as well (well beyond the age of eight).

The collaboration of CFG that consists of partners such as City and Town government and representatives from different town departments, private businesses, parents/residents, non-profit organizations, Early Care sites, Groton Public Schools, Military, public and private libraries, Nurturing Connections/L&M, and other key entities throughout our community allows us to target all Groton children and provide our services to all them. Since we have so many different free initiatives (prescription to read, summer reading program, community events, school readiness fun fair, Eat Fresh/Eat Local, Cooking Matters, Groton Go!, Groton ROCKS!, Car-seat and bike helmet safety events, and participate in so many community hosted events (like National Night Out, City Day, Chamber of Commerce Groton Fall Festival, etc), we know we truly serve far more individuals in Groton with our free services than we are able to record in our work. We do all this work (well over \$40,000 in value of services) for around \$10,000 each year because of the many meaningful volunteers and partnerships we have created town-wide.

5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?

Children First does not have an active waiting list per se. We run programs and then service those that sign up or attend. If we need to repeat programs throughout the year for demand sake, we do so limited only by funds. We do know that we do not have enough early childhood funded slots in town to meet the need for Birth-5 years so we are actively fundraising and grant writing to try to expand those high quality educational slots in Groton Programs available to parents affordably. In addition, we have a demand for more literacy services in town through Prescription to Read program but do not have the funding to expand that program to more doctor's offices. We currently use Town funds to help to run the oversight of these programs but if we had more funding we would be able to serve more families and children through our initiatives overall.

6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency? (Please provide unduplicated information).

For Children First Groton, 100% of those we serve are Groton residents. In the past year, Children First Groton has served 2,000 children with free books in neighborhood outreach and summer reading programs, 3000 children through prescription to read program at their pediatrician's offices, recognized 60 children through Groton Rocks for kindness and anti-bullying, served 100 people through nutrition and cooking matters programs, continued to organize over 100 providers, business members and parents annually for mental health summits in partnership with Groton Public Schools, provided professional development for 20 teachers and early childhood professionals and 30 parents, reached 4000+ children through the Groton Go! Summer activity initiative, and provided homework help and free afterschool programming for 50 children (mostly at the Groton Public Library until we are given access to the new Branford Manor Community Center again.) We also have a more active neighborhood group in Mystic/Noank/Groton Long Point now that meets and does activities at the Mystic and Noank Library). We serve 200 military

families through the neighborhood group, 20 people through the City of Groton Neighborhood, 20 people through Branford Manor neighborhood, 52 people through the Poquonnock Plains Neighborhood, and 20+ people through the Mystic/Noank Neighborhood Group. A potential grant in 2020-21 from the Office of Early Childhood would allow us to extend our collaborations and serve more children and families. Our collaboration with Town Park and Recreation at the Community Center in the future would help us increase the number of individuals served.

7. If you are successful with the application, how many additional Groton residents will you be able to serve?

In 2020-2021 we expect to service 5000+ Groton children and families again. We are expecting to expand our programming through a state grant with our collaborative partners, perhaps adding more funding child care spaces in existing sites, adding more Prescription to Read program sites, expanding our human services programming, and maintaining existing program thus projecting that we will service more than the 5,000.

8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?

All of our programs and initiatives focus on children and their families in the Groton community. We specifically serviced over 9,672 individuals directly through all of our different programs (based on attendance and event records). We expect there was some duplication among programs, so feel using the figure of 5000 Groton children and adults in our fiscal year of August 2019-June 2020 would be more accurate.

9. What is the source of information used to verify the need for the services your program/ agency is providing?

Children First Groton has its own online "Results Scorecard" to track data and trends to help us assess the needs of our community. We also collaborate with the Groton Public Schools and use any data that they can provide us from any of the initiatives that we both collaboratively support/run. We track data in all areas of our community-wide results statement: health, education, diversity, safety, and education. Because we

gather information from hundreds of residents and individuals working on our programs, we base our services on the true interest and need of the Groton community.

10. Please add any suggestions for the improvement, clarification or simplification of this form and the related grant process.

N/A. We feel the process is pretty clear and easy to follow.



EASTERN  
CONNECTICUT  
SYMPHONY  
ORCHESTRA

February 1, 2019

John Burt  
Town Manager  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

Enclosed are the application copies for the request of \$5,000 from the Town of Groton to continue allowing all Groton students in grades 3 – 5 to attend our Young People's Concerts and receive year-long curriculum support through Carnegie Hall's Link Up program. The Eastern Connecticut Symphony Orchestra (ECSO) is grateful for the crucial support provided by the Town of Groton in the past.

Outside of core concerts, the ECSO hosts and provides educational engagement for students in the surrounding areas, including many schools in Groton. A central component of this dedication to education is the annual Young People's Concerts, hosted at the Garde Arts Center every year. This year (18-19 school year), Groton public school students received music education, and the opportunity to participate live at our Young People's Concerts in May 2019, and we **request a grant to enable their continued participation for 19-20.**

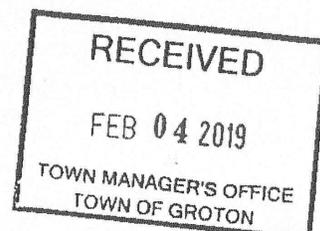
With the requested funding, the ECSO will be able to continue our partnership with Carnegie Hall for an even more immersive experience that will amend their music education. The ECSO also conducts over 25 Music in the Schools performances, a program that deploys musical quartets to play for students at their schools. All these activities, including our core concert series, engage Groton citizens as musicians, volunteers, and patrons.

We truly appreciate the past support we have received, and for the opportunity to present our case for funding next year. Should you or the committee have any further questions, please do not hesitate to contact us.

We look forward to partnering with the Town of Groton as we continue to "inspire, educate, and connect our communities through live orchestral music."

Sincerely,

  
Caleb Bailey  
Executive Director



- |  |
|--|
| <p><u>FOR TOWN USE ONLY</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> BUDGET SUMMARY (1)</li> <li><input type="checkbox"/> FINANCIAL STATEMENTS (1)</li> <li><input type="checkbox"/> COMPLETED APPLICATION (8)</li> </ul> |
|--|

TOWN OF GROTON  
OUTSIDE AGENCY REQUEST FOR FUNDING  
APPLICATION FOR FYE 2020

Program Title: Groton Public Schools attending ECSO Young People's Concerts, 19-20

Agency: Eastern Connecticut Symphony, Inc.

Contact Person: Caleb A Bailey

Phone: 860-443-2876

Address: 289 State Street

Town/City/Zipcode: New London, CT 06320

Dollar Amount Requested: \$5000

Non-Profit Status:  Yes  No  In Process

Please answer all of the questions as concisely as possible. If additional information is required, it will be requested by telephone after the application has been reviewed by the Outside Agency Evaluation Team. Incomplete applications may be disqualified.

The proposal summary should be signed by an official of the agency's governing board, if applicable, or the chief staff person of the agency.

Eight (8) copies of the application must be submitted. Only one copy of financial statements or audits should be submitted.

Applications are due by **Friday, February 8, 2019**. Applications received after this date are highly unlikely to receive funding. If you cannot complete this entire application, at a minimum submit a letter on your agency's letterhead stating the exact amount of your request by the deadline.



**ECSO – YPCs – 2019-20**

**PROJECT BUDGET**

**EXPENSES**

Musicians and Conductor	22,550
Link Up presenters (Host, additional band members)	2,500
Music and Royalties	800
Garde costs	6,000
Insurance, study guides, administration	2,000
<b>Total Expense</b>	<b>\$33,550</b>

**INCOME**

Admission (From schools not covered in grants)	3,000
CFECT: Southeastern General (proposed)	15,000
CFECT: Norwich grant (proposed)	6,000
Bodenwein Benevolent Fund (proposed)	1,500
Charter Oak Federal Credit Union (proposed)	2,500
Town of Groton (proposed)	5,000
ECSO Funds	550
<b>Total Income</b>	<b>\$33,550</b>

♦ FOUNDED 1946 ♦



EASTERN  
CONNECTICUT  
SYMPHONY  
ORCHESTRA

**Town of Groton FY20 Budget Request Questions  
Eastern Connecticut Symphony Inc. (ECSO)**

**1. What is the mission of your organization?**

The mission of the Eastern Connecticut Symphony Inc. (ECSO) is to inspire, educate, and connect our communities through live orchestral music.

**2. What are the specific activities that will be supported with the assistance of Groton funding, if granted?**

The ECSO Young People's Concerts (YPCs) provide the unique experiential opportunity for 3rd, 4th, and 5th graders in the region to attend a live symphonic concert. Each year, we provide two concerts at the Garde Arts Center in New London to over 2,000 students. **This grant will directly fund the participation of the Groton Public School district children, grades 3 – 5.** The main problem we are addressing is that much of the area's public school youth do not have exposure to arts events, and this can be detrimental to their futures as students, and ultimately, citizens.

To better serve the schools and children, we are proposing a continuation of the partnership with Carnegie Hall's popular "Link Up" program which incorporates singing, dancing, and recorder training into a yearlong curriculum, which culminates in a performance that is interactive. This allows children to gain the cognitive benefits of learning an instrument, but with far less cost to the family and school, through the affordable use of recorders. Additionally, they will become more engaged at the concert as they will have a performance role.

**3. What consequences do you anticipate in your program/agency's activities if you do not receive this funding?**

The 17-18 budget cycle was particularly volatile for the Groton school district, and they were not able to attend our YPCs at all that year (2017). Thanks to the RTM funding this request last year, hundreds of Groton students are receiving music education and an interactive live performance with live orchestral musicians in May 2019.

If funding is not received, music teachers will have less engaging material to work with throughout the year, students will miss out on a robust opportunity to engage with performing arts curriculum, and 800 children will not be able to attend the interactive performance. They will also not receive the benefits of this exposure as stated in the following question.

**4. Describe the total population and geographic area targeted for service through your program/agency?**

The beneficiaries of this program are 3rd, 4th, and 5th graders from Groton. The YPCs provide students an opportunity to hear a live symphony orchestra performing repertoire that ranges from the Classical era to contemporary compositions. Teenagers and young adults of low socioeconomic status (SES) who have a history of in-depth arts involvement show better academic outcomes than do low-SES youth who have less arts involvement. They earn better grades and demonstrate higher rates of college enrollment and attainment.<sup>1</sup>

There are also numerous studies proving the link between music and cognitive development. As in-school arts funding remains in flux due to budgetary constraints at the state and national level, non-profit orchestras have been increasingly instrumental in providing unique experiences for public school students. Budget difficulties in the State of CT have impacted all school districts, making municipal funding even more critical than in the past. As mentioned above, there will be additional costs to achieve the impactful results from children learning to play the recorder (Carnegie Hall's "Link Up" program), and stable funding will ensure that we are able to continue this popular program in the 19-20 school year.

**5. How many people from Groton are presently on your waiting list for the services for which you are seeking funds?**

Approximately 800 schoolchildren will be impacted.

**6. How many people from Groton will be served by your program/agency and what percent does this represent of overall clients served by your program/agency?**

The ECSO's Young People's Concerts and Music in the Schools programs regularly serve over 3,500 Groton elementary and middle school students each year, when school budgets permit their participation. This makes Groton the largest represented school district in ECSO's educational programs. In addition, our core concert series serves subscribers and single-ticket buyers from Groton.

Our Youth Orchestra also performs concerts at Northeast Academy and Windham Falls Estates. In total, we expect a minimum of 8,000 Groton citizens will be served next year, which represents 29% of the total amount of people served by our programs.

**7. If you are successful with the application, how many additional Groton residents will you be able to serve?**

800 schoolchildren, in grades 3 – 5.

**8. How many Groton residents were served by your program/agency in your last fiscal year? What time period is your fiscal year?**

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<sup>1</sup> Source: NEA 2012 study available at arts.gov)



EASTERN  
CONNECTICUT  
SYMPHONY  
ORCHESTRA

The above mentioned 8,000 Groton citizens were served by ECSO programs in the last fiscal year. The fiscal year is from July 1- June 30.

**9. What is the source of information used to verify the need for the services your program/agency is providing?**

In addition to drawings and letters expressing the impact of our concert from students following the concerts, we seek survey input (both qualitative and quantitative) from teachers that represent the schools. They have voiced how valuable this program is to supplement their music programs with more engaging content.

We will continue to internally assess the success of our program, including analyzing participant numbers, towards the ultimate goal of increasing each year and eventually adding on a third concert to meet demand. Most of this evaluation occurs after the YPCs occur, as a check-in with representatives to be sure that we are serving the students in the best way possible. Our reformed Education Committee will assess these data points as well.

As schools continue this program for multiple years, we hope we can begin measuring their academic performance as a unique cohort, to ensure that the results we hope to achieve are being realized.

Respectfully submitted,

  
Caleb Bailey, Executive Director

**Thames  
River  
Heritage  
Park**

February 11, 2020

Mayor Patrice Granatosky  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340-4843

Dear Mayor Granatosky,

The Thames River Heritage Park would like to thank you and the Town of Groton for its continued support of the Heritage Park Water Taxi. The support of the Town allowed us to consistently operate the water taxi on time and without interruption throughout the 2019 season, allowing us to see a significant increase in ridership over last year. As you know, the water taxi is an essential component of the Park that draws people to our community to experience our rich history, excellent dining and diverse cultural events, as well as provides those who live here with a fun, convenient, and educational way to cross the river.

Having completed our fourth year of operation we are pleased to share that our ridership increased by 60% over the previous year with more than 11,000 passengers. During Sailfest weekend alone we had over 1300 riders and more than 900 for the CT Maritime Heritage Festival. This significant growth is due in large part by a talented team of volunteers and professionals who are working diligently to assure the success of what we see as an important economic driver to the revitalization of the region.

This said, our water taxi services continue to require a subsidy. To assure that we have the funds to pay our bills, we are requesting that the Town of Groton continue its support of the service at the level of \$10,000 for the upcoming fiscal year. We will be requesting this of the City of New London and City of Groton as well.

As you know, we expect the water taxi service will be successful, as it is part of the development of the Thames River Heritage Park. The Thames River Heritage Foundation continues its work to raise funds, market the park and work to produce a coordinated heritage experience for visitors and residents alike. We have developed historic tours which sold out July and August. We have initiated development of a structured collaboration among the partner sites within the park to create a seamless and robust Park experience, secured sponsorships, donations and grants in 2019 totaling more than \$65,000, with ticket sales also bringing in more than \$41,000 as compared to \$16,000 in 2018. The water taxis are the vehicles around which the Foundation will develop the context and visitor experience of the Thames River Heritage Park.

Thank you for your consideration of this request. We know you share our belief that this is a sensible investment — a small amount that will pay big dividends for the Town and the region. Thank you very much for your support.

Sincerely,

Amy Perry  
Executive Director

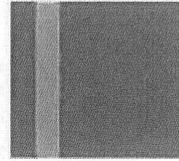
Marian Galbraith  
President, Board of Directors

**ONE RIVER. A THOUSAND STORIES.**

1 Waterfront Park • P.O. Box 851 • New London, CT 06320 • [thamesriverheritagepark.org](http://thamesriverheritagepark.org) •

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Pete's Marine Services  
217 Hazelnut Hill Road  
Groton, CT., 06340



January 6, 2020

Town of Groton  
45 Fort Hill Road  
Groton, CT., 06340

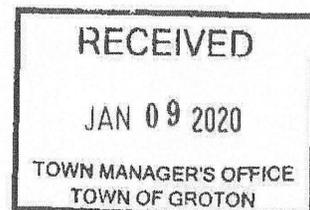
Dear Town of Groton budget committee,

Pete's Marine Services is requesting funding for marine sewage disposal for 2020 in the amount of \$19,980.00. Services cover the Mystic River, Thames River, and Fisher's Island Sound. Pete's Marine Services with your help has removed over 193,000 gallons of waste, which may otherwise have been dumped into our local waters. We look forward to your continued support.

Warm regards,

A handwritten signature in black ink, appearing to be 'Peter Chappell', with a long horizontal line extending to the right.

Peter Chappell





**GROTON AMBULANCE ASSOCIATION**

P. O. BOX 824, GROTON, CONNECTICUT 06340  
(860) 445-9738 or (888) 445-6925

**Groton Ambulance Budget Request FY 2020-2021**

Groton Ambulance is a non-profit ambulance service that serves the Town of Groton and surrounding areas of Southeastern Connecticut. During 2019, we responded to 5,658 calls for service which was an increase from the previous year. In 2019 we transported 4,457 patients which leaves 1,201 non-transporters that are all non-billable. In 2019 Groton Ambulance responded to 98% of all of our calls for service. We have also provided mutual aid for 128 calls. The increase in our staffing levels have certainly improved the service that we provide to Groton.

In addition to emergency medical services, Groton Ambulance has provided stand-by coverage for various agencies including the town, schools, and other non-profit organizations sponsored events which generated no income. We also provide free educational services to the residents within the community. In order to continue to provide these services and respond to medical emergencies we require the same level of funding that we received last year from the Town of Groton.

Groton Ambulance operates under strict regulations from insurance companies and the State of Connecticut Department of Health that does not allow us to bill the patient directly for any service other than the state approved rate for transport. Medicare continues to reduce the amount we are paid and is expected to continue as well as with Medicaid, Tricare and private insurance companies which makes it difficult for us to maintain this same level of service without assistance in funding

This year's budget request for Groton Ambulance includes a zero increase from the town despite increasing our staffing. We continue to look for cost savings measures but with increased staffing comes increased costs. We feel that the residents and visitors of Groton deserve to be well protected in the event that they need our services.

We are requesting \$52,976 funding for FY 2020-2021. Without this funding, Groton Ambulance may not be able to provide the same level of service, while only collecting a percentage of what is billed.

On behalf of the Board of Directors and the members of Groton Ambulance, we thank you for your consideration of this request.

Sincerely,

Chester Kaniecki  
President

<b>REVENUES</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
<b>10</b>	<b>BILLING</b>		
10-A	Ambulance Transport	\$1,771,901.53	\$2,187,439.78
10-B	Stand By	\$0.00	\$0.00
10-C	Collections	\$15,968.90	\$19,185.59
<b>TOTAL 10 BILLING</b>		<b>\$1,787,870.43</b>	<b>\$2,206,625.37</b>
<b>20</b>	<b>CONTRIBUTIONS</b>		
20-A	Town	\$52,976.00	\$52,976.00
<b>TOTAL 20 CONTRIBUTIONS</b>		<b>\$52,976.00</b>	<b>\$52,976.00</b>
<b>30</b>	<b>MISCELLANEOUS</b>		
30-A	Interest	\$0.00	\$0.00
30-B	Grants	\$0.00	\$2,000.00
30-C	Reimbursements	\$8,500.00	\$15,500.00
30-D	Other	\$100.00	\$100.00
30-E	Gift In Kind Donations	\$0.00	\$0.00
<b>TOTAL 30 MISCELLANEOUS</b>		<b>\$8,600.00</b>	<b>\$17,600.00</b>
<b>TOTAL REVENUES</b>		<b>\$1,849,446.43</b>	<b>\$2,277,201.37</b>

<b>EXPENDITURES</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
<b>100</b>	<b>PERSONNEL SERVICE</b>		
110	Regular Wages	\$630,285.73	\$821,118.15
111	Overtime	\$148,406.21	\$204,420.21
171	Premium Pay	\$1,906.01	\$1,906.01
172	Shift Differential	\$0.00	\$0.00
173	Salary Adjustments	\$68,409.60	\$78,409.60
181	Health Insurance	\$68,400.00	\$103,657.29
182	EAP	\$2,500.00	\$2,750.00
185	Retirement	\$30,000.00	\$38,000.00
188	OPEB	\$0.00	\$0.00
191	Social Security	\$65,871.60	\$73,868.34
192	Unemployment Compensation	\$500.00	\$500.00
193	Worker's Compensation	\$54,900.00	\$59,396.00
<b>TOTAL 100 PERSONNEL SERVICES</b>		<b>\$1,071,179.15</b>	<b>\$1,384,025.60</b>
<b>200</b>	<b>STAFF</b>		
211	Uniforms	\$8,000.00	\$14,000.00
212	OSHA Exams / Physicals	\$3,000.00	\$5,000.00
213	Wellness Program	\$1,500.00	\$1,500.00
214	Awards / Ceremonies	\$2,000.00	\$4,500.00
215	Volunteer Incentive	\$20,000.00	\$20,000.00
216	Travel	\$500.00	\$500.00
217	Recruitment	\$1,400.00	\$900.00
<b>220</b>	<b>Training</b>		
221	Licensure / Renewals	\$1,500.00	\$2,565.00
222	Class Tuition / Fees	\$6,000.00	\$7,000.00

223	Equipment / Supplies	\$1,000.00	\$1,000.00
224	Tuition Reimbursement		\$10,500.00
<b>TOTAL 200 STAFF</b>		<b>\$44,900.00</b>	<b>\$67,465.00</b>
<b>EXPENDITURES</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
<b>400</b>	<b>ADMINISTRATION</b>		
<b>410</b>	<b>Insurances</b>		
411	Professional Liability	\$2,000.00	\$2,000.00
412	Property, Auto, General	\$39,693.00	\$44,077.01
<b>TOTAL 410 Insurances</b>		<b>\$41,693.00</b>	<b>\$46,077.01</b>
<b>420</b>	<b>Professional Services</b>		
421	Attorney Fees	\$24,000.00	\$12,000.00
422	Accounting Fees	\$7,500.00	\$7,000.00
423	Billing Agent Fees	\$137,719.08	\$103,573.17
424	Paramedic Service	\$69,626.09	\$38,544.02
425	HR Services	\$15,837.24	\$0.00
<b>TOTAL 420 Professional Services</b>		<b>\$254,682.41</b>	<b>\$161,117.19</b>
<b>450</b>	<b>Office Expenses</b>		
451	Office Paper, Postage, Supplies	\$5,000.00	\$5,000.00
452	Software Subscriptions, SASS	\$6,632.76	\$5,381.92
453	Computer & Network	\$10,235.00	\$8,000.00
454	Membership Dues	\$400.00	\$425.00
455	Bank Charges	\$200.00	\$200.00
456	Interest Expense	\$5.00	\$5.00
458	Pt Insurance Reimbursements	\$4,000.00	\$2,500.00
459	Other General & Admin Expense	\$400.00	\$400.00
<b>TOTAL 450 Office Expense</b>		<b>\$26,872.76</b>	<b>\$21,911.92</b>
<b>TOTAL 400 ADMINISTRATION</b>		<b>\$323,248.17</b>	<b>\$229,106.12</b>
<b>500</b>	<b>PUBLIC OUTREACH</b>		
501	Public Education	\$4,000.00	\$4,000.00
502	Promotionals	\$1,000.00	\$1,000.00
503	Car Seat Program	\$0.00	\$3,000.00
504	CPR Training	\$0.00	\$4,000.00
<b>TOTAL 500 PUBLIC OUTREACH</b>		<b>\$5,000.00</b>	<b>\$12,000.00</b>
<b>600</b>	<b>UTILITIES</b>		
602	Electricity	\$6,000.00	\$10,500.00
603	Water	\$900.00	\$1,400.00
604	Sewer	\$840.00	\$2,500.00
605	Telephone	\$200.00	\$200.00
606	Cable / Internet	\$5,400.00	\$5,400.00
607	Fuel Oil / Gas	\$5,567.11	\$4,396.00
<b>TOTAL 600 UTILITIES</b>		<b>\$18,907.11</b>	<b>\$24,396.00</b>
<b>700</b>	<b>FACILITY</b>		
701	Building Repairs / Maintenance	\$5,000.00	\$6,500.00
702	Improvements	\$61,500.00	\$45,000.00

703	Supplies / Consumables	\$5,200.00	\$5,200.00
704	Lawn & Parking	\$9,000.00	\$9,000.00
705	Trash Collection	\$600.00	\$920.00
706	Fire / Life / Safety	\$1,319.00	\$1,819.00
707	Laundry	\$1,200.00	\$750.00
707	Rent/Insurance	\$1,317.00	\$2,519.65
<b>TOTAL 700 UTILITIES</b>		<b>\$85,136.00</b>	<b>\$71,708.65</b>

<b>EXPENDITURES</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
<b>800</b>	<b>SERVICE DELIVERY</b>		
<b>810</b>	<b>Medical</b>		
811	Medical Repairs / Maintenance	\$2,500.00	\$12,000.00
812	Disposable Supplies	\$12,500.00	\$25,000.00
813	Non-Disposable Supplies	\$1,000.00	\$0.00
814	Equipment	\$58,000.00	\$100,000.00
815	Medical Waste	\$270.00	\$270.00
<b>TOTAL 810 Service Delivery</b>		<b>\$74,270.00</b>	<b>\$137,270.00</b>
<b>820</b>	<b>Communications</b>		
822	Radio Equipment	\$4,000.00	\$10,000.00
823	Cellular Service	\$8,076.00	\$5,500.00
<b>TOTAL 820 Communications</b>		<b>\$12,076.00</b>	<b>\$15,500.00</b>
<b>830</b>	<b>Vehicles</b>		
831	Auto Repairs & Maintenance	\$36,000.00	\$65,000.00
832	Fuel	\$26,400.00	\$36,400.00
833	Auto Expendables	\$750.00	\$750.00
<b>TOTAL 830 Vehicles</b>		<b>\$63,150.00</b>	<b>\$102,150.00</b>
<b>TOTAL 800 SERVICE DELIVERY</b>		<b>\$149,496.00</b>	<b>\$254,920.00</b>
<b>900</b>	<b>CNR &amp; Other Funds</b>		
901	Operating Contingency	\$1,580.00	\$3,000.00
902	Loan Interest Expense	\$0.00	\$2,000.00
910	Vehicle Replacement	\$130,000.00	\$230,000.00
920	Capital Improvement	\$20,000.00	\$20,000.00
<b>TOTAL 900 CNR &amp; Other Funds</b>		<b>\$151,580.00</b>	<b>\$233,580.00</b>
	Uncategorized Expenditure	\$0.00	\$0.00
<b>TOTAL EXPENDITURES</b>		<b>\$151,580.00</b>	<b>\$233,580.00</b>

<b>REVENUE SUMMARY</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
10	BILLING	\$1,787,870.43	\$2,206,625.37
20	CONTRIBUTIONS	\$52,976.00	\$52,976.00
30	MISCELLANEOUS	\$8,600.00	\$17,600.00
<b>TOTAL REVENUES</b>		<b>\$1,849,446.43</b>	<b>\$2,277,201.37</b>

<b>EXPENDITURE SUMMARY</b>			
<b>COST #</b>	<b>COST CENTER</b>	<b>BUDGETED 19/20</b>	<b>PROPOSED 20/21</b>
100	PERSONNEL SERVICES	\$1,071,179.15	\$1,384,025.60
200	STAFF	\$44,900.00	\$67,465.00
400	ADMINSTRATION	\$323,248.17	\$229,106.12
500	PUBLIC OUTREACH	\$5,000.00	\$12,000.00
600	UTILITIES	\$18,907.11	\$24,396.00
700	FACILITY	\$85,136.00	\$71,708.65
800	SERVICE DELIVERY	\$149,496.00	\$254,920.00
900	CNR	\$151,580.00	\$233,580.00
	<b>TOTAL EXPENDITURES</b>	<b>\$1,849,446.43</b>	<b>\$2,277,201.37</b>

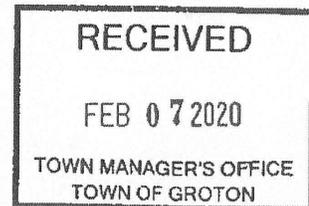


# Mystic River Ambulance Association

237 Sandy Hollow Road  
Mystic, Connecticut 06355-1617  
860.572.0581  
[www.mysticriverambulance.org](http://www.mysticriverambulance.org)

John Burt  
Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, Connecticut 06340

Patrice Granatosky  
Mayor  
Town of Groton  
45 Fort Hill Road  
Groton, Connecticut 06340



The Mystic River Ambulance Association Inc. (MRA) has provided emergency medical services to the residents of Groton and Stonington since 1981.

MRA is committed to providing the best service at the lowest cost to our residents. We are consistently reassessing our manpower deployment to match our call volume. Last fiscal year we answered 1307 (51.8%) calls for service in Groton and 1,214 (48.1%) in Stonington. The remaining 0.1% of calls for service were mutual to other towns such as North Stonington.

As it is getting harder to find qualified per diem employees for the work-week daytime hours, we anticipate hiring one full time employee to cover those hours. The paid staff supplement the volunteers who continue to cover nights, weekends, and holidays. This will add approximately \$40,000 to our employee cost center. MRA purchases their benefits package through the Town of Groton. In FYE21 we'll realize savings by switching to a high-deductible health plan offered by the Town of Groton.

In Connecticut, the basic ambulance rate is \$758.00 with an additional charge of \$18.43 per mile. State law requires private insurance to pay the full amount. However, Medicare/Medicaid/Tricare are separate lower

rates than the state rate. By contract, we must accept whatever the federal and state government allots for reimbursement. *We are forbidden from collecting the difference between the state rate and the federal rate.* Medicare and Medicaid account for 79% of our revenue stream.

In FYE18, MRA did not collect -

Groton:

- \$580,098.53 (Medicare)
- \$130,152.90 (Medicaid)
- \$9,094.78 (insurance non-allowable)
- \$12,943.17 (administrative adjustment)
- \$58,234.17 (bad debt)

**Total \$789,035.09**

Stonington:

- \$202,064.52 (Medicare)
- \$25,978.04 (Medicaid)
- \$,4,144.94 (insurance non-allowable)
- \$5,804.58 (administrative adjustment)
- \$19,488.37 (bad debt)

**Total \$257,480.53**

We were able to collect \$ 4,184.83 of bad debt through a collection agency. In total, we did not collect **\$1,046,515.62**. In previous years, we did not collect:

- \$782,413.16 (2014)
- \$829,700.12 (2015)
- \$951,281.35 (2016)
- \$899,278.21 (2017)

We are currently awaiting the figures for FYE19 and to-current FYE20.

These amounts will continue to rise as the population ages and the government reimbursement drops.

Mystic River Ambulance is requesting **\$38,500.00** to be placed into our designated new ambulance account so we can continue to provide the service our residents expect. This account is solely for purchasing new ambulances and the associated equipment.

Warmest Regards,

*Michael J Gilman Jr*

Michael J Gilman Jr  
President

**MRAA Budget FYE's 2018-2021**

<u>Expenses</u>	<u>FYE 2018</u>	<u>FYE 2019</u>	<u>FYE 2020</u>	<u>FYE 2021</u>
Personnel & Office Building	\$ 766,508	\$ 763,610	\$ 768,293	\$ 719,542
Apparatus & Equipment	\$ 84,069	\$ 98,169	\$ 91,905	\$ 95,670
Expense Totals	\$ 1,020,666	\$ 1,019,468	\$ 1,021,948	\$ 982,877
<u>Revenues</u>	\$ 1,019,100	\$ 1,014,100	\$ 979,100	\$ 985,600
<u>Net Operation</u>	\$ (1,566)	\$ (5,368)	\$ (42,848)	\$ 2,723

<u>'General' Expense / Revenue Area Correlations:</u>	<u>Revenue Area</u>
<u>Expense Area</u>	
Operations - Personnel Salaries/Stipends, Insurance, Trn	\$ 900,000
Equipment Upgrades - Improvements for Patient and Cr	\$ -
Vehicles and Building - Upgrades, Maintenance & Impro	\$ 85,600
	<u>\$ 985,600</u>
	\$ 982,877

**MRAA Budget FY's 18-21**

	FY 17 - 18	FY 18 - 19	FY 18 - 19	FY 19 - 20	FY 20 - 21
		Budget	Actual	Budget	Budget
<b>Personnel</b>					
Billing - Quickmed	\$ 90,000	\$ 77,295	\$ 78,405	\$ 79,000	\$ 80,000
Volunteer Stipends	\$ 136,000	\$ 140,000	\$ 129,000	\$ 135,000	\$ 135,000
EMT Refresher*	\$ 4,500	\$ 4,500	\$ 8,325	\$ 7,000	\$ 6,500
Employees					
Supervisor	\$ 52,020	\$ 53,060	\$ 53,060	\$ 54,121	\$ 56,285
Supervisor training budget	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Emergency Medical Technicians - FT	\$ 125,000	\$ 130,000	\$ 130,000	\$ 164,200	\$ 144,610
Emergency Medical Technicians - P/D	\$ 90,000	\$ 99,000	\$ 98,000	\$ 75,000	\$ 75,000
Disability	\$ 1,200	\$ 925	\$ 993	\$ 1,000	\$ 1,000
Health Insurance	\$ 67,000	\$ 67,000	\$ 70,637	\$ 85,000	\$ 47,000
Life Insurance	\$ 223	\$ 165	\$ 105	\$ 150	\$ 200
Payroll Taxes	\$ 90,000	\$ 79,000	\$ 79,401	\$ 84,000	\$ 85,000
Unemployment	\$ 3,000	\$ 4,500	\$ 6,718	\$ 7,000	\$ 7,100
Workers Compensation	\$ 70,000	\$ 71,000	\$ 51,549	\$ 55,000	\$ 60,000
Pagers	\$ 5,000	\$ 2,500	\$ 5,500	\$ -	\$ -
Radios	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Fees / Subscriptions					
Accounting	\$ 8,000	\$ 8,300	\$ 8,250	\$ 8,300	\$ 8,300
Fundraising	\$ 10,000	\$ 12,000	\$ -	\$ -	\$ -
Legal Fees	\$ 1,000	\$ 1,000	\$ 900	\$ 1,000	\$ 1,000
New London County Fire Chiefs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Groton Fire Officers Association	\$ 50	\$ 50	\$ 50	\$ 50	\$ 75
ESO Suite (Patient Care Reports)	\$ 1,200	\$ 2,500	\$ 1,345	\$ 1,500	\$ 1,500
Aladtec (Scheduling Software)	\$ 1,200	\$ 1,200	\$ 2,284	\$ 2,300	\$ 2,300
Connecticut EMS Conference	\$ 2,000	\$ 2,000	\$ 2,200	\$ 2,200	\$ 2,200
Uniforms	\$ 2,400	\$ 2,400	\$ 3,440	\$ 3,000	\$ 3,000
Post Office Box rental	\$ 65	\$ 65	\$ 172	\$ 172	\$ 172
Office Equipment/Repair	\$ 3,000	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
Postage	\$ 1,500	\$ 1,500	\$ 130	\$ 150	\$ 150
Secretary of State	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
<b>Total</b>	\$ 766,508	\$ 763,610	\$ 733,614	\$ 768,293	\$ 719,542

	FY 17 - 18	FY 18 - 19	FY 18-19	FY 19 - 20	FY 20 - 21
Building & Grounds		Budget	Actual	Budget	Budget
A/C Repair	\$ -	\$ 300	\$ 481	\$ 300	\$ 500
Architect	\$ -	\$ -	\$ -	\$ 200	\$ -
Cable	\$ 1,200	\$ 3,500	\$ 2,430	\$ 3,100	\$ 3,100
Cleaning	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Electricity	\$ 10,000	\$ 8,800	\$ 9,374	\$ 9,400	\$ 9,500
Fire Alarm Test	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Fire Extinguisher	\$ 600	\$ 600	\$ 446	\$ 450	\$ 450
Fuel Oil/Heat	\$ 7,000	\$ 4,700	\$ 4,800	\$ 4,900	\$ 4,900
Generator	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Grounds/Lawn Care	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Mortgage Principle and Interest	\$ 20,000	\$ 33,300	\$ 33,303	\$ 35,000	\$ 35,000
Pest Control	\$ 600	\$ 600	\$ 492	\$ 500	\$ 500
Propane	\$ -	\$ -	\$ -	\$ -	\$ -
Snow Plowing	\$ 2,800	\$ 2,400	\$ 3,160	\$ 2,840	\$ 2,800
Telephone/Internet	\$ 4,800	\$ 3,900	\$ 5,154	\$ 6,000	\$ 4,700
Trash Collection	\$ 1,269	\$ 1,269		\$ 415	\$ 420
Insurance(Building/Vehicle)	\$ 32,000	\$ 35,000	\$ 24,421	\$ 25,000	\$ 30,000
Sidewalk Savings Contribution					\$ 2,400
<b>Total</b>	<b>\$ 84,069</b>	<b>\$ 98,169</b>	<b>\$ 87,861</b>	<b>\$ 91,905</b>	<b>\$ 95,670</b>

Apparatus & Equipment	FY 17 - 18 Budget	FY 18 - 19 Budget	FY 18-19 Actual	FY 19 - 20 Budget	FY 20 - 21 Budget
<b>Apparatus</b>					
G-500 (2016 Ford F450)					
Fuel \$	7,500	1,600 \$	6,888	7,000 \$	7,000
G-501 (2014 Mercedes Benz Sprinter)					
Fuel \$	4,700	1,800 \$	2,978	3,000 \$	3,100
G-502 (2012 Dodge 4500)					
Fuel \$	3,000	2,200 \$	315	350 \$	400
G-503 (2004 Chevrolet C4500)					
Fuel \$	3,000	500 \$	1,053	1,100 \$	1,500
G-509 (2001 Chevrolet Tahoe)					
Fuel \$	300	200 \$	95	100 \$	-
Vehicle Maintenance \$	-	- \$	-	6,000 \$	6,000
Flashing Light Permits \$	40	40 \$	40	100 \$	100
Fuel \$	18,500	6,300 \$	11,329	11,550 \$	12,000
Sidewalk Fund Contribution					2,400
Ambulance Replacement Fund Contrib. \$	120,000	120,000 \$	120,000	120,000 \$	120,000
Apparatus Subtotal \$	138,540	126,340 \$	131,369	137,650 \$	140,500
<b>Equipment</b>					
Lucas \$	12,000	12,000 \$	12,749	12,500 \$	-
Registration \$	49	49 \$	368	- \$	368
Stretcher Maintenance \$	6,000	5,600 \$	5,600	5,600 \$	9,797
Blood Pressure Machines \$	-	9,200 \$	-	6,000 \$	6,000
Medical Supplies \$	7,000				7,000
Laundry \$	500	500			
Oxygen \$	6,000	4,000			4,000
Equipment Subtotal	\$ 31,549	\$ 31,349	\$ 18,717	\$ 24,100	\$ 27,165
<b>Total</b>	\$ 170,089	\$ 157,689	\$ 150,086	\$ 161,750	\$ 167,665

Revenue	FY 17 - 18	FY 18 - 19		FY 18-19	FY 19 - 20		FY 20 - 21
		Budget	Actual	Budget	Budget	Budget	Budget
Billing	\$ 900,000	\$ 875,000	\$ 890,000	\$ 895,000	\$ 900,000	\$ 900,000	\$ 900,000
Town of Groton	\$ 25,000	\$ 50,000	\$ 25,000	\$ 37,500	\$ 38,500	\$ 38,500	\$ 38,500
Town of Stonington	\$ 35,000	\$ 50,000	\$ 37,500	\$ 37,500	\$ 38,500	\$ 38,500	\$ 38,500
Borough of Groton Long Point	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Noank Fire District	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,000	\$ 2,000
Fundraising	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
<b>Total</b>	<b>\$ 1,019,100</b>	<b>\$ 1,014,100</b>	<b>\$ 961,600</b>	<b>\$ 979,100</b>	<b>\$ 985,600</b>	<b>\$ 985,600</b>	<b>\$ 985,600</b>



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February 4, 2020

Mr. John Burt, Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

We respectfully request the amount of \$152,000 in support from the Town of Groton for FYE2021. This amount enables us to more equally balance the income side of our budget between town support, fundraising/grants, and investment income. This balance is essential in order to continue providing the communities of Mystic, Noank and neighboring areas in Southeastern Connecticut with quality materials, programs and services as well as maintain our historic and unique building and grounds for future generations. You may recall that, due to a transcription error, our Library sustained a 33% cut in funding in FYE2018, a loss of over \$60,000 from the prior fiscal year that has adversely impacted us since then.

Our 2020-2021 initiatives include the installation of a high-speed fiber optic internet line, upgrading our aging computer and tech equipment, and several building projects—notably the repair of our 126 year-old chimney. These initiatives are largely funded by our supporters through appeals and donations, as well as grants. We feel a strong sense of responsibility to uphold the legacy left to us by Captain Elihu Spicer over 126 years ago.

As you will see in the attached 2018-2019 snapshot, we provide many services to our community, including outreach to StoneRidge and Masonicare, all free of charge. Our small staff is dedicated, resourceful, and always willing to go the extra mile. We rely heavily on nearly 200 volunteers throughout the course of the year for fund-raisers, building and grounds work, program assistance, and outreach in the community. We could not operate without them. Notably, our Library is considered by many to be a deciding factor for prospective homebuyers in the area due to the walkable location, varied offerings, and unique and welcoming character of our Library. And well-behaved pets are always welcome! There is no question that the Mystic & Noank Library is a vital part of this community.

We sincerely thank you and the Town of Groton for your continued support of the Mystic & Noank Library.

Sincerely,

Karen Wall, Library Director

Attachments:

Snapshot of Programs and Services  
Current FY Budget  
Audited Financial Statement FY2018  
List of Board of Trustees

**Mystic & Noank Library  
Snapshot of Programs and Services**

Since 1893 the Mystic & Noank Library has served the communities of Mystic, Noank, and the neighboring areas, just as Captain Elihu Spicer had envisioned when he built it and gave it to the people, leaving the ultimate legacy for future generations to enjoy. *"Large was his bounty, and his soul sincere."*

Between July 1, 2018 and June 30, 2019, we welcomed nearly 100,000 patrons through our doors to ...

- ... check out books, audiobooks, movies, puzzles (and soon, a telescope!)
- ... bring their child to a story hour or to partake in a craft (or both at the same time!)
- ... pick up a museum pass
- ... do local history research in our meticulously maintained collection
- ... get tech assistance with one of their devices (so many devices...)
- ... make something with one of our 3-D printers
- ... learn to code
- ... ask a reference question
- ... attend a concert or presentation
- ... receive emotional support, or just to talk to someone
- ... simply read in one of our comfy chairs or in the beautiful window seat overlooking the Mystic River
- ... use one of our public computers, printer/scanners, copiers, or fax machine (yes, people still fax!)
- ... use our WiFi
- ... work at one of our massive oak tables
- ... fill out a job application online
- ... charge their device, warm up, or cool down
- ... donate a food item for a local food pantry
- ... admire the beautiful architecture and artwork throughout the Library

And these are just a few of the many reasons people come!

DAYS / HOURS OPEN TO PUBLIC	6 Days/week (3 until 5pm, 3 until 9pm)
NUMBER OF VISITORS WELCOMED	98,541
PROGRAMS OFFERED / ATTENDED	861 / 9,980
COMPUTER SESSIONS (not including WiFi)	9,360
TOTAL ITEMS IN COLLECTION	40,000
TOTAL CIRCULATION OF ITEMS	56,316
TOTAL VOLUNTEER HOURS	8,200
GRANTS AWARDED	7 grants totaling \$30,478

	B	C	D	E	F	G
1	<b>Mystic &amp; Noank Library FY2019-2020 Approved Budget</b>					
2	<b>Operating Income</b>					
3		Town of Groton				115,000
4		Town of Stonington				86,500
5		State of CT (BorrowIT award), Library Fees				18,000
6		Grants, Fundraising, Gifts,				194,500
7	<b>Total Operating Income</b>					
8						
9	<b>Operating Expenses</b>					
10	<b>Personnel</b>					
11		Wages, Salaries/SS. Med/Health Ins/Pension/Edu.				526,872
12						
13	<b>Materials and Programs</b>					
14		Print/non-print mtls/programs/grant expenditures				50,800
15						
16	<b>Operations</b>					
17		Bld & Grds/Tech/Utilities/Supplies/Fees				113,200
18						
19	<b>Management Expenses</b>					
20		Insur/Devel/Mktng/Trvl/Mem/Prof fees				83,878
21						
22	<b>Total Operating Expenses</b>					
23						
24	<b>Net Operating Loss</b>					
25						
26	<b>Capitol Expenses</b>					
27		Eversource Loan Payments				-14,588
28						
29	<b>Released from Investments</b>					
30						
31	<b>Total Operating Loss</b>					

**MYSTIC & NOANK LIBRARY BOARD OF TRUSTEES, 2019-2020**

<b>Name</b>	<b>MNL Officer</b>	<b>Residency</b>	<b>Affiliation</b>	<b>Committees</b>
<b>Judy Munro</b>	President	Groton	TriMetropolitan Regional Transit District of Portland, OR, (retired)	Development, Finance, Nominating, Building & Grounds, Strategic Planning
<b>Jamie Densmore</b>	Vice President	Groton	Owner, Densmore Oil	Development, Programming, Nominating
<b>Sara Lathrop</b>	Treasurer	Stonington	Consultant, Salt Marsh Opera	Finance, Development, Nominating
<b>Bill Turner</b>	Trustee	Stonington	Realtor, Berkshire Hathaway	Development, Finance, Nominating
<b>Bruce Carpenter</b>	Trustee	Stonington	Dir. Technical Support, Conn. College (retired)	Technology, Building & Grounds, Strategic Planning
<b>Roger Richards</b>	Trustee	Groton	Physicist (retired)	Finance, Building & Grounds (Chair)
<b>Julia Parry</b>	Trustee	Stonington	Attorney (retired)	Programming, Building & Grounds
<b>Jay Pandit</b>	Trustee	Groton	Research Fellow, Pfizer (retired)	Finance, Development
<b>Linda Kosta</b>	Trustee	Groton	Asst. Secretary, Chelsea Groton Bank	TBD
<b>Sandra Farwell</b>	Trustee	Stonington	Student Services, Three Rivers Community College	TBD

John Burt, Manager, Town of Groton  
Outside Agency Request for Funding, FY 2021  
February 3, 2020

Request: \$30,000

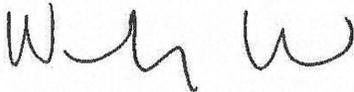
Dear Mr. Burt:

We are requesting support from the Town of Groton in the amount of \$30,000 for FY 2021. The increase of \$5000 over last year's request will assist us in bringing our salaries in line with the Governor's minimum wage increase. The increase will cost us \$9414.38 for this fiscal year, and we need your help in making up the difference. We offer an excellent return on investment, providing a full-service library at a cost to the Groton taxpayer of just \$0.75 per capita.

As you will see in the synopsis below, we continue to serve and be a vibrant part of the community of the city of Groton, the town of Groton, and Southeast Connecticut. We ask for your support in furthering our mission.

Thank you for your consideration.

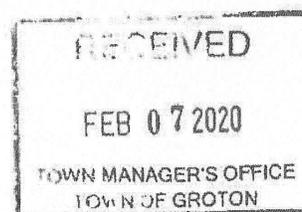
Sincerely,



Wendy Connal, Library Director

Attachments:

- Synopsis of library services
- Budget summary and statement of anticipated revenue
- List of the Board of Trustees



**Synopsis of Library Services**

The mission of the Bill Memorial Library is to meet the changing needs of our community in a comfortable and unique historic setting by stimulating imagination through reading, viewing and listening for pleasure; providing the resources for lifelong learning; inspiring young readers; and connecting to the online world.

**This past fiscal year:**

- We held 279 programs with over 7,000 people attending, which is an increase of 80 more programs and appx. 1100 more attendees than 2018
- Our haunted library fundraiser is in its 3<sup>rd</sup> year of being completely teen-driven, with adult support
- We are expanding our collaboration with Groton Public Library and Mystic & Noank Library by offering enrichment opportunities for our coding clubs, joint staff trainings, and regular meetings of the directors

**We provide:**

- Computers with Internet access for use by adults, teens, and children, including 1 dedicated catalog computer (12 total); on a 4-year replacement schedule
- Mobile computer lab of 10 laptops for coding classes and teen programs
- 24/7 access to our online circulation system, which we share with Groton Public Library, Mystic & Noank Library, and Waterford Public Library
- Two early learning workstations in the children's room – updated in 2018/2019
- Public access printing, copying, scanning, and fax services
- Current materials in multiple formats: books, magazines, musical CDs, audiobooks, playaways, DVDs for all ages and downloadable e-books, audiobooks and magazines
- Subscriptions to rotating collections of audiobooks and DVDs
- Museum passes to local and regional attractions
- A variety of databases and online resources through the Connecticut State Library
- Web presence (billmemorial.org), Facebook page, Instagram

**Our service to the community includes:**

- Story time programs for children of all ages featuring live music
- Computer coding programs for teens and children
- One-on-one technology help sessions, during which library staff help patrons with tablets, e-readers, smartphones, email, Internet, and job applications
- Community cafes that bring the community together with their elected and public officials

- Outreach to local nursery schools and daycares
- Springtime Bunny Bonanza program with live bunnies, over 470 attendees in 2019
- Visits to area schools to promote summer reading, Read Across America Day, and any time they ask us to participate
- Weekly collaboration with the Riverfront Children's Center for library education
- Soliciting and displaying interesting and historical collections from members of our community to share with the public
- A museum collection with preserved butterflies, artifacts from around the world, and a mummy's hand – the prize piece that has fascinated generations of children
- An art collection displayed throughout the library with works by such noted artists as Albrecht Dürer, Charles Harold Davis, Henry Bill Selden, Charles Rosen, and others
- With our proximity to the Fort Griswold Battlefield State Park, we are a local school field trip destination and tourist site
- Ownership and permanent display of the sword of Colonel William Ledyard, leader of the American troops at the Battle of Groton Heights in 1781
- An outdoor seating area for programs, donated by a local Eagle Scout, renovated in 2018 by a library volunteer
- A year-round collection and donation of non-perishable food items to benefit Groton Social Services
- Programs for all ages (despite no dedicated program/meeting room)
- A Friends of the Library group that helps defray the costs of programs and other services
- Monthly book discussion groups

We actively seek grant funding from such organizations as the Groton Lions, Rotary, Groton Education Foundation, Community Foundation of Eastern CT, various local businesses and other grantors. We also receive in-kind funding from the City of Groton for some of the library's utilities. We hold an annual appeal and other fundraising events throughout the year to solicit additional funds.

Our target audience is residents of Groton, primarily those from the subdivision of the City of Groton, population approximately 10,000. (Groton City is an area identified as having a greater than 10% poverty rate). This includes a culturally and racially diverse mix of children, teens, adults and seniors. The continuing economic climate spurs an increased reliance on library materials, services, and computers. Access to job search resources and related essential information is critical.

We are near completion with a grant-funded strategic planning process that will allow us to assess our role in meeting the needs of our community over the next 3 years. We continue to focus on making Groton a better place to live and work, and we appreciate the town's support in this endeavor.

## Budget Summary, FY 2019-2020

## Estimated Receipts:

<b>Source:</b>	<b>Amount (\$)</b>
Portfolio drawdown	205,272
Town of Groton Grant	25,000
Annual Fundraising/Other	16,500
Community Foundation of Eastern CT	4,250
<b>Total:</b>	<b>251,022</b>

## Library Expenses:

<b>Category</b>	<b>Description</b>	<b>Amount (\$)</b>
Library Committee	Payroll, materials, supplies, technology contracts	203,465
Buildings and Grounds	Heating oil, lawn, snow removal, cleaning, maintenance	27,307
Other operating	Payroll service, insurance, telephone, fundraising	16,250
Contingency		3,000
Capital Improvements		1,000
<b>Total:</b>		<b>251,022</b>

\*Electricity and water are donated by the City of Groton.

**2019-2020 Board of Trustees:**

President: Janet Downs  
Vice-President: Barbara Frucht  
Secretary: Jackie Massett  
Treasurer: Robert Zuliani  
Assistant Treasurer: Mark Oefinger  
Lea Doran  
Jane Giulini  
Conrad Heede  
Bernadette Kunkemoeller  
Kenneth McBride  
Christy McElroy  
Naomi Otterness  
Dane Stevenson  
Elizabeth Swindell  
Barbara Tarbox



# THE CITY OF GROTON

**Mayor Keith Hedrick**

295 Meridian Street, Groton, CT 06340  
(860) 446-4103 Mayor@cityofgroton-ct.gov

February 28, 2020

Mr. John Burt, Town Manager  
Town of Groton  
45 Fort Hill Rd  
Groton, CT 06340

Dear Mr. Burt:

Attached please find the City of Groton Highway Budget for FYE2021. This year we have an increase of 3.58% in the highway operating budget and 16.8 increase in the total highway budget. The large increase in the total budget is due to the inclusion of capital paving projects that have been funded by the Town Highway Bond Fund over the past few years.

Highlights in the budget include the following:

- The operating budget has an overall increase 3.58%. This is reflected in the increases due in personnel costs.
- The vehicle requests are as follows:
  - Replace a 2004 39,000GVW dump truck equipped with a snow plow and sander
  - Paving of Benham Road

The City has once again prepared our budget in accordance with the Town's budget practices so that they would be more readily comparable to the Town's budget.

We are submitting along with our budget, back up documents which were requested by the Town. One document contains the work sheets which detail the costs included in both personnel services and operating expenses.

We are also submitting, for informational purposes only, a copy of the City's Capital Improvement Plan for FYE 2021 - 2026 as it relates to the highway.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Keith Hedrick

City of Groton  
Highway Budget  
FYE 2021

	FYE 2019 Actuals	FYE 2020 Budget	FYE 2020 Estimate	FYE 2021 Request
<b>APPROPRIATION</b>				
Personnel Services	\$ 1,410,377	\$ 1,615,338	\$ 1,602,510	\$ 1,659,251
Operating Expenses	505,023	499,175	513,920	810,425
<b>Total Appropriation</b>	<b>\$ 1,915,400</b>	<b>\$ 2,114,513</b>	<b>\$ 2,116,430</b>	<b>\$ 2,469,676</b>
<b>COST CENTERS</b>				
Administration	\$ 812,748	\$ 844,907	\$ 846,539	\$ 871,575
Fleet	161,464	175,591	171,295	178,013
R & S	598,708	704,665	691,354	735,975
Snow	90,456	115,361	115,361	115,361
Engineering	30,424	84,029	85,553	94,342
Highway Buildings	51,600	64,960	81,328	65,410
Roads and Streets - Capital				244,000
Vehicles	170,000	125,000	125,000	165,000
<b>Total Cost Centers</b>	<b>\$ 1,915,400</b>	<b>\$ 2,114,513</b>	<b>\$ 2,116,430</b>	<b>\$ 2,469,676</b>
<b>FINANCING PLAN</b>				
Outside Charges	\$ 266	\$ 1,000	\$ 1,000	\$ 1,000
State Town Aid Road	113,730	113,531	113,531	113,730
Town of Groton	2,050,863	1,999,982	1,999,982	2,354,946
<b>Total Financing Plan</b>	<b>\$ 2,164,859</b>	<b>\$ 2,114,513</b>	<b>\$ 2,114,513</b>	<b>\$ 2,469,676</b>

City of Groton  
Highway Budget  
FYE 2021

	FYE 2019 Actuals	FYE 2020 Budget	FYE 2020 Estimate	FYE 2021 Request
<u>Personnel Services</u>				
Regular Full Time	\$ 757,553	\$ 880,050	\$ 871,506	\$ 901,000
Overtime Pay	42,769	66,134	63,452	67,150
Longevity Pay	1,775	2,800	2,875	2,800
Allowances	14,400	11,800	13,500	11,800
Social Security	59,294	73,954	71,083	75,601
Seasonal Laborers	-	-	-	-
Health Insurance	339,913	360,000	360,000	374,400
Pension	67,300	75,000	75,000	76,000
OPEB	34,400	34,400	34,400	34,400
Life Insurance	6,149	6,200	6,597	6,900
Unemployment Compensation	-	-	-	-
Worker's Compensation	86,824	105,000	104,097	109,200
<b>Total Personnel Services</b>	<b>\$ 1,410,377</b>	<b>\$ 1,615,338</b>	<b>\$ 1,602,510</b>	<b>\$ 1,659,251</b>
<u>Operating Expenses</u>				
Postage/Print/Advert	\$ -	\$ 750	\$ 808	\$ 750
Professional Development	2,260	1,700	4,585	1,700
Utilities/Fuel/Mileage	23,571	26,440	24,749	26,440
Payments Contributions	-	1,000	1,000	1,000
Repairs & Maint Facilities	18,492	16,940	36,146	21,690
Software Maintenance Fees	9,466	6,200	7,160	7,500
Occupational Health	13,359	11,865	11,929	11,865
Profess/Technical Serv	33,035	43,700	39,966	54,700
Materials and Supplies	100,357	132,580	124,891	140,180
Vehicle Ops and Supply	23,138	24,000	23,462	24,000
Vehicle Fuel	48,859	42,500	46,709	42,500
Computer Equipment	2,542	1,500	2,515	1,500
General Insurance	59,944	65,000	65,000	67,600
Vehicles/Reserve	170,000	125,000	125,000	165,000
Roads and Streets/Reserve	-	-	-	244,000
<b>Total Operating Expenses</b>	<b>\$ 505,023</b>	<b>\$ 499,175</b>	<b>\$ 513,920</b>	<b>\$ 810,425</b>
<b>GRAND TOTAL</b>	<b>\$ 1,915,400</b>	<b>\$ 2,114,513</b>	<b>\$ 2,116,430</b>	<b>\$ 2,469,676</b>

City of Groton  
Highway Budget  
FYE 2021

	FYE 2019 Actuals	FYE 2020 Budget	FYE 2020 Estimate	FYE 2021 Request
<u>Full Time Employee (FTE) Analysis</u>				
Public Works Director	0.60	0.60	0.60	0.60
Highway Supervisor	0.80	0.80	0.80	0.80
Office Support	0.67	0.67	0.67	0.67
Garage Mechanic	0.94	0.94	0.94	0.94
Master Maintenance Mechanic	0.00	0.00	0.00	0.00
Heavy Equipment Operator	1.88	1.88	1.88	1.88
Maintenance Mechanic	2.80	2.80	2.80	2.80
Light Equipment Operator	1.68	1.68	1.68	1.68
Laborer	2.74	2.74	2.74	2.74
Engineer	1.00	1.00	1.00	1.00
<b>Total FTE Personnel</b>	<b>13.11</b>	<b>13.11</b>	<b>13.11</b>	<b>13.11</b>
<u>FTE Salaries and Wages</u>				
Public Works Director	\$ 62,085	\$ 62,100	\$ 63,327	\$ 63,492
Highway Supervisor	63,838	64,950	63,838	66,382
Office Support	36,589	37,250	36,589	38,057
Garage Mechanic	64,005	65,300	64,005	66,885
Master Maintenance Mechanic	-	-	-	-
Heavy Equipment Operator	115,469	129,550	125,230	132,736
Maintenance Mechanic	162,200	184,900	184,687	189,420
Light Equipment Operator	98,260	108,100	108,620	110,708
Laborer	139,904	159,900	157,210	163,770
Engineer	15,203	68,000	68,000	69,550
<b>Total FTE Salaries and Wages</b>	<b>\$ 757,553</b>	<b>\$ 880,050</b>	<b>\$ 871,506</b>	<b>\$ 901,000</b>

Summary	Actual 2019	Budget 2020	Estimated 2020	Request FY21	Change
<b>Operating Budget:</b>					
Administration	\$ 812,748	\$ 844,907	\$ 846,539	\$ 871,575	\$ 26,668
Fleet	161,464	175,591	171,295	178,013	2,422
R & S	598,708	704,665	691,354	735,975	31,310
Snow	90,456	115,361	115,361	115,361	-
Engineering	30,424	84,029	85,553	94,342	10,312
Highway Buildings	51,600	64,960	81,328	65,410	450
<b>Total Operating Budget</b>	<b>\$ 1,745,400</b>	<b>\$ 1,989,513</b>	<b>\$ 1,991,430</b>	<b>\$ 2,060,675</b>	<b>\$ 71,162</b>
					3.58%
<b>Capital Budget:</b>					
Roads and Streets	-	-	-	244,000	244,000
Vehicles	\$ 170,000	\$ 125,000	\$ 125,000	\$ 165,000	\$ 40,000
<b>Total Budget</b>	<b>\$ 1,915,400</b>	<b>\$ 2,114,513</b>	<b>\$ 2,116,430</b>	<b>\$ 2,469,675</b>	<b>\$ 355,162</b>
					16.80%

	Town Number	City Number	Description	Actual 2019	Budget FY20	Estimated 2020	Request FY21	Change
<b>Administration</b>								
Regular Full Time Personnel	5101-0	100-3105-114-00-1	Full time salaries for regular employees	\$ 183,667	\$ 164,500	\$ 166,259	\$ 168,000	\$ 3,500
overtime	5104-0	100-3105-116-00-1	Facility Support		5,000	4,500	5,000	
allowances			Overtime Pay for Administrative Employees	2,928				
allowances			Clothing allowances and meals required by contract					
Social Security	5151	100-3105-221-00-1		13,679	12,967	12,770	13,235	268
Retirement	5152	100-3105-225-00-1		67,300	75,000	75,000	76,000	1,000
Health Insurance	5153	100-3105-223-00-1		339,913	360,000	360,000	374,400	14,400
PEB	5170	100-3105-226-00-1		34,400	34,400	34,400	34,400	-
Longevity	5105	100-3105-231-00-1						
Worker's Compensation	5155	100-3105-222-00-1		86,824	105,000	104,097	109,200	4,200
Unemployment Comp		100-3105-229-00-1						
Life Insurance	5158	100-3105-224-00-1		6,149	6,200	6,596.57	6,900	700
Postage/Printing/Advertising	5201-0	100-3105-111-03-2	Stamps and advertising for highway					
Professional Development	5210-0	100-3105-114-00-2	Training for Administration,		100	1,000	100	-
General Insurance		100-3105-112-00-2	Membership Dues	59,944	65,000	65,000	67,600	2,600
Utilities Fuel Mileage	5220-0	100-3105-331-00-2	CIRMA	1,879	2,740	2,623	2,740	-
Contractual Repairs for Office Equipment	5260-0	100-3105-441-00-2	TVC, Frontier, Verizon	6,435	500	1,915	500	-
Professional and Technical Services	5290-0	100-3105-015-00-4	Contractual Office Equipment Repair and Lease	2,948	5,600	5,259	5,600	-
Office Materials and Supplies	5300-0	100-3105-111-00-2	Physicals for new employees, background checks, lawyers					
Software Maintenance	5261-1	100-3105-118-00-2	Office Supplies for Toni, Tim and Steve	1,311	1,400	508	1,400	-
Equipment/Machinery & Furniture	5400-0/5410	100-3105-111-01-2	Pub Works\Tracker Software	5,058	5,000	5,210	5,000	-
			Furniture and Equipment - Computers, printers, desk fans	313	1,500	1,400	1,500	-
<b>Total</b>				\$ 812,748	\$ 844,907	\$ 846,539	\$ 871,575	\$ 26,668

	Town Number	City Number	Description	2019 Actuals	Budget FY20	Estimated 2020	Request FY21	Change
<b>Fleet Maintenance</b>								
Full time Personnel	5101-A	100-3200-114-00-1	Salary Account for regular full time employees	\$ 62,616	\$ 89,250	\$ 86,457	\$ 91,500	\$ 2,250
overtime	5104-A	100-3200-116-00-1	Overtime for repair of vehicles	-	500	275	500	-
longevity		100-3200-231-00-1	Garage Mechanic Longevity	475	475	475	475	-
CA	5151-A	100-3200-221-00-1	FICA	5,561	6,866	6,614	7,038	172
allowances		100-3200-227-01-1	Garage Mechanic's Clothing	-	-	-	-	-
Vehicle Operations/Supply	5310-5	100-3200-111-00-3	parts for repair of licensed vehicles/equipment (including tire purchase)	23,133	24,000	23,462	24,000	-
General Materials - Fleet	5300-A	100-3200-118-00-2	General materials used for fleet maintenance - cloths, aerosol, penetrating oils, tools, welding gas	2,150	5,000	2,390	5,000	-
Professional/Contractual Service	5290-A	100-3200-015-00-4	G&K, Radio Contract, Safety Kleen, when we send vehicles out for repair	18,665	6,000	4,913	7,000	1,000
Contractual Equipment Repair	5260-A	100-3200-441-00-2	when we send equipment other than vehicles out for repair	-	1,000	-	-	(1,000)
Diesel Fuel	5317	100-3200-112-00-3	Diesel Fuel	35,273	22,500	30,123	22,500	-
Gasoline	5317	100-3200-112-01-3	R/E-GAS	13,586	20,000	16,586	20,000	-
Equipment/Machinery & Furniture	5400-0/5410	100-3105-111-01-2	Furniture and Equipment - Computers, printers, desk fans	-	-	-	-	-
<b>Total</b>				\$ 161,464	\$ 175,591	\$ 171,295	\$ 178,013	\$ 2,422

	Town Number	City Number	Description	2019 Actuals	Budget FY20	Estimated 2020	Request FY21	Change
<b>Roads and Streets</b>								
Full Time Total	5105-5			\$ 476,145	\$ 538,500	\$ 530,835	\$ 551,700	\$ 13,200
Overtime Total				5,184	8,000	7,984	8,000	-
Seasonal Laborers Total				-	-	-	-	-
Contingency				1,300	2,325	2,400	2,325	-
ICA Total	5151-5			34,941	41,985	40,609	42,995	1,010
Allowances	5117	100-3105-227-00-1	Contractual uniforms	12,500	6,800	8,500	6,800	-
Occupational Health Safety	5281-0	100-3105-015-01-4	Safety Clothing/Glasses/Boots, Zee Medical Supplies, Foley (CDL Drug), CDL Physicals, Safety Incentive	13,139	10,675	10,779	10,675	-
Open'l Materials and Supply-Drainage	5300-5	100-3301-118-00-2	any materials used for drainage, including parts used for the repair of equipment for drainage	7,256	10,600	9,180	12,000	1,400
Open'l Materials and Supply-Pave	5300-5	100-3305-118-00-2	any materials used for pavement maintenance, including parts used for the repair of equipment for pavement maintenance	\$ 4,455	\$ 15,010	\$ 14,763	\$ 15,010	\$ -
Open'l Materials and Supply-Roadside	5300-5	100-3315-118-00-2	any materials used for roadside maintenance, including parts used for the repair of equipment for roadside maintenance	6,203	5,600	6,565	5,600	-
Open'l Materials and Supply-Sidewalk	5300-5	100-3320-118-00-2	any materials used for sidewalk maintenance, including parts used for the repair of equipment for sidewalk maintenance	\$ 16,114	\$ 18,800	\$ 16,035	\$ 24,500	\$ 5,700

	Town Number	City Number	Description	2019 Actuals	Budget FY20	Estimated 2020	Request FY21	Change
en'l Materials and Supply-Traffic control	5300-5	100-3330-118-00-2	any materials used for traffic control, including parts used for the repair of equipment for traffic control	9,684	11,670	11,200	11,670	-
Contractual Services - Traffic control	5290-5	100-3330-015-00-4	Ace Security	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services - Roadside	5290-5	100-3315-015-00-4	Southeast Trees, Stump Grinding, Tuthill Nursery	2,850	10,100	8,750	10,100	-
Contractual - Tree Warden - Roadside	5290-5	100-3315-123-00-2	Tree Warden Stipends	6,060	6,200	6,094	6,200	-
Contractual Services - Drainage	5290-5	100-3301-015-00-4	Storm water Testing, CT Testing Labs, MS4 Plan	2,512	15,800	14,950	25,800	10,000
Professional Development - Roadside	5210-5	100-3315-114-00-2	Tree Warden Professional Development	365	600	710	600	-
Payments and Contributions - Drainage	5230-5	100-3301-015-01-4	Permits - DEEP	-	1,000	1,000	1,000	-
General Material & Supply - Roadside Charges		100-3335-118-00-1		-	1,000	1,000	1,000	-
Total				\$ 598,708	\$ 704,665	\$ 691,354	\$ 735,975	\$ 31,310
Roads and Streets				-	-	-	244,000	244,000
Vehicles				\$ 170,000	\$ 125,000	\$ 125,000	\$ 165,000	\$ 40,000
Total Capital				170,000	125,000	125,000	409,000	284,000

Town Number	City Number	Description	Actual 2019	Budget 2020	Estimated 2020	Request FY21	Change
<b>Snow and Ice Control</b>							
5104-6	100-3325-114-00-1	Supervisor Pay	\$ -	\$ -	\$ -	\$ -	\$ -
		Overtime for Snow and Ice Control	33,845	45,000	45,000	45,000	-
		Social Security for Salaries associated with Snow and Ice Control	2,592	4,361	4,361	4,361	-
		Meals, call stipends	1,900	5,000	5,000	5,000	-
		Snow Removal					
		Contractual Services					
		General Materials needed for snow and ice control - plow guides, salt, parts for repair of snow and ice equipment	52,119	61,000	61,000	61,000	-
5300-6	100-3325-118-00-2						
<b>OTAL</b>			<b>\$ 90,456</b>	<b>\$ 115,361</b>	<b>\$ 115,361</b>	<b>\$ 115,361</b>	<b>\$ -</b>

	Town Number	City Number	Description	Actuals 2019	Budget 2020	Estimated 2020	Request FY21	Change
<b>Engineering</b>								
All Time Personnel		100-3425-114-00-1		\$ 15,203	\$ 68,000	\$ 68,000	\$ 69,550	\$ 1,550
In Call Pay	5111	100-3425-110-00-1			1,834	917	2,350	516
CA Total		100-3425-221-00-1		1,071	5,495	5,202	5,692	196
Overtime	5104-1	100-3425-116-00-1	Overtime for Engineering	156	2,000	1,276	2,500	500
Postage/Printing/Advertising	5201-1	100-3425-111-01-2	Stamps and advertising for engineering	-	750	808	750	-
General Materials and Supply	5300-1	100-3425-111-00-2	Materials and supplies, including office supplies for engineering	1,041	500	500	1,000	500
Professional Development	5210-1	100-3425-114-00-2	Professional development for engineering	1,895	1,000	2,875	1,000	-
Contractual Services	5290-1	100-3425-015-00-4	Plotter maintenance and Lease, Surveying Services	4,421	3,250	2,910	9,000	5,750
Software maintenance	5261-1	100-3425-118-00-2	ESRI, Blueprints, Reed Construction Data	4,408	1,200	1,950	2,500	1,300
Equipment/Machinery	5400-0/5410	100-3105-111-01-2	Furniture and Equipment - Computers, printers, desk fans	2,229		1,115		-
<b>Total</b>				<b>\$ 30,424</b>	<b>\$ 84,029</b>	<b>\$ 85,553</b>	<b>\$ 94,342</b>	<b>\$ 10,312</b>

	Town Number	City Number	Description	Actuals 2019	Budget 2020	Estimated 2020	Request FY21	Change
<b>Highway Buildings</b>								
Regular Time		100-3430-114-00-1	Facility	\$ 19,922	\$ 19,800	\$ 19,955	\$ 20,250	\$ 450
Overtime		100-3430-116-00-1	Facility	656	3,800	3,500	3,800	-
ICA		100-3430-221-00-1		1,450	2,280	1,527	2,280	-
Contractual Facility Repairs and Maintenance	5260-2	100-3430-441-01-2	Contractual Repairs to the Facility - Overhead Door, RB Kent, Diesel Pump Maintenance, Generator Maintenance, Standard Sprinkler, G&K for mats, Shipman	7,636	12,190	31,320	12,190	-
General Facility Supplies	5300-2	100-3430-111-00-2	General Office Supplies for the Highway Garage - paper towels, hand soap, etc.	24	2,000	1,750	2,000	-
Utilities Fuel Mileage	5220-0	100-3430-331-00-2	GU Electric and Water, East River #2 (heating fuel)	21,692	23,700	22,126	23,700	-
Occupational Health		100-3430-015-01-4		220	1,190	1,150	1,190	-
<b>Total</b>				\$ 51,600	\$ 64,960	\$ 81,328	\$ 65,410	\$ 450

FYE 2021 Budget  
 Public Works  
 Town Object # 5101

Full Time Personnel

	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Public Works Director	0.60	0.60	0.00
Highway Supervisor	0.80	0.80	0.00
Office Support	0.67	0.67	0.00
Garage Mechanic	0.94	0.94	0.00
Master Maintenance Mechanic	0.00	0.00	0.00
Heavy Equipment Operator	1.88	1.88	0.00
Maintenance Mechanic	2.80	2.80	0.00
Light Equipment Operator	1.68	1.68	0.00
Laborer	2.74	2.74	0.00
Engineer	1.00	1.00	0.00
<b>Total Full Time Employees</b>	<b>13.11</b>	<b>13.11</b>	<b>0.00</b>
Public Works Director	\$ 62,100	\$ 63,492	\$ 1,392
Highway Supervisor	64,950	66,382	1,432
Office Support	37,250	38,057	807
Garage Mechanic	65,300	66,885	1,585
Master Maintenance Mechanic	-	-	-
Heavy Equipment Operator	129,550	132,736	3,186
Maintenance Mechanic	184,900	189,420	4,520
Light Equipment Operator	108,100	110,708	2,608
Laborer	159,900	163,770	3,870
Engineer	68,000	69,550	1,550
	<b>\$ 880,050</b>	<b>\$ 901,000</b>	<b>\$ 20,950</b>

FYE 2021 Budget  
Public Works

Town Object # 5103                      Seasonal Personnel

Item	Cost Center	FYE 2020	FYE 2021	20 vs 21
Seasonal Workers	R & S	\$ -	\$ -	\$ -

FYE 2021 Budget  
Public Works

Town Object # 5104

Overtime

Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Administrative Assistant	Leadership	\$ 5,000	\$ 5,000	\$ -
Facility Maintenance	Highway Buildings	3,800	3,800	-
Fleet Maintenance	Fleet	500	500	-
Roads and Street	R & S	8,000	8,000	-
Snow Removal	Snow and Ice	45,000	45,000	-
Snow Removal on call	Snow and Ice	-	-	-
Highway On Call	Engineering	1,834	2,350	516
Highway Supervision	Engineering	2,000	2,500	500
		<hr/>	<hr/>	
		\$ 66,134	\$ 67,150	\$ 1,016

FYE 2021 Budget  
Public Works

Town Object # 5105

Longevity

Item	Cost Center	FYE 2020	FYE 2021	20 vs 21
Longevity	Administrative	\$ -	\$ -	\$ -
	Fleet	475	475	-
	R & S	2,325	2,325	-
Total Longevity		\$ 2,800	\$ 2,800	\$ -

		FYE 2021 Budget		
		Public Works		
Town Object # 5153		Health Insurance		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Health Insurance	General Support	\$ 360,000	\$ 374,400	\$ 14,400

		FYE 2021 Budget		
		Public Works		
Town Object # 5152		Retirement		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Pension	General Support	\$ 75,000	\$ 76,000	\$ 1,000

FYE 2021 Budget  
Public Works  
Town Object # 5170 OPEB

Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
OPEB	General Support	\$ 34,400	\$ 34,400	\$ -

	FYE 2021 Budget			
	Public Works			
Town Object # 5158		Life Insurance		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Life Insurance	General Support	\$ 6,200	\$ 6,900	\$ 700

	FYE 2021 Budget				
	Public Works				
Town Object # 5280		Insurance/Risk Management			
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>	
General Insurance	General Support	\$ 65,000	\$ 67,600	\$ 2,600	

Town Object # 5155	FYE 2021 Budget Public Works	Worker's Compensation		
		Item	Cost Center	
Worker's Compensation	General Support	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
		\$ 105,000	\$ 109,200	\$ 4,200

		FYE 2021 Budget		
		Public Works		
Town Object # 5117		Allowances		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Clothing Allowances	R & S	\$ 6,800	\$ 6,800	\$ -
Meal Allowances/Call Stipends	Snow and Ice	5,000	5,000	-
Clothing Allowances	Fleet Maintenance	-	-	-
<b>Total Allowances</b>		<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ -</b>

Object # 5201		Public Works	Postage/Printing/Advertising		
Item	Cost Center	FYE 2020	FYE 2021	20 vs 21	
Stamps and Ads	Leadership	\$ -	\$ -	\$ -	-
Stamps and Advertising	Engineering	750	750	-	-
<b>Total Postage/Advertising</b>		<b>\$ 750</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>-</b>

		FYE 2021 Budget		
		Public Works		
Town Object # 5210		Professional Development/Training		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Training for Administration, Membership, Dues	Leadership	\$ 100	\$ 100	\$ -
Professional Development - tree warden, chain saw classes	R & S	600	600	-
Training for Engineer	Engineering	1,000	1,000	-
<u>Total Professional Development</u>		<u>\$ 1,700</u>	<u>\$ 1,700</u>	<u>\$ -</u>

FYE 2021 Budget  
Public Works

Town Object # 5220

Utilities, Fuel/Mileage

Item	Cost Center	FYE 2020	FYE 2021	20 vs 21
Utilities, Fuel/Mileage	Leadership	\$ 2,740	\$ 2,740	\$ -
Utilities, Fuel/Mileage	Highway Buildings	23,700	23,700	-
<b>Total Utilities/Fuel/Mileage</b>		<b>\$ 26,440</b>	<b>\$ 26,440</b>	<b>\$ -</b>

	FYE 2021 Budget			
	Public Works			
Town Object # 5230		Payments/Contributions		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Storm water Permits	R & S	\$ 1,000	\$ 1,000	\$ -

		FYE 2021 Budget		
		Public Works		
Town Object # 5260		Repairs & Maintenance - Facility/Equipment		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Contractual Repairs office equipment	Leadership	\$ 500	\$ 500	\$ -
Contractual Repairs and Maintenance	Highway Buildings	12,190	12,190	-
Contractual Services	Engineering	3,250	9,000	5,750
Contractual Repair of Equip	Fleet	1,000	-	(1,000)
<b>Total Contractual Repair</b>		<b>\$ 16,940</b>	<b>\$ 21,690</b>	<b>\$ 4,750</b>

FYE 2021 Budget

Public Works

Town Object # 5261

Software Maintenance Fees

Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Public Works\Tracker Software	Administration	\$ 5,000	\$ 5,000	\$ -
Reed, ESRI, Blueprint	Engineering	1,200	2,500	1,300
<b>Total Software</b>		<b>\$ 6,200</b>	<b>\$ 7,500</b>	<b>\$ 1,300</b>

FYE 2021 Budget  
Public Works

Town Object # 5281

Occupational Health and Safety

Item	Cost Center	FYE 2020	FYE 2021	20 vs 21
Occupational Health and Safety	R&S	\$ 10,675	\$ 10,675	\$ -
Occupational Health and Safety	Highway Buildings	1,190	1,190	-
<b>Total Safety</b>		<b>\$ 11,865</b>	<b>\$ 11,865</b>	<b>\$ -</b>

FYE 2021 Budget  
Public Works

Town Object # 5290

Professional/Technical Services

Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Professional/Technical Services	Leadership	\$ 5,600	\$ 5,600	\$ -
Professional/Contractual Service	Fleet	6,000	7,000	1,000
Contractual Services	R & S - RM	10,100	10,100	-
Tree Warden	R & S - RM	6,200	6,200	-
Storm water Testing	R & S - D	15,800	25,800	10,000
<b>Total Professional Technical</b>		<b>\$ 43,700</b>	<b>\$ 54,700</b>	<b>\$ 11,000</b>

Town Object # 5300		FYE 2021 Budget		
		Materials and Supplies		
Item	Cost Center	FYE 2020	FYE 2021	20 vs 21
Office Supplies	Leadership	\$ 1,400	\$ 1,400	\$ -
General Facility Supplies	Highway Buildings	2,000	2,000	-
General Materials Fleet Maintenance	Fleet	5,000	5,000	-
Materials and Supplies - Drainage	R & S - D	10,600	12,000	1,400
Materials and Supplies - Pavement Maintenance	R & S - P	15,010	15,010	-
Materials and Supplies - Roadside	R & S - RM	5,600	5,600	-
Materials and Supplies - Sidewalk Maintenance	R & S - S	18,800	24,500	5,700
Materials and Supplies - Traffic Control	R & S - TC	11,670	11,670	-
Materials and Supplies - Snow Removal	Snow and Ice	61,000	61,000	-
Materials and Supplies including office supplies	Engineering	500	1,000	500
General Material & Supply - Outside Charges	R & S	1,000	1,000	-
<b>Total Materials and Supplies</b>		<b>\$ 132,580</b>	<b>\$ 140,180</b>	<b>\$ 7,600</b>



		FYE 2021 Budget		
Town Object # 5317		Vehicle Fuel		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Diesel Fuel	Fleet	\$ 22,500	\$ 22,500	\$ -
RJE- Gas	Fleet	20,000	20,000	-
<hr/> Total Vehicle Fuel		\$ 42,500	\$ 42,500	\$ -

		FYE 2021 Budget		
		Public Works		
Town Object # 5410		Computer Equipment		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Desktop computers	Engineering	\$ -	\$ -	\$ -
	Administration	1,500	1,500	-
<hr/> Total Computer Equipment		\$ 1,500	\$ 1,500	\$ -

		FYE 2021 Budget		
		Public Works		
Town Object # 5151		Social Security		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
FICA	Leadership	\$ 12,967	\$ 13,235	\$ 268
	Fleet	6,866	7,038	172
	R & S	41,985	42,995	1,010
	Snow	4,361	4,361	-
	Engineering	5,495	5,692	197
	Highway Buildings	2,280	2,280	-
Total Social Security		\$ 73,954	\$ 75,601	\$ 1,647

Town Object # 5420		FYE 2021 Budget		
		Vehicles		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
F550 Mason Dump with Snow Plow		\$ 65,000	\$ -	\$ (65,000)
Z - F150 Pick-up Trucks		60,000	-	(60,000)
Replace 39,000 GVW Dump Truck		-	165,000	165,000
			-	-
<hr/> Total Vehicles		\$ 125,000	\$ 165,000	\$ 40,000

		FYE 2021 Budget		
Town Object #		Roads and Streets - Paving		
Item	Cost Center	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>20 vs 21</u>
Benham Road		\$ -	\$ 244,000	\$ 244,000
		-	-	-
		-	-	-
		-	-	-
<hr/>				
Total Paving		\$ -	\$ 244,000	\$ 244,000

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Replace Truck, Snow Plow and Sand Spreader	DEPARTMENT Highway
---	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Replace 2004 \$9,000 gvw dump truck, snow plow and sand spreader with similar equipment. This truck has been a front line snow plow truck for sixteen seasons.

RECOMMENDED FINANCING

	Source of Funds <sup>a</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR	165,000						165,000
E. Other Costs								-
<b>Total</b>		165,000	-	-	-	-	-	165,000

<sup>a</sup>Funding ( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Replace Street Sweeper	DEPARTMENT Highway
-----------------------------------	-----------------------

Replace 1999 Vac All - 50% 2022 and 50% 2023	DESCRIPTION PURPOSE JUSTIFICATION
--	-----------------------------------

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR		110,000					110,000
E. Other Costs								-
<b>Total</b>		-	110,000	-	-	-	-	110,000
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Replace Street Sweeper	DEPARTMENT Highway
-----------------------------------	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Replace 1999 Vac All - 50% 2022 and 50% 2023

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR			110,000				110,000
E. Other Costs								-
<b>Total</b>		-	-	110,000	-	-	-	110,000
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM								
PROJECT DETAIL								
PROJECT				DEPARTMENT				
Replace 1 Vehicle				Highway				
DESCRIPTION PURPOSE JUSTIFICATION								
Replace 200: F350 Mason Dump, plow and spreader with a F550 Mason Dump, plow and spreader \$65,000								
RECOMMENDED FINANCING								
	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR				65,000			65,000
E. Other Costs								-
Total					65,000			65,000
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Replace Truck, Snow Plow and Sand Spreader	DEPARTMENT Highway
---	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Replace 2006 9,000 gvw dump truck equipped with snow plow and sand spreader.

RECOMMENDED FINANCING

	Source of Funds <sup>9</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR					175,000		175,000
E. Other Costs								-
<b>Total</b>		-	-	-	-	175,000	-	175,000
<sup>9</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Asphalt Curbing Machine	DEPARTMENT Highway
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Replace 1989 asphalt curbing machine.	DESCRIPTION PURPOSE/JUSTIFICATION
---------------------------------------	-----------------------------------

RECOMMENDED FINANCING

	Source of Funds <sup>a</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction								-
D. Equipment	CR						15,000	15,000
E. Other Costs								-
<b>Total</b>		-	-	-	-	-	15,000	15,000
<sup>a</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Benham Rd (Rainville to Eastern Pt.)	DEPARTMENT Highway
---	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Pave - Mill three inches asphalt and replace with three inches.

RECOMMENDED FINANCING

	Source of Funds <sup>a</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O	244,000						244,000
D. Equipment								-
E. Other Costs								-
<b>Total</b>		244,000	-	-	-	-	-	244,000
<sup>a</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Mitchell St	DEPARTMENT Highway
------------------------	-----------------------

DESCRIPTION, PURPOSE, JUSTIFICATION Prep - Repair 10 catch basins and replace 20 precast tops (\$9,157). Raise 15 manholes and pave width three inches. (17,265 sq. yds.) 2.913 ton	Pave - Mill three inches asphalt
--	----------------------------------

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O		332,430					332,430
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	332,430	-	-	-	-	332,430
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Brandegge Ave	DEPARTMENT Highway
--------------------------	-----------------------

DESCRIPTION PURPOSE/JUSTIFICATION

Mill two inches of asphalt and place three. 2,101 tons. Replace ten precast basin tops. 200 feet of concrete sidewalk and reset 8 manhole frames. \$8,730 to relace basin tops. 200' of sidewalk and reset 8 manhole frames.

RECOMMENDED FINANCING

	Source of Funds <sup>a</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O			225,610				225,610
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	225,610	-	-	-	225,610
<sup>a</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				DEPARTMENT				
South Prospect St				Highway				
DESCRIPTION/PURPOSE/JUSTIFICATION Mill asphalt to gravel depth, grade, compact and pave with four inches of asphalt. 1.089 sq. yds. 245 ton								
RECOMMENDED FINANCING								
	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O				30,560			30,560
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	-	30,560	-	-	30,560
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Beach Pond Rd	DEPARTMENT Highway
--------------------------	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Mill two inches of asphalt and replace with three inches. (1.132' x 32') 700 ton \$74,900 Prep - four manholes and replace three basin tops. \$3,710

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O				82,400			82,400
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	-	82,400	-	-	82,400
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Ramsdell and Cottage	DEPARTMENT Highway
---------------------------------	-----------------------

DESCRIPTION-PURPOSE/JUSTIFICATION

Mill three inches and replace with three inches of asphalt. Ramsdell was last done in 1978. Cottage street in 1998

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O					151.722		151.722
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	-	-	151.722	-	151.722

\*Funding

( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Hamilton, Deussen, Oak	DEPARTMENT Highway
-----------------------------------	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

MILL TO A DEPTH OF THREE INCHES AND PAVE WITH THREE INCHES OF ASPHALT. ALL THREE STREETS WERE LAST PAVED IN 1998 and are rutted and cracked. ( 66,333 sq. ft ) 1,255 tons of asphalt

RECOMMENDED FINANCING

	Source of Funds <sup>a</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O						175,725	175,725
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	-	-	-	175,725	175,725
<sup>a</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Fairview Ave	DEPARTMENT Highway
-------------------------	-----------------------

DESCRIPTION PURPOSE/JUSTIFICATION

Mill 3 inches and repave with 1 1/2 bindercourse and top with a 1 1/2 wearing course for a total of three inches of asphalt. It was last paved in 1999 and is delaminating.

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								-
B. Land and Right of Way								-
C. Construction	O						175,725	175,725
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	-	-	-	-	175,725	175,725
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Shore Ave Seawall and Drainage	DEPARTMENT Highway
---	-----------------------

DESCRIPTION PURPOSE/JUSTIFICATION

Replace two existing lengths of 30" R.C.P and construct new headwall. The two pipes there now are ready to collapse from salt damage and a headwall was never built making it hard to install a flap gate on the pipe. Replace entire sea wall. (360') sidewalk and railing. Existing wall was built over the granite sea wall in the 1950'S . and is severely undermined from storms over the years. Wall on the average is 7.5' high

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O							-
B. Land and Right of Way								-
C. Construction	O		2,500,000					2,500,000
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	2,500,000	-	-	-	-	2,500,000

\*Funding

( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Jupiter Point Rd Drainage	DEPARTMENT Highway
--------------------------------------	-----------------------

DESCRIPTION/PURPOSE/JUSTIFICATION

Replace 34' of RCP and two head walls with a new box culvert and head walls. This has been temporarily patched up over the last few years but because of the amount of sea water flowing under and around the pipe it is failing quickly.

RECOMMENDED FINANCING

	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O		75,000					75,000
B. Land and Right of Way								-
C. Construction	O			750,000				750,000
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	75,000	750,000	-	-	-	825,000
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT Slocomb Terrace Retaining Wall	DEPARTMENT Highway
---	-----------------------

DESCRIPTION/PURPOSE JUSTIFICATION

Replace existing 201' stone retaining wall with a concrete wall. Existing wall is collapsing and it is a retaining wall that holds up the road with a railing installed on top.

RECOMMENDED FINANCING

	Source of Funds <sup>6</sup>	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O		20,000					20,000
B. Land and Right of Way								-
C. Construction	O			200,000				200,000
D. Equipment								-
E. Other Costs								-
<b>Total</b>		-	20,000	200,000	-	-	-	220,000
<sup>6</sup> Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							



# THE CITY OF GROTON

**Mayor Keith Hedrick**

**295 Meridian Street, Groton, CT 06340  
(860) 446-4103 Mayor@cityofgroton-ct.gov**

February 28, 2020

Mr. John Burt, Town Manager  
Town of Groton  
45 Fort Hill Road  
Groton, CT 06340

Dear Mr. Burt:

Attached please find a copy of the City's Police Budget for FYE 2021. The overall police budget for FY 2021 has increased by 2.28% over last year's budget. The increase is driven by personnel costs and benefits.

For West Side Middle School, the City continues to provide for the cost of a Special Traffic Officer, the increased presence of the Youth Officer in the school, and twice daily interior patrols at the school.

The City is once again requesting from the Town of Groton the customary and traditional payment of 50% of the costs associated with providing public safety to our residents. The request to the Town is calculated after the costs associated with the Police Chief have been subtracted. The FY2021 funding request is \$2,618,195.

We are also attaching, for informational purposes, a copy of the City's Capital Improvement Plan for FYE 2021 - FYE 2026 as it relates to the Police Department.

We look forward to meeting with you to discuss the budget.

Sincerely,

Keith Hedrick

**City of Groton  
Proposed Budget FY 2020-2021  
Function Highlights**

DEPARTMENT: Police		FUNCTION: Summary												
	Actual FY 18-19	Approved FY 19-20	Estimated FY 19-20	Proposed FY 20-21	% Change									
<b>BUDGET</b>	4,909,897	5,289,625	5,282,431	5,410,179	2.28%									
<b>HIGHLIGHTS:</b>														
<b>PERSONNEL:</b>														
Twenty-eight (28) sworn personnel Seven and a half (7.5) civilian personnel														
<b>CAPITAL:</b>														
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Vehicles</td> <td style="width: 10%; text-align: center;">\$</td> <td style="width: 30%; text-align: right;">72,500</td> </tr> <tr> <td>Bullet proof Vests</td> <td></td> <td style="text-align: right;">5,425</td> </tr> <tr> <td></td> <td style="text-align: center;"><u>\$</u></td> <td style="text-align: right;"><u>77,925</u></td> </tr> </table>						Vehicles	\$	72,500	Bullet proof Vests		5,425		<u>\$</u>	<u>77,925</u>
Vehicles	\$	72,500												
Bullet proof Vests		5,425												
	<u>\$</u>	<u>77,925</u>												

**THE CITY OF GROTON  
PROPOSED ANNUAL BUDGET  
FOR FISCAL YEAR 2020-2021**

<u>AREA OF SERVICE</u>	<u>DEPARTMENT</u>	<u>FUNCTION</u>	<u>CODE:</u>
Public Safety	Police	Summary	012100

	<u>Actual For Year Ended FY 6-30-19</u>	<u>Current Year Budget FY 6-30-20</u>	<u>Estimated For Year Ended June 30, 2020</u>	<u>Proposed Budget FY 6-30-21</u>
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**APPROPRIATION**

Administration (Leadership/Gen Sup)	2,223,955	2,495,485	2,539,744	2,558,381
Training	90,468	74,000	84,629	79,500
Crime Prevention (Patrol)	2,199,315	2,334,540	2,242,080	2,380,910
Assembly Safety	32,983	25,000	32,586	25,000
Alcohol Enforcement	3,987	2,435	2,855	2,435
Outside Charges	-	-	-	-
Crime Apprehensions (Investigations)	359,189	358,165	380,537	363,953
<b>Total</b>	<b>4,909,897</b>	<b>5,289,625</b>	<b>5,282,431</b>	<b>5,410,179</b>

**Town of Groton Funding**

Administration (Leadership/Gen Sup)	1,082,240	1,178,591	1,178,591	1,208,514
Training	36,000	37,000	37,000	39,750
Crime Prevention (Patrol)	1,138,592	1,157,270	1,157,270	1,175,455
Assembly Safety	10,000	12,500	12,500	12,500
Alcohol Enforcement	304	-	-	-
Crime Invest Evid (incl. YO)	175,943	179,082	179,082	181,976
<b>Total</b>	<b>2,443,079</b>	<b>2,564,443</b>	<b>2,564,443</b>	<b>2,618,195</b>

Town's share	2,443,079	2,564,443	2,564,443	2,618,195
Crossing guards	-	-	-	-

**FINANCING PLAN**

**Administration**

Town of Groton	1,082,240	1,178,591	1,178,591	1,208,514
General Fund	1,141,715	1,316,894	1,361,153	1,349,867

**Training**

Town of Groton	36,000	37,000	37,000	39,750
General Fund	54,468	37,000	47,629	39,750

**Crime Prevention**

Town of Groton	1,138,592	1,157,270	1,157,270	1,175,455
Parking Tickets	39,530	20,000	20,285	30,000
Outside Charges	-	-	-	-
DUI Grant	-	-	-	-
General Fund	1,021,193	1,157,270	1,064,525	1,175,455

**Assembly Safety**

Town of Groton	10,000	12,500	12,500	12,500
General Fund	22,983	12,500	20,086	12,500

**Alcohol Enforcement**

Town of Groton	304	-	-	-
General Fund	507	-	-	-
DUI Grant	3,176	2,435	2,855	2,435

**Crime Apprehensions**

Town of Groton	175,943	179,082	179,082	181,976
Statewide Narcotics Task Force (SNTF)	-	-	-	-
General Fund	183,246	179,083	201,455	181,977

**Crossing Guards**

Town of Groton	-	-	-	-
<b>Total</b>	<b>4,909,897</b>	<b>5,289,625</b>	<b>5,282,431</b>	<b>5,410,179</b>

**THE CITY OF GROTON  
PROPOSED ANNUAL BUDGET  
FOR FISCAL YEAR 2020-2021**

<u>AREA OF SERVICE</u>	<u>DEPARTMENT</u>	<u>FUNCTION</u>	<u>CODE:</u>
Public Safety	Police	Summary	12100

<u>PERSONNEL SERVICES</u>	Actual For Year Ended FY 6-30-19	Current Year Budget FY 6-30-20	Estimated For Year Ended June 30, 2020	Proposed Budget FY 6-30-21
Full Time Employees	2,458,268	2,575,986	2,506,357	2,633,028
Part Time Employee (STO & Dispatch)	13,694	13,260	13,801	13,523
Part Time Employee (Records Clerk)	18,717	21,643	16,737	19,760
Overtime	136,054	110,500	132,396	110,500
Alcohol Enforcement	3,931	2,400	2,814	2,400
Outside Charges	-			
Shift Overtime Replacement	254,376	265,310	254,143	265,310
Assembly Safety	32,983	25,000	32,586	25,000
Longevity	10,840	16,751	15,769	16,996
MRT/EMT Stipends	16,800	18,200	18,200	18,200
Step Increases/Pay Adjustments	10,210	4,500	12,839	4,500
Sell Back of Time Off	11,546	8,500	12,672	8,500
<b>Benefits:</b>				
Medical Insurance	730,121	755,000	755,000	785,200
Life Insurance	21,164	22,500	22,458	23,400
Pension	470,000	600,150	598,000	610,000
FICA tax	68,732	78,967	83,344	80,648
Worker's Compensation	152,520	170,000	170,000	176,800
Education/Enhancement (College Incentive)	27,137	30,000	27,791	31,000
OPEB	91,700	91,700	91,700	96,940
Unemployment Compensation	1,505	1,333	1,333	1,624
Heart & Hypertension	2,189	10,000	2,262	10,000
Clothing Allowance	24,521	27,000	26,053	27,000
<b>Total Personnel Services</b>	<b>4,557,008</b>	<b>4,848,700</b>	<b>4,796,255</b>	<b>4,960,329</b>
<b><u>OPERATING EXPENSES</u></b>				
Office Supplies/Advertising	1,004	800	2,243	800
Professional Development	27,834	21,900	27,149	26,800
Insurance/Risk Management (General Ins.)	64,520	80,000	67,800	83,200
Utilities	13,285	12,500	15,367	12,500
Software Maintenance	29,294	41,425	59,201	42,200
Equipment Maintenance	3,041	5,000	8,026	5,000
Contractual Services	54,730	103,600	90,720	103,600
Facility Material & Supply	1,726	2,600	6,937	2,600
Safety Incentive	5,843	5,500	5,699	5,500
Vehicle Operations/Supply	6,842	1,950	2,433	2,000
Material & Supply	21,508	23,650	31,028	23,650
Occupational Health	-	700	370	700
Reserve Fund/Equipment	-	-	-	-
Vehicle Maintenance Fee	41,625	34,000	62,944	34,000
Vehicle Replacements	47,525	72,500	72,500	72,500
Vehicle Fuel	34,112	34,800	33,759	34,800
<b>Total Operating Expenses</b>	<b>352,889</b>	<b>440,925</b>	<b>486,176</b>	<b>449,850</b>
<b>GRAND TOTALS</b>	<b>4,909,897</b>	<b>5,289,625</b>	<b>5,282,431</b>	<b>5,410,179</b>

**THE CITY OF GROTON  
PROPOSED ANNUAL BUDGET  
FOR FISCAL YEAR 2020-2021**

<u>AREA OF SERVICE</u>	<u>DEPARTMENT</u>	<u>FUNCTION</u>	<u>CODE:</u>
Public Safety	Police	Summary	12100

	Actual For Year Ended FY 6-30-19	Current Year Budget FY 6-30-20	Estimated For Year Ended June 30, 2020	Proposed Budget FY 6-30-21
--	--	--------------------------------------	--	----------------------------------

**FULL TIME EMPLOYEE ANALYSIS**

Chief of Police	1	1	1	1
Deputy Chief	1	1	1	1
Police Lieutenants	1	1	1	1
Sergeants	5	5	5	5
Patrol Officer	17	16	16	16
Detective & Youth Officer	4	5	5	5
Dispatch	4	4	4	4
Administrative Assistant	1	1	1	1
Records Clerk	1	1	1	1
Custodian	1	1	1	1
Total Full Time Employees	36	36	36	36

**FULL TIME EMPLOYEE  
SALARIES & WAGES**

Chief of Police	99,936	105,000	103,685	105,000
Deputy Chief	126,792	98,932	108,280	102,000
Police Lieutenants	94,246	95,005	95,400	97,386
Sergeants	390,915	414,667	408,824	425,048
Patrol Officer	1,079,784	1,195,543	1,104,240	1,222,644
Detective & Youth Officer	322,771	322,559	345,350	327,933
Dispatch	191,255	188,843	183,797	193,627
Administrative Assistant	55,181	57,283	56,719	58,427
Records Clerk	46,471	46,654	47,608	48,422
Office & Maintenance Support	50,917	51,500	52,454	52,541
Total Full Time Employees Salaries & Wages	2,458,268	2,575,986	2,506,357	2,633,028

CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL								
PROJECT				DEPARTMENT				
Replacement of Police Vehicles				Police				
DESCRIPTION/PURPOSE/JUSTIFICATION								
Routine replacement and upgrade to City Police Fleet. Larger vehicle for supervisors to ensure maximal storage and employment of equipment for police use. Existing vehicle to be retrofitted with cage and deployed to patrol use fleet. This will allow an aging Crown Victoria to be retired.								
RECOMMENDED FINANCING								
	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	CR	72500	72500	47500	72500	47500	72500	385000
E. Other Costs								0
<b>Total</b>		<b>72500</b>	<b>72500</b>	<b>47500</b>	<b>72500</b>	<b>47500</b>	<b>72500</b>	<b>385000</b>
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>DEPARTMENT</b>
Replacement of Bullet Proof Vests	Police

**DESCRIPTION/PURPOSE/JUSTIFICATION**

The bullet proof vests that are issued to each officer have a finite life span and need to be replaced every five (5) years.

We are replacing (5) vests for officers whose vests will expire in FY 2021. Each vest is fitted individually to the officer. The cost for five (5) vests is \$5,245 with free shipping. The Federal Government should reimburse the City close to 50% of this amount upon proof of purchase and payment for a net cost to the City of \$2,623. Vests are replaced each year on a 5 year cycle, and the cost varies depending on the number of vest that will need to be purchased driven by current inventory expiration and new hires. The City must pay the full purchase price in order to be eligible for reimbursement. The amount of reimbursement by the government can vary. We changed vendors in FY 2017 which reduced the cost of the vests and provided free shipping. Also upgraded to Level 3A to protect personnel from increased threats.

**RECOMMENDED FINANCING**

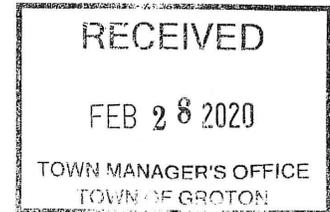
	Source of Funds*	Estimated Expenditures by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	CR/O	5245	5000	5000	7000	6000	6000	34245
E. Other Costs								0
<b>Total</b>		<b>5245</b>	<b>5000</b>	<b>5000</b>	<b>7000</b>	<b>6000</b>	<b>6000</b>	<b>34245</b>
*Funding	( CR ) Capital Reserve Fund ( G ) General Obligation Bonds ( O ) Other							

*The* **GROTON LONG POINT**  
*Association, Inc.*

44 Beach Road • P.O. Box 3737 • Groton Long Point, CT 06340 • Telephone (860) 536-4736

February 28, 2020

John Burt  
Groton Town Manager  
45 Fort Hill Rd  
Groton, CT 06340



Dear Mr. Burt:

The Groton Long Point Association, Inc. (GLPA) respectfully submits this letter of request for funding from the Town of Groton for the Fiscal Year 2021. The GLPA total request is \$636,500 and is comprised of \$281,500 for the Roads division and \$355,000 for the Police division.

Roads

The state legislative act of 1921 that chartered the Groton Long Point Association, Inc. relieved the Town of the duty to provide for the roads within the territorial limits of GLPA. The Town is also relieved of liability for any damages which may occur to any person or his property because of any defect in such roads, highways or bridges, upon the annual payment to the Associations for the "amount of money which shall be necessary and proper for making and repairing of the highways and bridges within the territorial limits of the Association". GLPA manages its eight miles of roads cost-effectively as is represented by its overall annual maintenance cost of \$32,687 per mile which is significantly less than other road maintenance costs on a per mile basis throughout Groton. The GLPA is able to manage this efficiently through:

- a volunteer Director,
- effective use of subcontractors, and
- a competitive bidding process

Managing the GLPA Roads division in this manner ensures residents are receiving the greatest benefit for each tax dollar spent. In recent years GLPA has utilized the town's bond funding to finance its capital infrastructure road improvements. Due to the end of the recent road bond GLPA is requesting a small capital reserve amount from the town each year, which will be designated so that after several years there will be a sufficient reserve established for a road infrastructure project. This was the process before town bond funding to finance GLPA road improvements.

Police

The Town of Groton is also responsible for providing the two subdivisions in Groton, the City of Groton and GLPA, police protection for all of its Groton citizens. This has been accomplished through the Town of Groton funding a portion of the City of Groton and GLPA police budgets. In FY2020, the Town of Groton provided the City of Groton 50% funding for these police services. GLPA is requesting the Town of Groton fund the same 50% of the GLPA Police budget and therefore we are submitting a request of \$355,000 for FY 2021.

The Town of Groton contribution towards the GLPA Police Department is a significantly less cost than if the Town of Groton was to provide police services directly to GLP. This can be supported by numerous analyses which have been prepared over the past twenty years including the police cost per household served is less expensive in GLP than in other areas of Groton

The police services provided in GLP are also a benefit to all citizens throughout Groton since these services provide shared support in emergency situations and supplemental backup when necessary. These police services, which are only funded at a cost of 50% from the Town of Groton, are invaluable to protecting all of our Groton citizens.

The Groton subdivision of Groton Long Point sincerely appreciates your consideration of our request. Over the past ten years the Town of Groton has reduced our police funding to lower levels due to the economy and other matters. The local economy however has recently rebounded and the Town of Groton is on very sound financial footing. This is evidenced by the towns general fund balance of over \$24.6 million, which equates to over 20% of the towns operating budget, an exceptional metric and something that should be commended. Given the economic improvements and the reimbursement rate provided to the other Groton subdivision we believe that our subdivision should be treated in a similar equitable manner and also receive 50% of our total police budget.

Thank you for your consideration in this request. The details of each of the Roads and Police divisional budgets can be found in the enclosed material. Please feel free to reach out to me by email at [president@glpct.org](mailto:president@glpct.org) if you have any questions or would like to discuss further.

Sincerely



David McBride

President, The Groton Long Point Association Inc.

<b>GLP - PUBLIC WORKS DEPARTMENT - ROADS</b>		
<b>PROPOSED OPERATING BUDGET FOR FY 2021</b>		
<b>Title</b>	<b>Description</b>	<b>Budget</b>
DRAINAGE	Replace/Repair broken Catch Basins, Catch Basin clean out, & replacement of broken culverts	\$32,000
PAVEMENT MAINTENANCE	Repair of depressions; repair of undermined road sections, sealing roads; stripping edge of roads, crosswalks, traffic markings, potholes, shoulder drop off, paving.	\$70,000
SNOW & ICE REMOVAL	Snow removal for 37 roads, sidewalks, and parking areas, cost of Sand/Chemicals	\$66,000
ROAD SIDE MAINTENANCE	Includes sidewalk repair, curbing, street cleaning sand removal from tidal surges, trimming of trees and shrubs on sides of roads	\$51,000
TRAFFIC CONTROL	Street signs, traffic signs, saw horses, posts, fittings.	\$6,000
GENERAL SUPPORT	Supplies, small equipment for public works department	\$4,500
VEHICLE	Public works vehicles maintenance and gas costs	\$2,000
<b>TOTAL</b>		<b>\$231,500</b>
<b>Roads-Capital Improvements</b>		
Capital Reserve Fund	Road Paving	\$50,000
<b>TOTAL PW</b>		<b>\$281,500</b>

<b>GLP – PUBLIC SAFETY DEPARTMENT</b>		
<b>PROPOSED OPERATING BUDGET FOR FY – 2020-2021</b>		
<b>TITLE</b>	<b>Description</b>	<b>FY 21 Proposed Budget</b>
<b>Personnel</b>	Salaries (4 FT police officers, 5 PT police officers. There is typically 1 officer on duty per shift, part time officers are used when full-time officers are sick or on vacation to limit overtime spending. PT Community Service Officers in Summer), Health & life insurance, Retirement, Workers Comp Insurance, Payroll taxes, and Training costs.	\$526,500
<b>Other</b>	Liability Insurance, Patrol Vehicle Costs, Office/IT Support, Dues, Equipment, Supplies	\$144,000
<b>Facility/Utilities</b>	Internet, Phone, Electric, Heat, Repair & Cleaning Costs for Public Safety Building	\$39,500
<b>Total Budget*</b>		\$710,000
<b>TOTAL REQUESTED APPROPRIATION</b>		<b>\$355,000</b>
* Total Budget absent administrative position		

# Town of Groton

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## **Capital Improvement Program Proposed FYE 2021 to FYE 2026**

**March 15, 2020**

## CAPITAL IMPROVEMENT PROGRAM FYE 2021 to FYE 2026

March 15, 2020

Dear Members of the Town Council and Representative Town Meeting:

In accordance with the State Statutes, a proposed six-year Capital Improvement Program (CIP) for FYE 2021 to FYE 2026 is herewith submitted. The projects submitted for consideration include new construction, additions, major improvements and alterations, and new equipment for major projects in Town.

The Town prepares its CIP document applying two definitions of what constitutes a CAPITAL IMPROVEMENT:

- 1) "Capital Improvement" means a major improvement or betterment of a nonrecurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature" (Connecticut General Statutes, Section 8-160); and
- 2) "Appropriations from the Fund Balance" (reserve fund for capital and nonrecurring expenditures) shall be made only for capital assets, projects or acquisitions of a nonrecurring nature with a cost of over \$25,000 and have a useful life expectancy of over five-years (Groton Code of Ordinances, Chapter 2, Section 2-1(C)).

The CIP is a long-term planning and policy document, coordinated by the Office of Planning and Development Services, which incorporates project proposals generated at the department level. They are evaluated and prioritized in terms of need, cost effectiveness, ability to generate economic benefit, and available sources of funding. The draft CIP was submitted to the Planning Commission for review and comment for conformance with Town objectives. The CIP document contains several parts.

- A Summary of the Capital Budget for those projects scheduled for FYE 2021 and included in the Town Manager's FYE 2021 Proposed Budget, followed by a summary of projects and funding sources for FYE 2021 to FYE 2026.
- A Program Summary for FYE 2021 to FYE 2026.
- Project Summaries for each of the ten project areas: Roads, Drainage and Watershed Protection, Sidewalks, Parks and Recreation, Education, Public Buildings, Technology, Planning and Economic Development, Energy Efficiency and Conservation, and Water Pollution Control Facility. Each area summary is followed by a Project Detail Sheet, which contains a brief description of the project, estimated cost, proposed method of financing, schedule of implementation, a statement of the impact on the operating budget, planning and engineering sources, and support of sustainability goals.

For FYE 2021, the proposed CIP expenditures total \$6,813,000. Of this amount \$3,162,000 will come from the Town's Capital Reserve Fund and \$3,651,000 will come from other sources including Water Pollution Control Facility user fees, State and Federal Grants, and Rebates or Third Party Interests.

A special word of thanks is extended to Jonathan Reiner, AICP, Director of Planning and Development; Greg Hanover, Director of Public Works; Deborah Jones, Assistant Director of Planning, and Deb Gilot, Executive Assistant-OPDS for their assistance in preparing this year's Capital Improvement Program document.

Respectfully submitted,

John Burt  
Town Manager

**CAPITAL IMPROVEMENT PROGRAM**

**FYE 2021 TO FYE 2026**

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CAPITAL PROJECTS - FYE 2021 (000)					
PROJECT	Page #	Source of Funds		Other Funding Source	Total Costs
		Capital Reserve Fund	Other		
<b>1) ROADS</b>					
F) NORTH STONINGTON ROAD BRIDGE	218	\$ 318	\$ 915	Town of Stonington - \$318,000; Local Bridge Program - \$597,000	\$ 1,233
H) BRIDGE REPAIR	219	\$ 45			\$ 45
<b>SUBTOTAL</b>		<b>\$ 363</b>	<b>\$ 915</b>		<b>\$ 1,278</b>
<b>2) DRAINAGE AND WATERSHED PROTECTION</b>					
A) CULVERT REHABILITATION	220	\$ 195	\$ 195	Local Bridge Program	\$ 390
B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	221	\$ 45			\$ 45
<b>SUBTOTAL</b>		<b>\$ 240</b>	<b>\$ 195</b>		<b>\$ 435</b>
<b>3) SIDEWALKS</b>					
B) REPLACEMENT SIDEWALK CONSTRUCTION	222	\$ 55			\$ 55
<b>SUBTOTAL</b>		<b>\$ 55</b>	<b>\$ -</b>		<b>\$ 55</b>
<b>4) PARKS AND RECREATION</b>					
A) FACILITIES IMPROVEMENTS	223	\$ -	\$ 755	LoCIP-\$735,000; Comm. Boating Acct.-\$20,000	\$ 755
B) TRAIL IMPROVEMENT PROGRAM	224	\$ 48			\$ 48
C) GOLF COURSE IMPROVEMENT PLAN	226	\$ 200			\$ 200
D) PARK IMPROVEMENT/ADA COMPLIANCE	227	\$ -	\$ 41	LoCIP	\$ 41
E) ATHLETIC FIELD DEVELOPMENT	228	\$ 100			\$ 100
<b>SUBTOTAL</b>		<b>\$ 348</b>	<b>\$ 796</b>		<b>\$ 1,144</b>
<b>5) EDUCATION</b>					
B) DISTRICT STORAGE	229	\$ 125			\$ 125
C) NORTHEAST ACADEMY AIR QUALITY	230	\$ 104			\$ 104
D) VIDEO SURVEILLANCE SYSTEM	231	\$ 180			\$ 180
F) SCHOOL KITCHEN DISHWASHING EQUIP.	232	\$ 120			\$ 120
<b>SUBTOTAL</b>		<b>\$ 529</b>	<b>\$ -</b>		<b>\$ 529</b>
<b>6) PUBLIC BUILDINGS</b>					
A) SPICER HOUSE - PARKS & REC. OFFICE	233	\$ 170			\$ 170
C) TOWN HALL COMPLEX	234	\$ 240			\$ 240
D) GROTON PUBLIC LIBRARY	235	\$ 90			\$ 90
K) GOLF COURSE FACILITIES - CLUB HOUSE	236	\$ 400			\$ 400
M) POLICE	237		\$ 230	LoCIP	\$ 230
O) GROTON AMBULANCE	238	\$ 45			\$ 45
P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	239	\$ 95			\$ 95
Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	240	\$ 95			\$ 95
R) SENIOR CENTER	241	\$ 40	\$ 15	Rec. & Sr. Activities Fund	\$ 55
<b>SUBTOTAL</b>		<b>\$ 1,175</b>	<b>\$ 245</b>	<b>\$ -</b>	<b>\$ 1,420</b>
<b>7) TECHNOLOGY</b>					
A) INFORMATION TECHNOLOGY INFRASTRUCTURE	242	\$ 191			\$ 191
G) PHONE SYSTEM	243	\$ 25			\$ 25
L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	244	\$ 38			\$ 38
M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	245	\$ 38			\$ 38
<b>SUBTOTAL</b>		<b>\$ 292</b>	<b>\$ -</b>		<b>\$ 292</b>
<b>8) PLANNING AND ECONOMIC DEVELOPMENT</b>					
A) ECONOMIC ASSISTANCE FUND	246	\$ 50			\$ 50
D) STRATEGIC RESILIENCY PLAN	247	\$ 85			\$ 85
F) DOWNTOWN MYSTIC PARKING MANAGEMENT	248	\$ 25	\$ 25	Town of Stonington	\$ 50
<b>SUBTOTAL</b>		<b>\$ 160</b>	<b>\$ 25</b>		<b>\$ 185</b>
<b>9) ENERGY EFFICIENCY AND CONSERVATION</b>					
<b>SUBTOTAL</b>		<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>10) WATER POLLUTION CONTROL FACILITY</b>					
A) SEWER LINE INFRASTRUCTURE REPAIR	249		\$ 50	WPCF User Fees	\$ 299
B) PUMP STATIONS	250		\$ 1,425	WPCF User Fees	\$ 1,425
<b>SUBTOTAL</b>		<b>\$ -</b>	<b>\$ 1,475</b>		<b>\$ 1,475</b>
<b>TOTAL</b>		<b>\$ 3,162</b>	<b>\$ 3,651</b>		<b>\$ 6,813</b>

CAPITAL PROJECTS - FYE 2021 to FYE 2026 (000)					
PROJECT	Source of Funds			Other Funding Source	Total Costs Over Six-Year CIP
	Capital Reserve Fund	General Obligation Bonds	Other		
<b>1) ROADS</b>					
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	\$ -	\$ -			\$ -
B) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	\$ 300				\$ 300
C) GROTON LONG POINT BRIDGE RECONSTRUCTION	\$ -	TBD			\$ -
D) REPLACEMENT OF OUTDATED ROADSIDE BARRIER SYSTEMS	\$ -		\$ 350	LOTICIP	\$ 350
E) ROAD RECONSTRUCTION - MAIN STREET NOANK	\$ 55	TBD			\$ 55
F) NORTH STONINGTON ROAD BRIDGE	\$ 318		\$ 915	Town of Stonington - \$318,000, Local Bridge Program-\$597,000	\$ 1,233
G) ROAD UNDERPASSES	\$ 165		\$ 2,200	LOTICIP	\$ 2,365
H) BRIDGE REPAIR	\$ 45				\$ 45
<b>SUBTOTAL</b>	<b>\$ 883</b>	<b>\$ -</b>	<b>\$ 3,465</b>		<b>\$ 4,348</b>
<b>2) DRAINAGE AND WATERSHED PROTECTION</b>					
A) CULVERT REHABILITATION	\$ 195		\$ 195	Local Bridge Program	\$ 390
B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	\$ 70				\$ 70
C) FISH TOWN ROAD IMPROVEMENTS	\$ 184		\$ 1,250	LOTICIP	\$ 1,434
D) ESKER POINT BEACH MANAGEMENT PLAN	\$ 50				\$ 50
<b>SUBTOTAL</b>	<b>\$ 499</b>	<b>\$ -</b>	<b>\$ 1,445</b>		<b>\$ 1,944</b>
<b>3) SIDEWALKS</b>					
A) MYSTIC STREETScape - PHASE III	\$ 248		\$ 1,600	HPP Grant	\$ 1,848
B) REPLACEMENT SIDEWALK CONSTRUCTION	\$ 55				\$ 55
<b>SUBTOTAL</b>	<b>\$ 303</b>	<b>\$ -</b>	<b>\$ 1,600</b>		<b>\$ 1,903</b>
<b>4) PARKS AND RECREATION</b>					
A) FACILITIES IMPROVEMENTS	\$ 790		\$ 755	LoCIP	\$ 1,545
B) TRAIL IMPROVEMENT PROGRAM	\$ 449		\$ -		\$ 449
C) GOLF COURSE IMPROVEMENT PLAN	\$ 2,053				\$ 2,053
D) PARK IMPROVEMENT/ADA COMPLIANCE	\$ 430		\$ 41	LoCIP	\$ 471
E) ATHLETIC FIELD DEVELOPMENT	\$ 357				\$ 357
F) WALKING PATHS	\$ 30				\$ 30
<b>SUBTOTAL</b>	<b>\$ 4,109</b>	<b>\$ -</b>	<b>\$ 796</b>		<b>\$ 4,905</b>
<b>5) EDUCATION</b>					
A) FITCH HIGH SCHOOL ATHLETIC FACILITIES	\$ 200				\$ 200
B) DISTRICT STORAGE	\$ 125				\$ 125
C) NORTHEAST ACADEMY AIR QUALITY	\$ 1,304				\$ 1,304
D) VIDEO SURVEILLANCE SYSTEM	\$ 180				\$ 180
E) STEM EDUCATION CENTER	\$ 750				\$ 750
F) SCHOOL KITCHEN DISHWASHING EQUIP.	\$ 120				\$ 120
<b>SUBTOTAL</b>	<b>\$ 2,679</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 2,679</b>
<b>6) PUBLIC BUILDINGS</b>					
A) SPICER HOUSE - PARKS & REC. OFFICE	\$ 170				\$ 170
B) WASTE DECANT FACILITY	\$ 75				\$ 75
C) TOWN HALL COMPLEX	\$ 1,710				\$ 1,710
D) GROTON PUBLIC LIBRARY	\$ 670				\$ 670
E) TOWN HALL ANNEX COMPLEX - FLEET AND ROADS/STREETS FACILITY	\$ 125				\$ 125
F) VACANT SCHOOL PROPERTIES	\$ 150				\$ 150
G) TOWN HALL ANNEX COMPLEX - PARKS MAINTENANCE BUILDING	\$ 840				\$ 840
H) JABEZ SMITH HOUSE	\$ 160				\$ 160
I) GOLF COURSE FACILITIES - MAINTENANCE BUILDING	\$ 395				\$ 395
J) CONSTRUCTION OF PERMANENT VEHICLE WASH FACILITY	\$ 2,245				\$ 2,245
K) GOLF COURSE FACILITIES - CLUB HOUSE	\$ 750				\$ 750
L) LEASED BUILDINGS	\$ 200				\$ 200
M) POLICE	\$ 609		\$ 230	LoCIP	\$ 839
N) TOWN HALL ANNEX COMPLEX - 20 BAY GARAGE	\$ 145				\$ 145
O) GROTON AMBULANCE	\$ 45				\$ 45
P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	\$ 295				\$ 295
Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	\$ 95				\$ 95
R) SENIOR CENTER	\$ 40		\$ 15	Rec. & Sr. Activities Fund	\$ 55
<b>SUBTOTAL</b>	<b>\$ 8,719</b>	<b>\$ -</b>	<b>\$ 245</b>		<b>\$ 8,964</b>
<b>7) TECHNOLOGY</b>					
A) INFORMATION TECHNOLOGY INFRASTRUCTURE	\$ 1,721				\$ 1,721
B) ENTERPRISE RESOURCE PLANNING	\$ 334				\$ 334
C) ENTERPRISE INFORMATION MANAGEMENT SYSTEM (EIMS) ACQUISITION	\$ 1,023				\$ 1,023
D) IT SECURITY	\$ 150				\$ 150
E) NETWORK FIBER INSTALLATION	\$ 781				\$ 781
F) SQUAD CAR/BODY CAMS - PUBLIC SAFETY	\$ 285				\$ 285
G) PHONE SYSTEM	\$ 25				\$ 25
H) GIS ASSESSMENT/STRATEGIC PLAN	\$ 50				\$ 50
I) ELECTRONIC DOCUMENT MANAGEMENT SYSTEM	\$ 300				\$ 300
J) ANIMAL SHELTER MANAGEMENT SOFTWARE	\$ 30				\$ 30
K) AUTOMATED LICENSE PLATE READERS	\$ 20				\$ 20
L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	\$ 50				\$ 50
M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	\$ 184				\$ 184
<b>SUBTOTAL</b>	<b>\$ 4,953</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 4,953</b>
<b>8) PLANNING AND ECONOMIC DEVELOPMENT</b>					
A) ECONOMIC ASSISTANCE FUND	\$ 300				\$ 300
B) OPEN SPACE ACQUISITION	\$ 125				\$ 125
C) GATEWAY/WAYFINDING SIGN PROJECT	\$ 150		\$ 100	Econ. Assistance Fund	\$ 250
D) STRATEGIC RESILIENCY PLAN	\$ 85				\$ 85
E) MYSTIC COASTAL ACCESS TRAIL AND SIGNAGE PROGRAM	\$ 280				\$ 280
F) DOWNTOWN MYSTIC PARKING MANAGEMENT	\$ 25		\$ 25	Town of Stonington	\$ 50
<b>SUBTOTAL</b>	<b>\$ 965</b>	<b>\$ -</b>	<b>\$ 125</b>		<b>\$ 1,090</b>
<b>9) ENERGY EFFICIENCY AND CONSERVATION</b>					
A) NATURAL GAS CONVERSIONS	\$ 85				\$ 85
<b>SUBTOTAL</b>	<b>\$ 85</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 85</b>
<b>10) WATER POLLUTION CONTROL FACILITY</b>					
A) SEWER LINE INFRASTRUCTURE REPAIR			\$ 1,152	WPCF User Fees	\$ 1,152
B) PUMP STATIONS			\$ 5,801	WPCF User Fees	\$ 5,801
C) TREATMENT FACILITY			\$ 2,270	WPCF User Fees	\$ 2,270
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,223</b>		<b>\$ 9,223</b>
<b>TOTAL</b>	<b>\$ 23,195</b>	<b>\$ -</b>	<b>\$ 16,899</b>		<b>\$ 40,094</b>

**CAPITAL PROJECTS - FYE 2021 (000)**

**FYE 2021 TO FYE 2026**

**PROGRAM SUMMARY (000)**

ACTIVITY	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
1) ROADS	C,G,O	1278	545	325	2200	0	0	4348
2) DRAINAGE AND WATERSHED PROTECTION	C,O	435	259	0	1250	0	0	1944
3) SIDEWALKS	C,O	55	150	1698	0	0	0	1903
4) PARKS AND RECREATION	C,G,O	1144	1392	688	670	511	500	4905
5) EDUCATION	C	529	1350	200	200	200	200	2679
6) PUBLIC BUILDINGS	C	1420	1714	4695	1090	0	45	8964
7) TECHNOLOGY	C	292	1425	832	742	1324	338	4953
8) PLANNING AND ECONOMIC DEVELOPMENT	O,C	185	355	325	75	75	75	1090
9) ENERGY EFFICIENCY AND CONSERVATION	C	0	85	0	0	0	0	85
10) WATER POLLUTION CONTROL FACILITY	O	1475	2220	1112	832	1468	2116	9223
<b>TOTAL</b>	<b>C,G,O</b>	<b>6813</b>	<b>9495</b>	<b>9875</b>	<b>7059</b>	<b>3578</b>	<b>3274</b>	<b>40094</b>
Capital Reserve Fund	C	3162	6875	7113	2777	2110	1158	23195
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	3651	2620	2762	4282	1468	2116	16899

**CAPITAL PROJECTS - FYE 2020 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

1) ROADS	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	G	0	0	0	0	0	0	0
B) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	C	0	30	270	0	0	0	300
C) GROTON LONG POINT BRIDGE RECONSTRUCTION	G	0	TBD	0	0	0	0	0
D) REPLACEMENT OF OUTDATED ROADSIDE BARRIER SYSTEMS	O	0	350	0	0	0	0	350
E) ROAD RECONSTRUCTION - MAIN STREET NOANK	C,G	0	0	55	0	0	0	55
F) NORTH STONINGTON ROAD BRIDGE	O,C	1233	0	0	0	0	0	1233
G) ROAD UNDERPASSES	C,G	0	165	0	2200	0	0	2365
H) BRIDGE REPAIR	C	45	TBD	0	0	0	0	45
<b>TOTAL</b>	<b>C,G,O</b>	<b>1278</b>	<b>545</b>	<b>325</b>	<b>2200</b>	<b>0</b>	<b>0</b>	<b>4348</b>
Capital Reserve Fund	C	363	195	325	0	0	0	883
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	915	350	0	2200	0	0	3465

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	ACTIVITY/DEPARTMENT 1) ROADS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for funding the entire road network of 132 center line miles (Town, City, and Groton Long Point) of accepted roads. A pavement management study was completed for the entire network. This formal evaluation provided a systematic, consistent approach to the evaluation of the present condition of the road surface. It is used to prioritize the repairs. It is not intended to replace sound engineering judgment, which should dictate specific needs for an individual project. All roads identified in this project fall under the definition of needing rehabilitation. This is defined as milling the top two inches of old asphalt from the surface and replacing with new asphalt or full depth reclamation, where the asphalt is ground up and mixed with the base to establish a new base and then resurfaced with three to five inches of new asphalt. Pavement maintenance and repair activities are not to be funded under this project. These are found in the operating budgets of the respective subdivisions.

A referendum was approved in November 2012 totaling \$11,200,000 to fund pavement management activities in the three areas of the Town for the next five years. The Town's portion was \$6,364,800, the City's portion was \$3,542,011, and Groton Long Point's portion was \$986,703. The remaining funds will be used for paving projects scheduled for 2020. A new pavement management survey will be complete in March 2020 in time for a November 2021 bond referendum.

Historical data for the Town shows a reduction of pavement area by 1% results in future savings in maintenance repair costs.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	G		TBD					0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>G</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT B) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	ACTIVITY/DEPARTMENT 1) ROADS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for traffic signals installed at the intersections of Town roads; locations that control traffic from a private driveway onto a town road, or a town driveway onto a State road, installed at the Town's request. All other locations are the responsibility of the State DOT. Currently, the Town has four locations where traffic signals are town owned. Those are Military Highway/Crystal Lake Road, Gungywamp Road/Briar Hill Road, Poquonnock Road/Village Lane, and Route 1/Harry Day Drive.

Funds were approved in FYE 09 for a traffic engineer to review each of the intersections and prepare a report of the condition of existing equipment, the continuing need for the traffic signals, a recommended replacement schedule, and cost estimates. This report identified Military Highway at Crystal Lake Road (addressed with the reconstruction of that road), Gungywamp Road at Briar Hill Road (completed), Poquonnock Road at Village Lane, Route 1 at Harry Day Drive (completed), and the elimination of a signal at Bridge Street at Kings Highway (completed).

Programmed for FYE 22 are funds (\$30,000) for the design of a traffic signal replacement at the intersection of Poquonnock Road and Village Lane.

Programmed for FYE 23 are funds (\$270,000) for the traffic signal replacement at Poquonnock Road and Village Lane. This will complete the upgrade to Town owned traffic signals.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		30					30
B. Land and Right of Way								0
C. Construction	C			270				270
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>30</b>	<b>270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT C) GROTON LONG POINT BRIDGE RECONSTRUCTION	ACTIVITY/DEPARTMENT 1) ROADS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Town retained AECOM, a bridge consultant, to prepare an engineering investigation and a study of options for the rehabilitation or replacement of the Groton Long Point Bridge over Palmer's Cove, including the approach causeways. This study was necessitated by the deteriorating condition of the bridge and the concerns regarding the capability of the bridge and causeway to withstand a storm surge. The last inspection rated the bridge as poor. The study was completed and presented to the Town Council in October 2013. The previous Town Council selected "Option 2" which calls for the replacement of the superstructure, repair of the causeway, rehabilitation of the substructure, and the installation of a separate sidewalk and elevated boardwalk.

Approved in FYE 19 were funds (\$300,000) to revisit the guidance provided by the previous Council in the selection of an option, and complete preliminary engineering. Grant opportunities and permitting requirements will be identified to prepare for a FYE 22 (November 2021) bond referendum to fund the design and construction. It is anticipated that the cost for the project will be in the range of \$3.5 to \$4.5 million.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	G		TBD					TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>G</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT D) REPLACEMENT OF OUTDATED ROADSIDE BARRIER SYSTEMS	ACTIVITY/DEPARTMENT 1) ROADS
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DESCRIPTION/PURPOSE/JUSTIFICATION

Roadside barriers are longitudinal barriers used to prevent a vehicle from leaving the roadway and striking a fixed object or terrain feature that is considered more hazardous than the barrier itself. Many of our existing systems do not meet current standards and may even cause more damage than what they are intended to prevent. Therefore, Public Works is conducting an inventory and analysis of the condition of the existing systems. For each location, staff will review the most current information from the American Association of State Highway and Transportation Officials, U.S. Department of Transportation, Federal Highway Administration, and State of Connecticut Department of Transportation Form 817 to determine if a barrier system is required and, if so, determine the proper barrier system to be installed.

Programmed for FYE 22 are funds (\$350,000) to replace approximately 1,500 linear feet of outdated barriers with metal beam barrier systems meeting current standards along town accepted roads.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O		350					350
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O</b>	<b>0</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTICIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT E) ROAD RECONSTRUCTION - MAIN STREET NOANK	ACTIVITY/DEPARTMENT 1) ROADS
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DESCRIPTION/PURPOSE/JUSTIFICATION

Main Street, Noank has deteriorated to a point where it must be reconstructed. The cost effective strategy as defined in our Pavement Management Program is to perform rehabilitation and maintenance on any road whose Pavement Management Index is 50 or greater. This road falls below that level and is programmed for reconstruction under this separate project and funding.

To properly reconstruct the pavement on Main Street, several components of the road must be addressed including drainage, sidewalks (existing and proposed), utilities, and the character of the road in relationship to the surroundings. These components must be chosen before design is started.

Main Street is about 1,500 feet in length with widths varying from 28 to 39 feet. Existing drainage is a mix of catch basins and drainage swales. Existing sidewalks are concrete or asphalt with granite and asphalt curbing.

Construction sequencing will be important to minimize the impact on the marinas and restaurants during the summer.

Programmed for FYE 23 are funds (\$55,000) to prepare the concept plan for the reconstruction of the road and to conduct a public engagement program. If these funds are approved, design funds will be programmed in FYE 24 to prepare a primary design so that detailed cost estimated can be provided for a bond referendum scheduled for November of 2024.

RECOMMENDED FINANCING

	Source of Funds*	Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C			55	TBD			55
B. Land and Right of Way								0
C. Construction	G						TBD	TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C,G	0	0	55	0	0	0	55

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
F) NORTH STONINGTON ROAD BRIDGE	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

In March 2010 the North Stonington Road Bridge, which straddles Groton and Stonington, was in poor condition following a 500 year storm. Groton and Stonington hired an engineering firm to perform an inspection and load rating analysis of the bridge. The inspection revealed that the superstructure should be repaired or replaced, and a weight restriction was placed on the bridge. The condition of the bridge was not a result of the flooding.

Funding was approved in FYE 12 to design the repair work and the cost was shared 50/50 with Stonington. Groton's share for the design and construction of the repairs was \$50,000. Repair work began on the bridge in June 2012. It became clear that the deck would have to be replaced, something not anticipated at the start of work. Work stopped and the engineer estimated the cost of deck replacement to be \$200,000 or replacement of the entire superstructure to be \$750,000.

On March 31, 2014, with Town Council authorization, a settlement was reached with the original engineering firm for \$90,000. These funds were used to hire a consulting engineering firm to investigate the existing abutments and proposed alternatives to reestablish the bridge. That investigation has been completed and reviewed with the Town of Stonington.

A preliminary application was awarded for a 50% grant through the State's Local Bridge Program in FYE 16 to replace the entire bridge.

Requested for FYE 21 are funds (\$36,000) to complete the design and funds (\$1,197,000) for construction, project inspection and contract administration to replace the bridge. It is estimated that the grant will cover \$597,000, with the remaining \$600,000 shared 50/50 between the towns of Groton and Stonington.

The

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	18						18
	C	18						18
B. Land and Right of Way								0
C. Construction	O	897						897
	C	300						300
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C,O	1233	0	0	0	0	0	1233

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (Town of Stonington - \$318,000; Local Bridge Program - \$597,000)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
G) ROAD UNDERPASSES	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Amtrak rail line overpasses at both Poquonnock Road (local road) and South Road (State Route 649) currently have less than 14' of vertical clearance. AASHTO - Geometric Design of Highways and Streets requires a minimum vertical clearance over an entire roadway width of 14' with an additional allowance for future resurfacing. Some roadways (defense use) are parts of systems or routes for which a minimum vertical clearance of 16' is required. The proximity of the Groton New London Airport (within a mile of both overpasses) and the Town emergency operations on these routes make the 16' vertical clearance desirable at these locations.

Both overpasses have been hit by trucks in the past. Additionally the South Road overpass has poor drainage and is frequently flooded by the nearby Poquonnock River.

In 2006, Purcell Associates was retained by the Town of Groton to conduct an engineering study to explore the feasibility and the associated impacts of increasing vertical clearances at these overpasses. A number of options were evaluated and funding sources were identified. These options and sources are identified in the 1H addendum sheet.

The focus of this project is the Poquonnock Road underpass.

Programmed for FYE 22 are funds (\$165,000) to hire an engineering firm to prepare the design of this project.

Programmed for FYE 24 are funds to lower Poquonnock Road (\$2,200,000). FYE 22 and 24 figures will be refined after the updated study has been completed.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		165					165
B. Land and Right of Way								0
C. Construction	G				2200			2200
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,G</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>2200</b>	<b>0</b>	<b>0</b>	<b>2365</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL (ADDENDUM)

PROJECT	ACTIVITY/DEPARTMENT
G) ROAD UNDERPASSES (Continued)	1) ROADS

ADDITIONAL INFORMATION

The options evaluated included the following:

- A. Raising the overpass structure and regrading the rail approaches
- B. Lowering the roadway under the overpass
- C. A combination of both A and B above
- D. Replacing the existing overpass structure with shallower depth beams
- E. Obtaining the required vertical clearance while replacing the abutments to widen the roadway at the South Road overpass

Evaluation of each option included the development of a conceptual layout identifying the limits of construction along the railroad and/or the existing roadway and the potential impacts to adjacent properties or to other railroad structures as a result of the proposed changes to the existing railroad/roadway profiles. The evaluation included the consideration of relocating utilities either temporarily or on a permanent basis.

The study researched potential State and Federal funding sources along with all necessary local, State, and Federal permits for each option. The following sources of funding (grants) were identified. It is important to note that most funding sources will still require the Town to come up with 20% of the total project costs as matching funds. It is likely that additional funding sources will be available for South Road because it is a state road.

- A. Potential Funding Sources for South Road:
  - 1. Southeastern Connecticut Council of Governments (SCCOG)
  - 2. Surface Transportation Fund (STP- Anywhere)
  - 3. Equity Bonus Program
  - 4. Minimum Guarantee Program
  
- B. Potential Funding Sources for Poquonnock Road:
  - 1. Southeastern Connecticut Council of Governments (SCCOG)
  - 2. Surface Transportation Fund (STP- Urban or Other Urban)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
H) BRIDGE REPAIR	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for the maintenance of 12 bridges that consist of boxed culverts, concrete slabs and multiple beams with concrete slabs within the Town. Many of these structures were addressed in the 1980's and 90's with major renovations or replacements.

The State Department of Transportation has completed inspections of municipal bridges under 20 feet in 2016 and has rated two of the structures in the "Fair or Worse" category:

- North Stonington Road Bridge (separate project see 1)G)
- Thomas Road over Birch Plain Creek

DOT's recommendations are to retain the services of a qualified engineering firm to fully inspect those structures and perform the rehabilitation of the bridges.

Other previous State inspections have noted bridge joint deterioration of the Meridian Street Extension Bridge which crosses the Amtrak rail line.

Requested for FYE 21 are funds (\$45,000) to hire a bridge engineering firm to conduct the inspection and make recommendations for repair of the Thomas Road over Birch Plain Creek and the Meridian Street Extension Bridge.

Programmed for FYE 22 are funds (TBD) to address the Meridian Street Extension Bridge and the Thomas Road Bridge.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	45						45
B. Land and Right of Way								0
C. Construction	C		TBD					TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>TBD</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

**CAPITAL PROJECTS - FYE 2020 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

2) DRAINAGE AND WATERSHED PROTECTION	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) CULVERT REHABILITATION	C,O	390	0	TBD	0	0	0	390
B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	C	45	25	TBD	TBD	0	0	70
C) FISHTOWN ROAD IMPROVEMENTS	C,O	0	184	0	1250	0	0	1434
D) ESKER POINT BEACH MANAGEMENT PLAN	C	0	50	0	0	0	0	50
<b>TOTAL</b>	<b>C,O</b>	<b>435</b>	<b>259</b>	<b>0</b>	<b>1250</b>	<b>0</b>	<b>0</b>	<b>1944</b>
Capital Reserve Fund	C	240	259	0	0	0	0	499
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	195	0	0	1250	0	0	1445

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) CULVERT REHABILITATION	2) DRAINAGE AND WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

There are several stream crossings with our local roads that need the pipes replaced due to failure, the road crossing realigned/widened to allow for safer passage of vehicle or, to allow the increase of water to flow through them.

A number of stream crossings should be renovated, making them safer for vehicles, adding protection for the watercourse and providing protection downstream of the road crossing in the case of overtopping. This project is consistent with the Town of Groton Hazard Mitigation Plan.

Requested for FYE 21 are funds (\$390,000) for the design and replacement of the deteriorated culverts on Quaker Farm Road. This crossing has been closed for two years due to the failure of the twin metal pipes. It is anticipated that this culvert qualifies under the State DOT Local Bridge Program for a 50% grant.

Programmed for FYE 23 are funds (TBD) for the replacement of the old stone culvert on River Road, opposite house #901. The existing culvert is in a deteriorated state and numerous temporary repairs have been made.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	30						30
	C	30						30
B. Land and Right of Way								
C. Construction	O	165						165
	C	165		TBD				165
D. Equipment								
E. Other Costs								
<b>Total</b>	<b>C,O</b>	<b>390</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>390</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (State DOT Local Bridge Program)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT B) LOCAL DRAINAGE IMPROVEMENTS/ NEW INSTALLATIONS	ACTIVITY/DEPARTMENT 2) DRAINAGE AND WATERSHED PROTECTION
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DESCRIPTION/PURPOSE/JUSTIFICATION

Drainage systems are installed to control flooding, prevent erosion, improve water quality, and protect public and private property from damage. All new systems are designed to current Town of Groton Road and Drainage Standards. This project funds local drainage system improvements consisting of 1) installation of new local drainage systems, 2) retrofits of existing systems and 3) mandated modifications required by current Federal and State permit requirements for MS4s.

Mandated by the Department of Energy and Environmental Protection's Small Municipal Separate Storm Sewer Systems (MS4s) General Permit, the Town must develop, implement and enforce best management practices for 6 minimum control measures. While some of these are administrative in nature and the cost will be programmed in the annual operating budget, several will require modification to the drainage system and the impervious areas that drain into the system.

Requested for FYE 21 are funds (\$45,000) to study the repeated flooding of Casino Road. The road is covered in stormwater after various rain events. The stormwater is draining from what appears to be an intermittent water course along the east side of the Amtrak right of way to a tidal wetland south of Casino Road. Future projections of sea level rise in this area show local water over the road impacts to the road occurring monthly. This study will identify options and costs to improve the drainage.

Programmed for FYE 22 are funds (\$25,000) for design and permitting of new a new drainage system in response to a citizen's concern regarding the lack of drainage on the developed section of Lambtown Road. During moderate rains, the water flows in the gutter up to 4 feet wide and exits overland at the low point flooding yards. Construction will be done in either FYE 22 or FYE 23 if funding is provided.

Programmed for FYE 23 through FYE 24 are funds (TBD) to implement the mandates of the MS4s permit.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	45	25					70
B. Land and Right of Way								0
C. Construction	C			TBD	TBD			TBD
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>45</b>	<b>25</b>	<b>TBD</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>70</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) FISHTOWN ROAD IMPROVEMENTS	2) DRAINAGE & WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

Recurring flooding events in recent years have effectively prevented east/west traffic movements through the Fishtown Road/Route 1 intersection. Eccleston Brook floods the intersection of Route 1, Noank Ledyard Road, and Fishtown Road even 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 in Route 1. The brook was previously relocated during sewer line installation in the 1970s. The brook is home to a native brown trout population.

Approved in FYE 14 were funds to identify alternatives to redesign the storm water system from Bel-Aire Drive south to the driveway crossing at 113 Fishtown Road to include the best management practices for sediment removal. The consultant's study also examined the existing poor turning geometries and the lack of safe crossing for pedestrians and bicycles.

Programmed for FYE 22 are funds (\$184,000) for design and considerable permitting with construction programmed for FYE 23 (\$1,250,000). The Town will be applying for Local Transportation Capital Improvement Program (LOTICIP) funds from the State available through the Southeastern Connecticut Council of Governments for construction. This program requires the Town to fund the design.

This project is consistent with the Town of Groton Hazard Mitigation Plan.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		184					184
B. Land and Right of Way								0
C. Construction	O				1250			1250
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>0</b>	<b>184</b>	<b>0</b>	<b>1250</b>	<b>0</b>	<b>0</b>	<b>1434</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTICIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) ESKER POINT BEACH MANAGEMENT PLAN	2) DRAINAGE & WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

Esker Point Beach Park features a manmade beach located between Esker Point and the Noble Avenue neighborhood to the east. It was developed in order to provide for waterfront beach access and a recreation facility for all Town residents to enjoy.

The Beach Management Plan developed in 2017 identified a number of steps to address the instability of beach sand. Recommended measures such as installation of a snow fence to trap sand and planting beach grass have been implemented. The Plan identified stormwater discharge outlets at the beach that erode beach sand during storm events. It recommends the review of the drainage system that outlets at the beach to develop a system that would reduce sand loss through beach erosion. This review can be done in-house by Engineering staff. Sand loss through both surface water and groundwater flow has negatively impacted the volleyball courts and the sandy beach.

Programmed for FYE 22 are funds (\$50,000) to rehabilitate the Marsh Road drainage discharge piping from the vault to the daylight end of the pipe into the cove.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C		50					50
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	0	50	0	0	0	0	50

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

**CAPITAL PROJECTS - FYE 2020 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

3) SIDEWALKS	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) MYSTIC STREETSCAPE - PHASE III	C,O	0	150	1698	0	0	0	1848
B) REPLACEMENT SIDEWALK CONSTRUCTION	C	55	0	0	0	0	0	55
<b>TOTAL</b>	<b>C,O</b>	<b>55</b>	<b>150</b>	<b>1698</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1903</b>
Capital Reserve Fund	C	55	150	98	0	0	0	303
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	0	0	1600	0	0	0	1600

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) MYSTIC STREETScape - PHASE III	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

After completion of Mystic Streetscape - Phase II, the State notified the Town that funding is available to complete a small Phase III project. It will allow the completion of some items not included in Phase I and Phase II and to include additional areas in the Mystic area. (Federal Funding is earmarked for the Mystic area).

The projects in the Mystic area include:

- the purchase of additional waste containers and signage
- extension of sidewalks are along Noank Road from the Phase II project limits south to the intersection with High/Latham Streets and Fort Rachel Place
- construction of sidewalks along the local portion of Water Street
- rehabilitation of the memorial at the intersection of Route 1 and Library Street
- replacement of the stairs and concrete walk from Bank Street to Pearl Street
- replacement of sidewalks on Allyn Street from Route 1 to the existing sidewalk on the north and the construction of a new infill sidewalk on the west side of Allyn Street
- replacement of sidewalks on West Main Street from High Street to Allyn Street and on a portion of Library Street from Route 1 to Elm Street.

Cost estimates have been developed for these projects.

The funding for this project remains at 80% Federal High Priority Project (HPP) grant and 20% local matching funds. The most recent discussions with CONNDOT indicate that a total project funding in the range of \$2.1 million is available. This amount is subject to change based on the closeout of Mystic Streetscape Phase II.

Funded in FYE 20 were funds (\$150,000) as the local match for design. Project design will begin by Spring 2020.

Programmed for FYE 22 and FYE 23 is the local match for the construction and construction administration. These numbers will be refined when the State and Local Agreements are authorized.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		150	98				248
B. Land and Right of Way								
C. Construction	O			1600				1600
D. Equipment								
E. Other Costs								
<b>Total</b>	C,O	0	150	1698	0	0	0	1848

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (HPP Grant)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) REPLACEMENT SIDEWALK CONSTRUCTION	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

This project funds the replacements of our existing sidewalk network totaling 650,000 linear feet of concrete and asphalt sidewalks. All replaced or repaired sections of sidewalks will provide ADA compliant ramps to make them accessible to all users.

Requested for FYE 21 are funds (\$55,000) to continue addressing the over 150 distressed areas identified on our existing sidewalk network that need attention.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C							0
B. Land and Right of Way								0
C. Construction	C	55						55
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

**CAPITAL PROJECTS - FYE 2020 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

4) PARKS AND RECREATION	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) FACILITIES IMPROVEMENTS	O,C	755	790	0	0	0	0	1545
B) TRAIL IMPROVEMENT PROGRAM	C	48	35	140	140	60	26	449
C) GOLF COURSE IMPROVEMENT PLAN	C	200	215	408	390	426	414	2053
D) PARK IMPROVEMENT/ADA COMPLIANCE	C,O	41	140	65	140	25	60	471
E) ATHLETIC FIELD DEVELOPMENT	C	100	182	75	0	0	0	357
F) WALKING PATHS	O	0	30	0	0	0	0	30
<b>TOTAL</b>	<b>C,G,O</b>	<b>1144</b>	<b>1392</b>	<b>688</b>	<b>670</b>	<b>511</b>	<b>500</b>	<b>4905</b>
Capital Reserve Fund	C	348	1392	688	670	511	500	4109
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	796	0	0	0	0	0	796

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) FACILITIES IMPROVEMENTS	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Sutton Park is Groton's community park and serves a diversity of users. The disinvestment in this park has resulted in a neglected facility. Requested for FYE 21 are funds (\$670,000) to revitalize Sutton Park, based on improvements identified in the 2009 Sutton Park Master Plan: (\$395,000) to complete the conversion of the asphalt surfacing to concrete, replacement of the "bowl" which was improperly designed when originally built, patching and replacing seams within the park to address safety concerns and removing portions of the fence around the skatepark, and (\$275,000) to construct an energy efficient bathroom to replace the port-o-let that currently serves the community park. The engineering and design will be done in-house.

Requested for FYE 21 are funds (\$85,000) to complete rebuilding the community dock project. Spicer Park is home to the town's rowing and paddling programs with user groups including Groton Parks and Recreation adaptive boating programs, the Groton Community Boating Club, the Noank Rowing Club and the Fitch High School Crew team. The decking on the stone pier became detached in the winter of 2017. A temporary patch has been made, however a more permanent solution is necessary. Using funds raised by the Groton Community Boating Club and the Noank Rowing Club, hired Docko Inc/GNCB to obtain necessary permits from CT DEEP and the Army Corps of Engineers, and develop plans to encapsulate the stone pier in concrete and to install rails to fix the problem and improve accessibility of the dock. \$20,000 of this project will come from the Community Boating account.

Programmed for FYE 22 are funds (\$15,000) to install wall padding in the community center gym to protect gym users. Currently there is only gym padding behind the two of the basketball courts. Also programmed are funds (\$120,000) to extend the bike path from Route 1 to Knoxville Court and the surrounding neighborhoods. (\$160,000) to install proper lighting to expand available skatepark use. (\$210,000) Replacing the existing playground that was installed in 1996, installing new safety surface material increasing ADA accessibility. (\$85,000) Implementing landscaping changes to create a more open, safe and inviting park. (\$25,000) Re-roofing pavilion. (\$175,000) Removing, redesigning and repaving the front parking lot.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	17						17
B. Land and Right of Way								0
C. Construction	O	738						738
	C		790					790
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O,C</b>	<b>755</b>	<b>790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1545</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP-\$735,000; Comm. Boating Acct.-\$20,000)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) TRAIL IMPROVEMENT PROGRAM	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

This project will continue the implementation of the 2004 Bicycle, Pedestrian and Trails Master Plan. The implementation of the master plan will create alternative transportation networks of bikeways, sidewalks and trails that link neighborhoods to work and recreation destinations.

Requested for FYE 21 are funds (\$48,000) for a bike path from Knoxville Court to Sutton Park. This project would include a combination of widening the road and striping Knoxville Court Midway Oval and Central Avenue

Programmed for FYE 22 are funds (\$35,000) to design and permit a bike path from the G&S Trolley Trail to Fitch High School.

Programmed for FYE 23 and FYE 24 are funds (\$140,000/yr.) to construct the bike path from G&S Trolley Trail to Fitch High School.

Programmed for FYE 25 are funds (\$60,000) to develop two sections of the project for a bike path from Depot Road to Thomas Road based on the recommendations from the consultant's study.  
Section 2 – 0.27 miles a 6 ft. wide on-road bike lane along depot Road with curbside parking on one side. Section 3 – 0.32 miles a 6 ft. wide on-road bike lane on Fort Hill Road with a 2 ft. wide striped buffer.

Programmed for FYE 26 are funds (\$26,000) to develop two additional sections of the project for a bike path from Depot Road to Thomas Road based on the recommendations from the consultant's study.  
Section 4 – 0.28 miles along South Road a 4 ft. wide on-road bike path with travel lanes reduced to 10 ft. wide.  
Section 5 – 0.18 miles Shared Lane Markings placed within the 12 ft. travel lanes to a point south of Tilcon.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		35					35
B. Land and Right of Way								0
C. Construction	C	48		140	140	60	26	414
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>48</b>	<b>35</b>	<b>140</b>	<b>140</b>	<b>60</b>	<b>26</b>	<b>449</b>

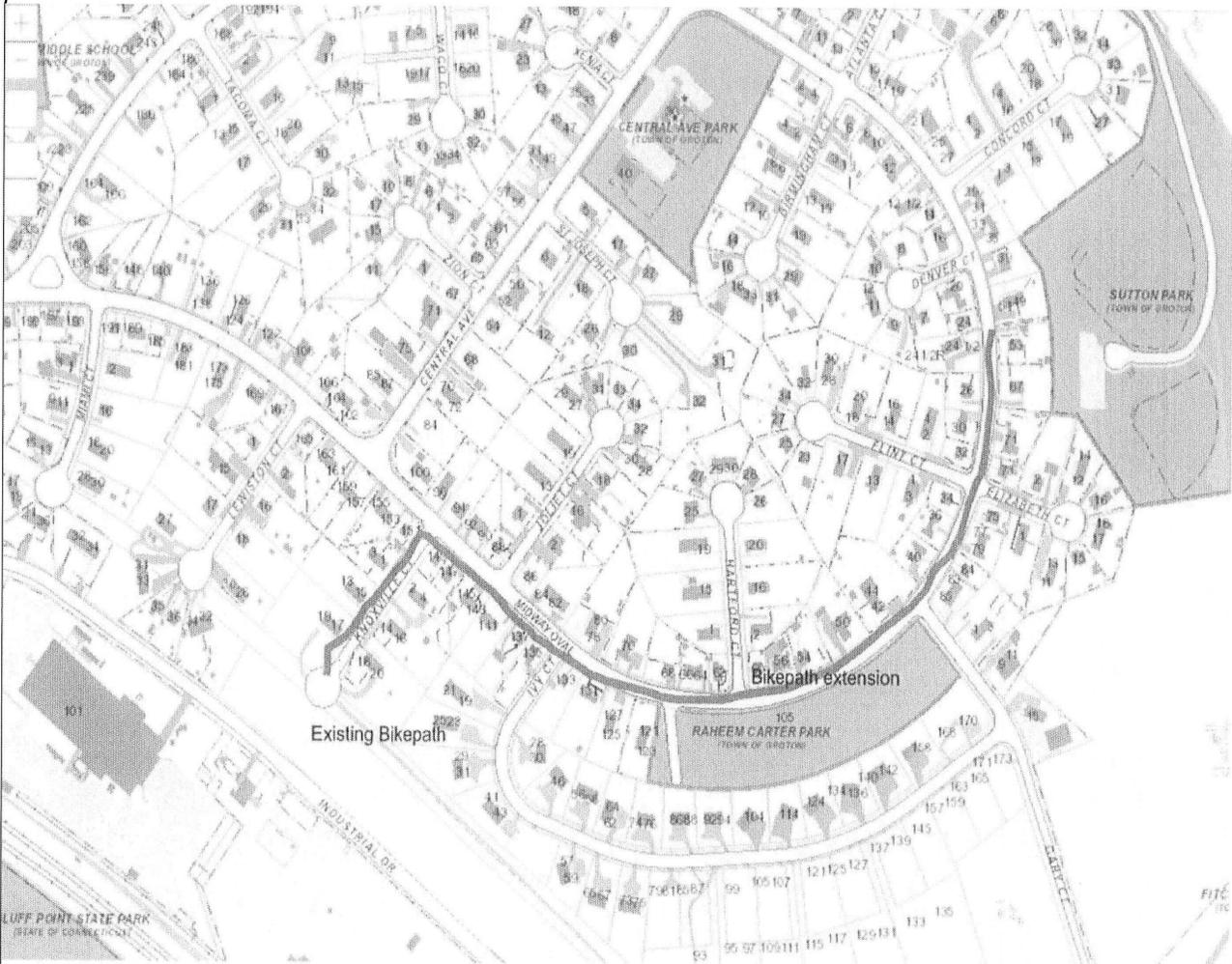
\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL (ADDENDUM)

PROJECT  
B) TRAIL IMPROVEMENT PROGRAM  
(Continued)

ACTIVITY/DEPARTMENT  
4) PARKS AND RECREATION

ADDITIONAL INFORMATION



CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) GOLF COURSE IMPROVEMENT PLAN	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Shennecosset Golf Course operates as a special revenue fund. It has been demonstrated that the revenue generated can support the golf course operations; however it is not enough to support capital improvements. Based on recommendation from the National Golf Foundation and the Master Plan from Mungeam Cornish Golf design Firm a series on necessary facility improvements to the golf course were identified. In 2019 the Master Plan was consolidated into a 5 year plan.

Requested for FYE 21 are funds (\$200,000) to restore approach and greenside bunkers on hole 4, rebuild cart path from 4 to 5 and greenside and fairway bunkers on a portion of 6.

Programmed for FYE 22 are funds (\$215,000) to renovate and restore fairway bunkers, expand and re-build tees n 3 and start renovating fairway bunkers on 5.

Programmed for FYE 23 are funds (\$408,000) to renovate and restore bunkers on holes 5, 6 and 7.

Programmed for FYE 24 are funds (\$390,000) to work on bunkers on hole 2, 8 and a part of hole 1.

Programmed for FYE 25 are funds (\$426,000) to work on bunkers on holes 12-17 and a portion of 18.

Programmed for FYE 26 are funds (\$414,000) to work of holes 9, 10, 11 and a portion of 18.

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	7	7	7	7	7	7	42
B. Land and Right of Way								0
C. Construction	C	193	208	401	383	419	407	2011
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>200</b>	<b>215</b>	<b>408</b>	<b>390</b>	<b>426</b>	<b>414</b>	<b>2053</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) PARK IMPROVEMENT/ADA COMPLIANCE	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Park Improvement Plan recommendations are based on the estimated life of a park asset, current life cycle and calculated replacement cost. The American with Disabilities Act (ADA) adopted new requirements for accessibility to parks and recreation facilities that took effect in 2012. Based on a review of 31 recreational facilities by Recreation Accessibility Consultants (RAC) and ADA Transitional Plan was developed.

Requested for FYE 21 are funds (\$41,000) for improvements to various parks: (\$11,000) to paint sealing the basketball court and painting pickle ball and basketball court lines behind community center; (\$10,000) to install a well in Central Bark dog park to provide access to water for dogs and patrons using the park; and (\$20,000) to complete renovating the Millwood Creek Disc Golf Course. Work includes new tee boxes, baskets and signage.

Programmed for FYE 22 are funds (\$140,000) for the replacement of Farquhar park playground equipment, poured in place safety surface material and installation of ADA compliant walkway from the parking lot to the playground.

Programmed for FYE 23 are funds to (\$65,000) to make improvements to the bathrooms at Calvin Burrows field to make them ADA compliant. Improvements include widening stalls, replacing toilets, sinks and installing grab bars.

Programmed for FYE 24 are funds (\$140,000) for the replacement of the playground equipment and poured in place safety surface material for the playground in Woodcrest Park. The renovations would make the playground ADA compliant.

Programmed for FYE 25 are funds (\$25,000) for the repainting of the tennis and basketball courts at Farquhar Park.

Programmed for FYE 26 are funds (\$60,000) for improvements to parks facilities to make them ADA compliant.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	41						41
	C		140	65	140	25	60	430
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C,O</b>	<b>41</b>	<b>140</b>	<b>65</b>	<b>140</b>	<b>25</b>	<b>60</b>	<b>471</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) ATHLETIC FIELD DEVELOPMENT	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

A Fields Needs Assessment was completed in in FYE 2015 and identified the need for four full size multi-purpose fields to meet the needs of the community. The assessment was partially updated in 2019 to reflect changes in the number of fields based on new school construction. The new assessment identified a shortage of 2.5 multipurpose fields. Investments in our current fields will help eliminate that shortage.

Requested for FYE 21 are funds (\$100,000) for the installation of an irrigation system and reconstructing (regrading and reseeding) of one athletic field at the community center. The field is used by high school, youth and adult athletic teams and the field is in poor condition. Irrigation and regrading will protect the investment by ensuring a healthy field able to sustain greater use.

Programmed for FYE 22 are funds (\$182,000) for lights for Community Center Field 1. Lights will extend the length of playable time, reducing the shortage of field availability.

Programmed for FYE 23 are funds (\$75,000) for installation of the irrigation system and reconstruction (regrading and reseeding) on Community Center Field 2.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	100	182	75				357
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>100</b>	<b>182</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

**PROJECT**

**ACTIVITY/DEPARTMENT**

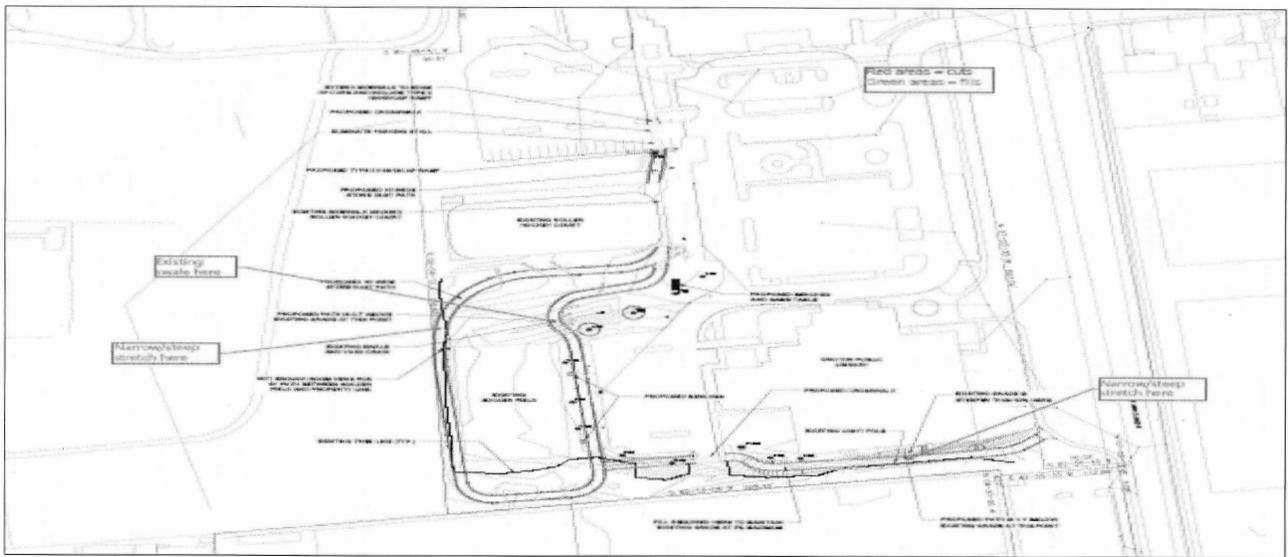
F) WALKING PATHS

4) PARKS AND RECREATION

**DESCRIPTION/PURPOSE/JUSTIFICATION**

Programmed for FYE 22 are funds (\$30,000) for a gravel walking path that includes a loop around the perimeter of the open space behind the Library. Located along the path will be a couple of artist designed benches and a small outdoor gaming (checkers/chess) area and seating creating a "Placemaking Space". The path will create an easily accessible walkway that will allow various walking/exercise programs in the Senior Center to expand and provide a place for residents to connect to the outdoors.

Future plans include connecting the walking path to the Reading Garden behind the Library. The abutting landowner is supportive of the concept of further expanding the walking path over to Route 1 near the Community Center.



**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O		30					30
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>

\*Funding

(C) Capital Reserve Fund

(G) General Obligation Bonds

(O) Other (Recreation Fund Balance and Grants)

**CAPITAL PROJECTS - FYE 2020 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

5) EDUCATION	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) FITCH HIGH SCHOOL ATHLETIC FACILITIES	C	0	200	0	0	0	0	200
B) DISTRICT STORAGE	C	125	0	0	0	0	0	125
C) NORTHEAST ACADEMY AIR QUALITY	C	104	400	200	200	200	200	1304
D) VIDEO SURVEILLANCE SYSTEM	C	180	0	0	0	0	0	180
E) STEM EDUCATION CENTER	C	0	750	0	0	0	0	750
F) SCHOOL KITCHEN DISHWASHING EQUIP.	C	120	0	0	0	0	0	120
<b>TOTAL</b>	<b>C</b>	<b>529</b>	<b>1350</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>2679</b>
Capital Reserve Fund	C	529	1350	200	200	200	200	2679
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	0	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL (ADDENDUM)

PROJECT

ACTIVITY/DEPARTMENT

SCHOOL NEEDS SUMMARY

5) EDUCATION

ADDITIONAL INFORMATION

Projects for various system upgrades and replacement at the schools are listed on the individual facility project sheets. However, there are longer term needs to maintain the educational and functional adequacy that are summarized below.

ELEMENTARY SCHOOLS

The projects shown on the individual project sheets are intended to maintain the adequacy of the facilities in their present configuration. However, to meet educational adequacy needs in the future, Charles Barnum and Mary Morrisson Schools will also require an expanded media center, a full-service kitchen, a larger cafetorium, a gymnasium, larger and redesigned administrative spaces, additional resource and remedial program spaces, appropriate instrumental and band program spaces, an art room, a space for the school based health center, and a larger space for the school nurse. In addition, the Board wants to highlight that HVAC, ADA, and Fire Code upgrades requested over the last nine years have not been funded. While both S. B. Butler and Claude Chester Schools have the same deficiencies, they are scheduled to be closed as part of the Groton 2020 Plan.

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) FITCH HIGH SCHOOL ATHLETIC FACILITIES	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

In addition to the regular use of the football field by the football team, the field is also used by the Groton Public Schools' lacrosse and soccer teams, as well as physical education classes. Because the playing field no longer drains properly, it is in need of upgrading. It will be necessary to regrade and recrown the field and sod the entire surface.

The addition of an irrigation system while work is performed will greatly enhance the continued maintenance by providing timed watering while also improving on the efficiency/cost of water usage.

Programmed for FYE 22 are funds (\$175,000) to sod and recrown the field and funds (\$25,000) for irrigation.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C		200					200
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> B) DISTRICT STORAGE BARNUM, CUTLER, WEST SIDE	<b>ACTIVITY/DEPARTMENT</b> 5) EDUCATION
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

The district currently uses the wood frame building on the Pleasant Valley Elementary School property to store school records, materials, supplies and equipment. The property will be turned over to the Town of Groton for marketing and sale. The district will be in need of 10,000 sq. ft. of secure storage to replace this building after June 2020.

The architects of the new elementary schools are reviewing plans to determine if the on-site portable buildings will be able to stay on the property for reuse. Should this not be possible the portable buildings from West Side STEM Magnet Middle School and Cutler Arts & Humanities Magnet Middle School would be moved to 1300 Flanders Road at an estimated cost of \$210,000.

Requested for FYE 21 are funds (\$50,000) to move the portable from Pleasant Valley Elementary to Charles Barnum Elementary; funds (\$50,000) to move the two portables currently on-site at Cutler Middle School to a new on-site location, and funds (\$25,000) to move one portable on-site as a construction trailer at West Side Middle School. If a suitable on-site location for the Cutler portables cannot be found, this request will be increased by \$160,000 to move them to Flanders Road.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	125						125
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) NORTHEAST ACADEMY AIR QUALITY	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

There have been concerns about excessive humidity in the Northeast Academy. The district contracted with the engineering firm Fuss & O'Neill to determine the cause and possible remedy for this issue. The study concluded with recommendations for both short and long term solutions.

The long-term recommendation in the engineering report is the replacement of the air handling units.

Requested for FYE 21 are funds (\$104,000) for short -term equipment upgrades.

Programmed for FYE 22 are funds (\$200,000) for site improvements.

Programmed for FYE 22 - 26 are funds (\$200,000/year) for replacement of the air handling units.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction			200					200
D. Equipment	C	104	200	200	200	200	200	1104
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>104</b>	<b>400</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1304</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) VIDEO SURVEILLANCE SYSTEM	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The new middle school has been designed to have a video surveillance system installed that will provide direct access to the Town of Groton Police Department. Video surveillance systems installed at Fitch High School, Northeast Academy, Catherine Kolnaski Magnet School, and Charles Barnum Elementary School would significantly increase student/staff safety.

Requested for FYE 21 are funds (\$180,000) for cameras with a ten-year warranty and a ten-year service agreement.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	180						180
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) STEM EDUCATION CENTER	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

It is suggested that the S.B. Butler Elementary School site be designated as the District STEM Education Center to include those teams and activities. This would include the Aluminum Falcons, etc. Should this come to fruition, the building would need some immediate attention including asbestos remediation. Additionally, a new roof is necessary to prevent further water intrusion.

Programmed for FYE 22 are funds (\$250,000) for asbestos remediation and funds (\$500,000) for a new roof.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C		750					750
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	0	750	0	0	0	0	750

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT F) SCHOOL KITCHEN DISHWASHING EQUIP.	ACTIVITY/DEPARTMENT 5) EDUCATION
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Groton Public School food service department is proposing to install dishwashing equipment at Fitch High School, Northeast Academy, Catherine Kolnaski and Charles Barnum Schools to support the town's plastics ban. This dishwashing equipment would allow the schools to eliminate paper/cardboard trays as well as plastic utensils. With the installation of the equipment, the kitchen staff would be able to wash fiberglass trays and metal utensils.

Estimated cost of the equipment at each school is:

- Fitch High School: \$30,000
- Northeast Academy: \$25,000
- Catherine Kolnaski Elementary School: \$25,000
- Charles Barnum School: \$25,000

The total estimated cost for installation of the dishwashers is \$15,000.

Requested for FYE 21 are funds (\$120,000) for purchase and installation of the equipment.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	105						105
E. Other Costs	C	15						15
<b>Total</b>	<b>C</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

FYE 2021 TO FYE 2026

PROJECT SUMMARY (000)

6) PUBLIC BUILDINGS	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) SPICER HOUSE - PARKS & REC. OFFICE		170	0	0	0	0	0	170
B) WASTE DECANT FACILITY	C	0	75	0	TBD	0	0	75
C) TOWN HALL COMPLEX	C	240	370	500	600	0	0	1710
D) GROTON PUBLIC LIBRARY	C	90	340	65	175	0	0	670
E) TOWN HALL ANNEX COMPLEX - FLEET AND ROADS/STREETS FACILITY	C	0	125	TBD	0	0	0	125
F) VACANT SCHOOL PROPERTIES	C	0	50	100	0	0	0	150
G) TOWN HALL ANNEX COMPLEX - PARKS MAINTENANCE BUILDING	C	0	25	815	0	0	0	840
H) JABEZ SMITH HOUSE	C	0	25	25	65	0	45	160
I) GOLF COURSE FACILITIES - MAINTENANCE BUILDING	C	0	45	350	0	0	0	395
J) CONSTRUCTION OF PERMANENT VEHICLE WASH FACILITY	C	0	45	2200	0	0	0	2245
K) GOLF COURSE FACILITIES - CLUB HOUSE	C	400	255	95	0	0	0	750
L) LEASED BUILDINGS	C	0	100	100	0	0	0	200
M) POLICE	C,O	230	59	300	250	0	0	839
N) TOWN HALL ANNEX COMPLEX - 20 BAY GARAGE	C	0	0	145	0	0	0	145
O) GROTON AMBULANCE	C	45	0	0	0	0	0	45
P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	C	95	200	0	0	0	0	295
Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	C	95	0	0	0	0	0	95
R) SENIOR CENTER	C,O	55	0	0	0	0	0	55
<b>TOTAL</b>	<b>C</b>	<b>1420</b>	<b>1714</b>	<b>4695</b>	<b>1090</b>	<b>0</b>	<b>45</b>	<b>8964</b>
Capital Reserve Fund	C	1175	1714	4695	1090	0	45	8719
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	245	0	0	0	0	0	245

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT A) SPICER HOUSE - PARKS & REC. OFFICE	ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Spicer House and Spicer Park properties were deeded to the Town on September 6, 1963 as a 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, which was built in 1826 and houses the Recreation Department office 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 to address the protection of historic resources.

The exterior of the Spicer House is deteriorating at an exponentially increasing rate. Although the entire exterior painted surfaces were abated of lead paint years ago, the shingles and trim were not replaced. Lead continues to leach from the wood, increasing the cost for any exterior work. The previously approved funds were only sufficient to cover repairs and replacements of heavily damaged wooden gutters, fascia and trim boards and to repair structural damage that supported a portion of the second floor.

The move of the recreation offices from this location to the Groton Community Center was approved in FYE 20. The relocation of the offices should be completed by August, 2020. While the reuse of the Spicer House must be determined, funds are requested in FYE 21 to prevent further deterioration of the building. No funding is programmed for restoration or stabilization until a decision is made.

Requested in FYE 21 are funds (\$170,000) to repair and repaint the exterior and replace the roof.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	20						20
B. Land and Right of Way								
C. Construction	C	150						150
D. Equipment								0
E. Other Costs								0
<b>Total</b>		170	0	0	0	0	0	170

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) WASTE DECANT FACILITY	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

Groton, along with the majority of other communities (121) in the State, falls under the Department of Energy and Environmental Protection's (DEEP) stormwater general permit program pursuant to the EPA's Stormwater rule. DEEP's general permits are issued under the authority of the National Pollutant Discharge Elimination System (NPDES) and the Connecticut General Statutes, sections 22a-430 and 22a-430b. As part of this general permit, Groton is required to routinely clean its catch basins and drainage pipes and to dispose of the waste material properly. In the past, Groton's landfills were used for the disposal of the material. With the closing of our landfills as well as landfills throughout the state, Groton has been using two concrete lined in-ground tanks at the Water Pollution Control facility to store the materials. Although our change over from a sand/salt mixture to treated salt for winter snow and ice removal had lessened the amount of material in the basins, some material is still being removed. The temporary storage area for the cleanings is nearing capacity.

The purpose of the waste decant facility is to accept the cleanings from the catch basins that are transported to the decant facility in vacuum trucks. They are emptied into the facility where the liquid is drained off and discharged to a water pollution control facility. The remaining solids will be dried and reused if they test clean. Those that aren't clean will be transported to a permitted waste facility.

This facility would be used for all of the Public Works departments in the Town and may have some regional appeal.

Programmed for FYE 22 are funds (\$75,000) for design and permitting of a decanting and storage facility.

Programmed for FYE 24 are funds (TBD) for construction of the facility.

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		75					75
B. Land and Right of Way								
C. Construction					TBD			TBD
D. Equipment								
E. Other Costs								
<b>Total</b>	<b>C</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>75</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TOWN HALL COMPLEX	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town Hall and Groton Community Center (formerly Fitch Middle School) are considered a municipal complex where general government and recreation functions are co-located. Groton Community Center Wings B, C and D have been brought up to code allowing the recreation programs and storage once at Seely School to be relocated to Groton Community Center. The next phase of the complex's development will address the staged re-use of a portion of Wing A.

Requested for Groton Community Center in FYE 21 are funds for the following projects:

- Parking Lot Modifications, Phase I (Construction: \$75,000)
- Security System (Construction: \$25,000)
- CCTV Cameras (Design: \$10,000; Construction: \$70,000)
- Radon Mitigation System (Design: \$15,000; Construction: \$35,000)
- Window Shades (\$10,000)

Programmed for Groton Community Center in FYE 22 are funds (\$45,000) to design the replacement of the two oil fired boilers with natural gas fired units and plan the condition the air throughout the entire building. Window units will be replaced with more efficient roof top unit and areas currently without air conditioning will have upgraded. By converting the boilers to natural gas, it is estimated that the annual savings will be \$12,000 per year, thus realizing a 6-8 year return on investment.

Also programmed for FYE 22 are funds (\$240,000) for the design and renovation of the auditorium and funds (\$85,000) for Parking Lot Modifications Phase 2.

Programmed for FYE 23 are funds (\$500,000) to move the IT Department from the basement of Town Hall to the second floor of Groton Community Center.

Programmed for FYE 24 are funds (\$600,000) for the replacement of the boilers and the air handling modifications.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	25	85					110
B. Land and Right of Way								0
C. Construction	C	215	285	500	600			1600
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>240</b>	<b>370</b>	<b>500</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>1710</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) GROTON PUBLIC LIBRARY	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The existing fire alarm system panel was installed in 1977 and has been experiencing a high failure rate. The building addition in 2014 added zones to a retrofit panel that, while not a perfect fit, did allow for all of the existing devices to remain. The most current interior work completed in 2017 resulted in additional patch work of fire alarm components all that currently work, but have increased the number of service calls and the search for devices that are compatible. The work involves the replacement of the 106 photo sensors, 29 heat sensors, 10 pull stations and the main panel that monitors and controls the system.

Requested for FYE 21 are funds (\$55,000) to address the deteriorated brick retaining walls and to replace six windows on the south side of the building. No work has been performed on the exterior brick surfaces or windows since the construction of the building in 1977. The brick has spalled in several large areas. The windows are original and are showing signs of failure. These funds will identify the areas that need work. New OSHA regulations concerning silica will impact the cost of replacing the brick and mortar joints.

Also requested for FYE 21 are funds (\$35,000) to start the design for the replacement of the cooling tower (installed in 1979) that is reaching the end of its useful life and to address the replacement of several heat pumps throughout the building. These are critical components of the building HVAC system as there are no operable windows in this building.

Programmed for FYE 22 are funds (\$255,000) for replacements of the cooling tower and heat pumps and (\$85,000) for the window replacements and brick repairs.

Programmed for FYE 23 are funds (\$35,000) to design the conversion to natural gas. The underground oil tank will have reached its life use in November 2024.

Also programmed for FYE 23 are funds (\$30,000) to renovate the plumbing system in the two public restrooms.

Programmed for FYE 24 will be funds (\$175,000) for the conversion to natural gas and the underground tank removal.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	35		35				70
B. Land and Right of Way								0
C. Construction	C	55	340	30	175			600
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>90</b>	<b>340</b>	<b>65</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>670</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT E) TOWN HALL ANNEX COMPLEX - FLEET AND ROADS/STREETS FACILITY	ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS
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DESCRIPTION/PURPOSE/JUSTIFICATION

A comprehensive study completed in 2000 identified the need to replace the Vehicle Maintenance Facility, which is consistent with the recommendation of the 2016 Plan of Conservation and Development to address community facility needs.

The study found this 60 year old facility deficient as follows:

- A) Insufficient Space: Vehicle size, complexity, and quantity maintained makes the 3,380 square foot facility outdated, inefficient, undersized, and unsafe to perform maintenance. Established and proven planning guidelines suggest 27,000 square feet is required to maintain our fleet.
- B) Restrictive and Inefficient Facilities: Maintenance of trucks with booms or cranes difficult. Low entry doors and insufficient interior vertical clearance cause lost technician time forcing outdoor work in varying weather conditions. Timely repair of emergency vehicles is critical.
- C) Insufficient Repair Bays: The heavy repair area is too small for today's trucks. Repairs spill over into areas designed for component repair, support equipment, or portable equipment storage. Jockeying of trucks in these tight quarters results in lost technician time.
- D) Maintenance Equipment: The facility has no vehicle lifts for trucks, resulting in trucks being at unsuitable working height for the mechanic who must rely on floor jacks. This makes brake work or tire changes, for example, very inefficient.
- E) Indoor Air Quality: Welding now done in the main shop causes poor air quality. To protect the air quality, the overhead doors must be opened to clear the air and results in all the heat being lost in the winter.
- F) Energy Use: The facility is poorly insulated. Doors and windows contribute to significant heat loss.

Programmed for FYE 22 are funds (\$125,000) to complete the design and determine the cost of this project.

Programmed for FYE 23 are funds (TBD) to construct the project.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		125					125
B. Land and Right of Way								0
C. Construction	C			TBD				
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>125</b>	<b>TBD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
F) VACANT SCHOOL PROPERTIES	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

A number of schools have been closed and declared surplus. These schools have been marketed for sale by OPDS and preferred developers have been selected for Groton Heights and William Seely. Colonel Ledyard School is being actively marketed and marketing of Pleasant Valley School will begin in Fall, 2020. Phase I and II environmental assessments provide potential developers with valuable information.

Programmed for FYE 22 are funds (\$50,000) to complete Phase I and Phase II environmental site assessments at the Pleasant Valley School.

Programmed for FYE 23 are funds (\$100,000) to complete Phase I and Phase II environmental site assessments at the two elementary schools that will be coming offline as a result of the next phase of school construction. Claude Chester (43,500 sq. ft.) and S. B. Butler (37,500 sq. ft.) are scheduled to be closed and be turned over to the Town upon completion of the Groton 2020 Plan.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering			50	100				150
B. Land and Right of Way								0
C. Construction	C							0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	0	50	100	0	0	0	150

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT G) TOWN HALL ANNEX COMPLEX - PARKS MAINTENANCE BUILDING	ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Parks Maintenance Building is a 32 year old facility that is deficient in the following areas:

A) Insufficient space: Vehicle size, complexity, and quantity maintained makes the 3,380 square foot facility outdated, inefficient, undersized, and unsafe to perform maintenance.

B) Restrictive and inefficient facilities: Maintenance of mowers with booms is difficult. Low entry doors and insufficient interior vertical clearance cause lost technician time forcing outdoor work in varying weather conditions. Timely repair of vehicles is critical to the mission.

C) Insufficient repair bays: The repair area is too small for today's equipment. Repairs spill over into areas designed for portable equipment storage. Jockeying of equipment in these tight quarters results in lost technician time.

D) Maintenance equipment: The facility has no vehicle lifts for the large mowers resulting in the equipment being at an unsuitable working height for the mechanic who must rely on floor jacks. This makes brake work or tire changes, for example, very inefficient.

E) Indoor air quality: Welding now done in the main shop causes poor air quality. To protect the air quality, the overhead doors must be opened to clear the air and results in all the heat being lost in the winter.

F) Energy use: The facility is poorly insulated. Doors and windows contribute to significant heat loss.

Programmed for FYE 22 are funds (\$25,000) to develop a detailed cost estimate for an addition and renovations to the Parks Maintenance Building.

Programmed for FYE 23 are funds (\$815,000) for the final design and construction.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		25	65				90
B. Land and Right of Way								0
C. Construction	C			750				750
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	0	25	815	0	0	0	840

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
H) JABEZ SMITH HOUSE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

This project is in keeping with the policies identified in the Plan of Conservation and Development to address the protection of historic resources.

The c. 1783 Jabez Smith House has undergone extensive stabilization and restoration work since the Town accepted stewardship of the homestead in 1974 and resolved that "the historic home on said property shall be kept and maintained on its present foundation, in perpetuity, by the Town of Groton" (8/19/74 Town Council resolution).

Approved in FYE 15 were funds (\$10,000) to update the Condition Report and Manual of Maintenance and Repair for the Jabez Smith House that was prepared by Noyes-Vogt Architects in 2006. O'Riordan Migani Architects, LLC completed a Facility Maintenance, Restoration and Planning Report for the Jabez Smith House in June, 2016.

Programmed for FYE 22 are funds (\$25,000) to address recommendations of the report including handicap accessibility compliance, masonry and siding repairs, and boiler replacement.

Programmed in outlying years are funds (\$25,000/\$65,000/\$45,000) to continue the recommended work. Staff continues to explore historical architectural grant opportunities to offset the cost of projects for the house.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C		25	25	65		45	160
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	0	25	25	65	0	45	160

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> I) GOLF COURSE FACILITIES - MAINTENANCE BUILDING	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

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 for FYE 22 are funds (\$45,000) for a structural engineer to prepare a bid package for the repairs. Based on a visual inspection, the repairs are estimated to be \$350,000.

Programmed for FYE 23 are funds (\$350,000) to complete the repairs.

Funding will be requested in the future to address the interior work which may include the installation of a larger heating unit to heat the entire building, the addition of a female restroom, ventilation, and other improvements to the work area.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		45					45
B. Land and Right of Way								0
C. Construction	C			350				350
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>45</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>395</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT J) CONSTRUCTION OF PERMANENT VEHICLE WASH FACILITY	ACTIVITY/DEPARTMENT 6) PUBLIC BUILDINGS
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DESCRIPTION/PURPOSE/JUSTIFICATION

The State requires the Town 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 as provided by law.

After the failed 2002 referendum to fund the construction of a new vehicle maintenance and wash facility, a short term solution was to allow the washing of vehicles in four bays of the vehicle storage garage, converting the bays to a wash area by installing a concrete block wall and a floor drain. However, the constant exposure of the interior surfaces to water has led to failures, including moisture related failure of the concrete block and rusting steel roofing components.

Modular, touch-less, automatic washing systems are available for trucks and large Public Works special vehicles, which will reduce the risk of injury and reduce wash time from one hour to five minutes. The new facility could also wash smaller pickup trucks, sedans, and other Town vehicles. It would be available for use by the City and Groton Long Point, as well as surrounding towns. Water use will be dramatically reduced. Other green technology options, such as photovoltaic solar panels, heated hot water roof panels, and geothermal heated flooring, will be investigated as part of the building design.

A study completed in FYE 17 found that the most cost effective option was to demolish the existing 4 bays and construct a new addition in the same location. Estimated cost, including soft costs, is \$2.2 million.

Programmed for FYE 22 are funds (\$45,000) for the design of a permanent vehicle wash facility.

Programmed for FYE 23 are funds (\$2,200,000) for the construction of the vehicle wash facility.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		45					45
B. Land and Right of Way								0
C. Construction	C			2200				2200
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>45</b>	<b>2200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2245</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) GOLF COURSE FACILITIES - CLUB HOUSE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Shennecossett club house is over 100 years old. Repair work has been funded sporadically since FYE 10.

Requested for FYE 21 are funds for the following projects:

- Design and renovation of the restroom facilities that serve the golf course and restaurant patrons to make them accessible (Design-\$35,000; Construction: \$225,000)
- Upgrades to the HVAC system in the restaurant area (Design: \$15,000; Construction: \$125,000)

Programmed for FYE 22 are funds:

- Asbestos encapsulation of crawl space (Construction: \$175,000)
- Landscape plantings around the front of the building (Construction: \$50,000)
- Repainting the golf cart building (Construction: \$30,000)

Programmed for FYE 23 are funds:

- Repainting clubhouse building (Construction: \$75,000)
- Replacing exterior red rubber deck tiles (Construction: \$20,000)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	50						50
B. Land and Right of Way								0
C. Construction	C	350	255	95				700
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>400</b>	<b>255</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>

\*Funding

(C) Capital Reserve Fund

(G) General Obligation Bonds

(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
L) LEASED BUILDINGS	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town leases several of its facilities to outside agencies. Although the lessee is responsible for repairs, maintenance, and alterations, the Town is responsible for repairs to the building envelope and structure for two of the facilities.

Noank Aquaculture Cooperative Corporation leases a 10,000 square foot building, docks, and land at 98 Main Street, Noank to conduct aquaculture operations. As part of the lease of the entire facility, they must provide office space and dockage for the Town's Shellfish Commission and the storage of small boats by the State Department of Agriculture. No work has been performed to the building envelope since 2006 when the Town took possession of the building from the State. It is unknown whether the State had performed any maintenance on building.

Thames Valley Council for Community Action (TVCCA) leases the three structures located at 36, 38 and 40 Central Avenue. Public Works has been making required repairs, but the buildings are of the age that the windows, roof and exterior wooden walls are approaching the age for replacement.

Programmed for FYE 22 are funds (\$100,000) for envelope repairs at the Noank Aquaculture Cooperative building.

Programmed for FYE 23 are funds (\$100,000) for envelope repairs at the TVCCA structures.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C		100	100				200
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
M) POLICE	6) PUBLIC BUILDINGS

**DESCRIPTION/PURPOSE/JUSTIFICATION**

The following items to be addressed with the Police Station/Dispatch facility:

- Requested for FYE 21 are funds (\$30,000) to replace the faulty door access control system. The system sporadically fails at times not allowing police access to certain portions of the building. The system is obsolete and parts are difficult to get.
- Also requested for FYE 21 are funds (\$200,000) for the design and renovation of the male locker room including new lockers, ventilation and flooring. The male locker room is original to when the building was built in 1979.
- Programmed for FYE 22 are funds (\$25,000) to analyze and make recommendations for the renovations to the HVAC system. Much of the air conditioning and ventilation equipment dates back to the original construction of the facility in 1979. There remains the need to address air exchanges and cooling deficiencies that are causing the lack of de-humidification and uneven cooling.
- Also programmed for FYE 22 are funds (\$34,000) for materials to resurface the front parking lot at the facility. The asphalt on the parking lot is the original pavement from the construction of the police station in 1979.
- Programmed for FYE 23 are funds (TBD) for the HVAC renovations and (\$300,000) for replacement of the existing built up roofs installed in 1975, 1997 and 1999 (21,556 sf).
- Also programmed for FYE 23 are funds (TBD) for the removal of the underground diesel tank that supplies the generator and replace it with an above ground tank. This tank must be out of the ground by August 2022 to avoid end of life testing. (NOTE: The removal of the heating oil tank is covered under Project 9) A) Natural Gas Conversions.)
- Programmed for FYE 24 are funds (\$250,000) for the replacement of the bullet traps. The upgrade to the mechanical and electrical systems for the firing range has been completed except the bullet traps, which are original to the building.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	25						25
	C		25					25
B. Land and Right of Way								
C. Construction	O	205						205
	C		34	300	250			584
D. Equipment								
E. Other Costs								
<b>Total</b>	<b>C,O</b>	<b>230</b>	<b>59</b>	<b>300</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>839</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> N) TOWN HALL ANNEX COMPLEX - 20 BAY GARAGE	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

The roof is original to the 20 bay garage facility, installed in 1985. The ballasted EPDM roofing (8,832 sf) will need to be replaced along with the metal edge coping.

Programmed for FYE 23 are funds (\$145,000) to replace the roof on the 20 bay garage.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C			15				15
B. Land and Right of Way								0
C. Construction	C			130				130
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>0</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>145</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
O) GROTON AMBULANCE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The town leases several of its facilities to outside agencies. Although the lessee is responsible for repairs, maintenance, and alterations, the Town is responsible for repairs to the building envelope and structure. Groton Ambulance located at 217 North Road has leased the building and land since August 28, 1980. Public Works has been making repairs but the parking lot was ripped up in 2004 for the installation of a new drainage system. Paving of the parking lot was included in that project, but this project was never finished. Funding was requested two years ago and it was cut from the budget at the RTM level. The pavement is now a safety hazard.

Requested for FYE 21 are funds (\$45,000) for surfacing the front driveway, rear driveway and parking lot.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	45						45
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C	45	0	0	0	0	0	45

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> P) TOWN HALL ANNEX COMPLEX ANNEX BUILDING	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

The Town Hall Annex was constructed in 1998 when a large addition was added to the small Public Works administrative office building. Over the last several years, the building has experienced uneven heating, cooling and humidity levels.

Requested for FYE 21 are funds (\$70,000) for the planned replacement and upgrades to the HVAC systems that serve the three community rooms to address the issues of air exchanges and humidity.

Also requested for FYE 21 are funds (\$25,000) for the engineering design for the planning, replacement and upgrades to the HVAC system that serves the staff office portion of the building.

Programmed for FYE 22 are funds (\$200,000) to construct the replacement of the HVAC units for the staff offices.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	25						25
B. Land and Right of Way								0
C. Construction	C	70	200					270
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>95</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

<b>PROJECT</b> Q) TOWN HALL ANNEX FIRE TRAINING FACILITY	<b>ACTIVITY/DEPARTMENT</b> 6) PUBLIC BUILDINGS
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**DESCRIPTION/PURPOSE/JUSTIFICATION**

A fire training facility to be used by local fire departments will be located behind the Town Hall Annex in the area that Public Works currently uses as a pipe yard. A new pipe yard will be created just north of the salt shed, behind the animal shelter.

Requested for FYE 21 are funds (\$95,000) to complete the approved site plan for the fire training site. The components are resurfacing of the fire training site (leased area), and clearing and construction of the new pipe yard.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	95						95
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
R) SENIOR CENTER	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Senior Center contains multiple entrances and cameras will allow monitoring of public areas that are out of view from the building staff, increasing safety and security of those using the building and providing police with additional resources in the event of an incident.

Requested for FYE 21 are funds (\$40,000) to install a Closed Circuit Television (CCTV) system to monitor public areas at the Senior Center.

Also requested for FYE 21 are funds (\$15,000) to replace the carpet in the music room with a Vinyl Composition Tile (VCT) floor to make use of the space more flexible and allow exercise and other programs to take place in this room.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	15						15
	C	40						40
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C,O	55	0	0	0	0	0	55

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other (Rec. & Sr. Activities Fund)

**CAPITAL PROJECTS - FYE 2021 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

7) TECHNOLOGY	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) INFORMATION TECHNOLOGY INFRASTRUCTURE	C	191	536	150	273	393	178	1721
B) ENTERPRISE RESOURCE PLANNING	C	0	89	55	55	85	50	334
C) ENTERPRISE INFORMATION MANAGEMENT SYSTEM (EIMS) ACQUISITION	C	0	623	400	0	0	0	1023
D) IT SECURITY	C	0	50	40	10	0	50	150
E) NETWORK FIBER INSTALLATION	C	0	0	0	0	781	0	781
F) SQUAD CAR/BODY CAMS - PUBLIC SAFETY	C	0	45	60	60	60	60	285
G) PHONE SYSTEM	C	25	0	0	0	0	0	25
H) GIS ASSESSMENT/STRATEGIC PLAN	C	0	0	0	50	0	0	50
I) ELECTRONIC DOCUMENT MANAGEMENT SYSTEM	C	0	0	50	250	0	0	300
J) ANIMAL SHELTER MANAGEMENT SOFTWARE	C	0	5	15	5	5	0	30
K) AUTOMATED LICENSE PLATE READERS	C	0	20	0	0	0	0	20
L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	C	38	6	6	0	0	0	50
M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	C	38	51	56	39	0	0	184
<b>TOTAL</b>	<b>C</b>	<b>292</b>	<b>1425</b>	<b>832</b>	<b>742</b>	<b>1324</b>	<b>338</b>	<b>4953</b>
Capital Reserve Fund	C	292	1425	832	742	1324	338	4953
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	0	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT

ACTIVITY/DEPARTMENT

7) TECHNOLOGY

ACTIVITY/DEPARTMENT SUMMARY

Many of the Town's major software systems (Pentamation, Kronos, Hansen/Infor) have reached the end of their useful lives and require significant, costly updates. In FYE 14, funds (\$75,000) were appropriated to hire a consultant (ClientFirst) to undertake a comprehensive review and analysis of the Town's and Board of Education's internal operating processes, procedures, and software needs, which resulted in the May 2015 Enterprise Applications Master Plan. In FYE 16, funds (\$380,400) were appropriated for a number of Master Plan initiatives including Enterprise Resource Planning (ERP) System vendor selection, establishment of an Information Technology Steering Committee (ITSC) and best practices, and development of a Public Safety (Police and Emergency Communications) IT Master Plan.

In FYE 18, funds (\$658,000) were appropriated for the first phase of the ERP project which involves the purchase and implementation of an Enterprise Information Management System (EIMS) to integrate the Town's major software systems. Phase I addresses the Town's financial, payroll, timekeeping, and human resources needs. Future phases will involve land management (planning and permitting) and work orders/asset management operations.

The October 2017 Public Safety (Police and Emergency Communications) IT Master Plan provides a comprehensive review and analysis of the Town's public safety internal operating processes, procedures, and software needs. Similar to the overall Master Plan, the Public Safety IT Master Plan identifies a number of initiatives and lays out a five year budget plan.

While many of the software applications include annual maintenance fees that would normally/ultimately come out of departments' operating budgets, those costs are shown in the CIP to provide a clear picture of total costs associated with the initiatives.

As originally proposed to the Town Manager by the ITSC, projects A through E and I through P under activity 7) Technology represented the prioritized list of initiatives and projected costs identified by the two master plan studies along with capital projects previously identified by the Information Technology division. As decisions are made about what projects to fund, the ITSC will reevaluate the master plan and reprioritize projects.

In addition, while not a capital project, the Technology Replacement Fund is considered a best practice component of the Town's technology program that "will enhance the Town's ability to...select, procure, and maintain more effective technology solutions in the future, as well as improve the overall productivity of staff." (Public Safety IT Master Plan, p. 11)

Tyler Phase 1: This will include Budget, Accounting (Acct Payable & General Ledger), bid management, cash management, contract management, project & grants accounting, Vendor self-service and Purchasing. We are currently converting the data, testing work flows and setting up training. We are scheduled to go live on January 6, 2020.

Tyler Phase 1a: This will include Capital Assets, accounts receivable, general billing and Tyler Cashiering. This is scheduled to kick off in October and there is no go live date at this time.

Tyler Phase 2: This will include Payroll & employee self-service, Human Resources management, recruiting, ExecuTime Time & Attendance and Risk Management. We are reviewing the current processes, setting up all the required tables and work flows, converting payroll and HR data, and testing work flows. We are scheduled to go live October 2020.

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT A) INFORMATION TECHNOLOGY INFRASTRUCTURE	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

This is an ongoing project to maintain and improve the efficiency of the Town's information technology network infrastructure to support the powerful software applications and interfaces required for Town operations.

Requested for FYE 21 are funds (\$191,000) for the scheduled replacement of Town's end-of-life network switches and continuation of the public safety infrastructure improvement, upgrade of the Town's PCs to Microsoft Office 365 (Currently 2010), server software upgrades, social media archiving software and user security access control software.

Programmed for FYE 22 are funds (\$536,000) for the scheduled replacement of Town's end-of-life network switches, replacing the Town Hall and Public Safety Building's Blade and Enclosure infrastructure (the foundation for the Town's virtual servers and file storage) and video surveillance system consolidation.

Requested for FYE 23 are funds (\$150,000) for infrastructure improvements recommended in the draft Public Safety Information Technology Master Plan by ClientFirst. These initiatives include assessment public safety structured connectivity and on-going software maintenance. Upgrade network storage for Storage Area Network (SAN), assessment of Public Safety fiber infrastructure, Technology support for the Town's EOC facility and Town video surveillance consolidation.

Programmed for FYE 24 are funds (\$273,000) for ongoing public safety infrastructure improvements, network redesign to address Criminal Justice Information Service (CJIS) compliance and software maintenance, public safety building structured connectivity, computer room improvements, server software upgrades, installation of the Public Safety fiber infrastructure, Technology support for the Town's EOC facility and Town video surveillance consolidation.

Programmed for FYE 25 are funds (\$393,000) to set up and install a Virtual Desktop Infrastructure (VDI) project providing a comprehensive desktop environment management system, the scheduled replacement of Town's end-of-life network switches, server software upgrades, server hardware replacement, Town wireless hardware upgrade.

Programmed for FYE 26 are funds (\$178,000) for the scheduled replacement of Town's end-of-life network switches, server software upgrades, server hardware replacement, DMZ assessment and upgrade, upgrade network storage for Storage Area Network (SAN) and Town video surveillance consolidation.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	191	536	150	273	393	178	1721
<b>Total</b>	<b>C</b>	<b>191</b>	<b>536</b>	<b>150</b>	<b>273</b>	<b>393</b>	<b>178</b>	<b>1721</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) ENTERPRISE RESOURCE PLANNING	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

This project represents a collection of initiatives identified in the May 2015 Enterprise Applications Master Plan and October 2017 Public Safety IT Master Plan. The initiatives can best be described as implementation of best practices and operational improvements that will support the Town's IT program and create the environment for successful implementation of new software and hardware solutions.

Programmed for FYE 22 through FYE 26 are funds associated with ongoing user training and support; sustainability planning; cloud computing, development of policies and procedures, and purchase of IT staff productivity tools.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C		89	55	55	85	50	334
<b>Total</b>	C	0	89	55	55	85	50	334

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT C) ENTERPRISE INFORMATION MANAGEMENT SYSTEM (EIMS) ACQUISITION	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

As noted in the cover sheet for this activity/department, this project represents the next phase of the multi-year effort to address Enterprise Resource Planning (ERP) with the goal of integrating major Town software systems. Phase I of the project addressed financial and human resources modules in the Enterprise Information Management System (EIMS).

Programmed for FYE 22 are funds (\$360,000) to purchase and implement the next phase of the EIMS project which is Land Management (Planning, Permitting, Inspections, Code Enforcement and Mobile). Four mobile data terminals are required and will be included in the computer replacement fund in the FYE 22 budget.

Also programmed for FYE 22 are funds (\$263,000) for the third phase of the EIMS project which is the Work Orders and Asset Management module.

Programmed for FYE 23 are funds (\$400,000) for the fourth phase of the EIMS project which is the Board of Education implementation.

Note that this project covers only software acquisition costs. Other costs that support this effort (training) are included in project 7)B).

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C		623	400				1023
<b>Total</b>	C	0	623	400	0	0	0	1023

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) IT SECURITY	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

The October 2017 Public Safety IT Master Plan identified security issues that must be addressed to ensure Criminal Justice Information System (CJIS) standards are being met.

Programmed for FYE 22 are funds (\$50,000) for disaster recovery planning and a security assessment, data center improvements and replacement of e-mail archiving system.

Programmed for FYE 23 are funds (\$40,000) for scheduled replacement of Town Hall firewall. Programmed for FYE 24 are funds (\$10,000) for data center improvements .

Programmed for FYE 26 are funds (\$50,000) for scheduled replacement of Public Safety firewall and data center improvements

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	0	50	40	10		50	150
<b>Total</b>	C	0	50	40	10	0	50	150

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) NETWORK FIBER INSTALLATION	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is currently using point-to-point dark fiber from Thames Valley Communications for its Wide Area Network (WAN). This is supporting all the Town locations for Data and Voice services. The current network is designed in a hub and spoke configuration. The problem of this design is that if there is a failure at any point of the network, that location loses access the all network services. If the failure occurs near the Town Hall, the entire Town network goes down.

With the advent of high powered storms, not to mention a heightened security stance in the wake of recent and historic events, the need for high availability and fault tolerance has become even more apparent. With this in mind, we have looked into redesigning and building a Town owned network, providing connectivity to all Town buildings and some Emergency Response infrastructure by setting up a private, redundant fiber ring. With this configuration, if there is a break anywhere in the ring, the network remains fully functional. This allows a much greater degree of flexibility in case of a severe weather event or other disaster.

In a move to promote shared resources toward a unified goal, we are working with the Director of Emergency Management, a registered "Utility", who will allow the overlashing of his existing infrastructure by the fiber and can also help expedite some regulatory paperwork.

Programmed for FYE 25 are funds (\$781,000) for construction of the fiber ring, pole permits, make ready charges, engineering costs and terminating the fiber at all building locations throughout the Town. This cost includes monitoring of the fiber network.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C					120		120
B. Land and Right of Way								0
C. Construction	C					430		430
D. Equipment								0
E. Other Costs	C					231		231
<b>Total</b>	<b>C</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>781</b>	<b>0</b>	<b>781</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
F) SQUAD CAR/BODY CAMS - PUBLIC SAFETY	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

The town currently uses three generations of squad car video systems. Twelve vehicles are equipped with squad car video systems and 20 vehicles (18 squad cars and 2 shift supervisor vehicles) should have the technology according to the Public Safety IT Master Plan.

Programmed for FYE 22 are funds (\$45,000) to upgrade and purchase squad cameras (squad cams).

Programmed for FYE 23 through FYE 26 are funds (\$60,000/year) for ongoing upgrades/purchases and maintenance/storage costs.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C		45	60	60	60	60	285
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>45</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>285</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
G) PHONE SYSTEM	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

In FYE 14, the Town entered into a five year lease purchase agreement for a VOIP (Voice Over Internet Protocol) phone and voicemail system, which provided significant technological improvements over the previous 15 year old telephone system with no increase in operational costs. Approved in FYE 14 were funds (\$45,000) to purchase and install POE (Power over Ethernet) switches which provide the connection between the phone system and the Town's network. This work was completed.

Requested for FYE 21 are funds (\$25,000) for upgrades to the VoIP hardware, software and network equipment. The software on the VoIP phone system is going end-of-support in FYE 21 and will need to be upgraded to the newer software.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	25						25
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
H) GIS ASSESSMENT/STRATEGIC PLAN	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

Geographic Information Systems (GIS) are becoming integral components in managing a municipality's assets and activities. While the Town has an extensive and mature Geographic Information System (GIS) program, the 2015 Enterprise Applications Master Plan identified the need to develop a GIS Master Plan to leverage the Town's investment in GIS. A GIS Master Plan will address data maintenance update processes; application and hardware needs; evaluation of licensing and service implementation to determine the most effective and cost-managed approach to GIS; application integration needs throughout the Town; expansion of public access to GIS; IT staffing needs; and potential partnerships and data-sharing opportunities.

Programmed for FYE 24 are funds (\$50,000) to hire a third-party subject matter expert to develop the GIS Strategic Plan.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C				50			50
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>50</b>	<b>0</b>	<b>0</b>	<b>50</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT I) ELECTRONIC DOCUMENT MANAGEMENT SYSTEM	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

An Electronic Document Management System (EDMS) is utilized for document scanning and storage; records management and retention; integrated document/process workflow management; internal request management; document routing and distribution; forms management; and web publication/posting. EDMS is also one strategy to address increased FOIA requests and costs by helping to lessen the burden of finding, managing, and securing documents across the organization.

A multi-year EDMS initiative was identified in the 2015 Enterprise Applications Master Plan as a follow-up project to the Town's Enterprise Information Management System (integrated Financial, Human Resources, Land Management, and Work Orders/Asset Management modules).

Programmed for FYE 23 are funds (\$50,000) to follow software application best practices (needs assessment, process review, RFP development, and vendor selection).

Programmed for FYE 24 are funds (\$250,000) to purchase an Electronic Document Management System (EDMS). It should be noted that additional costs for the project will be required if the Town chooses to digitize historical documents. These costs could potentially exceed \$500,000.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C			50				50
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C				250			250
<b>Total</b>	<b>C</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>300</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
J) ANIMAL SHELTER MANAGEMENT SOFTWARE	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

Animal Shelter Management Software is desired to manage the functions at the Town's Animal Control Office (ACO). It offers tools to track and report on animals passing through the shelter, their welfare and medical requirements, publicize adoptable animals online, manage staff tasks and routines, manage complaints and licensing, and handle financial accounting.

Programmed for FYE 22 through FYE 25 are funds (\$5,000/\$15,000/\$5,000/\$5,000) to purchase and implement the software along with annual maintenance/support costs.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C							0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C		5	15	5	5		30
<b>Total</b>	C	0	5	15	5	5	0	30

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) AUTOMATED LICENSE PLATE READERS	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

Automated license plate reader technology allows the Police to identify vehicles associated with amber alerts, stolen vehicles, and potentially drivers with suspended licenses or other infraction by scanning license plates. License plate readers can be used at street intersections or inside police cars.

The 2017 Public Safety IT Master Plan recommends that consideration be given to installing fixed license plate readers in the future (no funding is currently identified).

Programmed in FYE 22 are funds (\$20,000) to replace non-functioning in-car license plate readers with functioning units.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C		20					20
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT L) LIBRARY AND GMTV SERVERS REPLACEMENT/UPGRADE	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

Approved in FYE 19 were funds to replace two GMTV servers with a new Telvue IP server system. The new Telvue handles recording, storage, scheduling, playback and emergency messaging for all GMTV Town programming as well as on air and in-house digital signage. Currently, in-house digital signage is limited to the library and senior center because of a lack of WiFi Telvue Players and monitors at other town buildings.

The library also operates two additional servers for library services, a SIRSI server for Integrated Library System (ILS) and a public internet server. The SIRSI server is necessary to provide access to the ILS for the library staff and the online catalog. The library's public internet server is necessary to provide access to the internet and printers that the patrons use at the library.

Requested for FYE 21 are funds (\$38,000) to expand digital signage to buildings that do not currently offer it by purchasing and installing corresponding TelVue players and monitors for each of those locations as well as maintaining necessary licensing fees for 5 years.

Programmed for FYE 22 are funds (\$6,000) to replace the public internet server which will be seven years old.

Programmed for FYE 23 are funds (\$6,000) to replace the SIRSI ILS server which will be seven years old.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	4						4
D. Equipment	C	20	6	6				32
E. Other Costs		14						14
<b>Total</b>	<b>C</b>	<b>38</b>	<b>6</b>	<b>6</b>				<b>50</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT M) TOWN MEETING ROOM AV/PRESENTATION EQUIPMENT REPLACEMENT/UPGRADE	ACTIVITY/DEPARTMENT 7) TECHNOLOGY
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DESCRIPTION/PURPOSE/JUSTIFICATION

A majority of the town meeting rooms in a number of different buildings do not have proper audio visual equipment to help conduct town business or present information to the public. Most of the audio visual equipment is over 19 years old, not capable of working with today's technology, and is not user friendly. This upgrade will cover 20 town meeting rooms over a six year period.

Approved for FYE 20 were funds to design, purchase and install updated audio visual technology improvements for Town Hall Annex Community Rooms 1, 2, and 3.

Requested for FYE 21 are funds (\$38,000) to design, purchase and install updated audio visual technology improvements for Town Manager, IT and Finance Conference Rooms.

Programmed for FYE 22 are funds (\$51,000) to design, purchase and install updated audio visual technology improvements for Library Rooms 1, 2, 3, 4, 5, and Activity Room.

Programmed for FYE 23 are funds (\$56,000) to design, purchase and install updated audio visual technology improvements for Senior Center Main Room and Classrooms 1 and 2. and Parks and Recreation Office.

Programmed for FYE 24 are funds (\$39,000) to design, purchase and install updated audio visual technology improvements for Police Training, Conference and Roll Call Rooms, WPCF Training Room and Human Services Conference Room.

RECOMMENDED FINANCING (000)

	Source of Funds	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	2	3	4	4			13
B. Land and Right of Way								
C. Construction	C	2	7	7	5			21
D. Equipment	C	34	41	45	30			150
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>38</b>	<b>51</b>	<b>56</b>	<b>39</b>			<b>184</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL PROJECTS - FYE 2021 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

8) PLANNING AND ECONOMIC DEVELOPMENT	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) ECONOMIC ASSISTANCE FUND	C	50	50	50	50	50	50	300
B) OPEN SPACE ACQUISITION	C	0	25	25	25	25	25	125
C) GATEWAY/WAYFINDING SIGN PROJECT	C,O	0	150	100	0	0	0	250
D) STRATEGIC RESILIENCY PLAN	C	85	0	0	0	0	0	85
E) MYSTIC COASTAL ACCESS TRAIL AND SIGNAGE PROGRAM	C	0	130	150	0	0	0	280
F) DOWNTOWN MYSTIC PARKING MANAGEMENT	O,C	50	0	0	0	0	0	50
<b>TOTAL</b>	<b>O,C</b>	<b>185</b>	<b>355</b>	<b>325</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>1090</b>
Capital Reserve Fund	C	160	305	275	75	75	75	965
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	25	50	50	0	0	0	125

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
A) ECONOMIC ASSISTANCE FUND	8) PLANNING AND ECONOMIC DEVELOPMENT

**DESCRIPTION/PURPOSE/JUSTIFICATION**

This program provides funding for the construction of necessary public infrastructure improvements associated with new job-creating development opportunities. The goal is to retain, support, and entice new job-creating businesses to Groton by paying for public infrastructure improvements that are extraordinary in nature, and usually beyond the business' ability to pay. Public improvements that would support these businesses can include water and sewer line extensions, electric and telephone extensions, public sidewalks, road improvements, installation of traffic control devices, street lighting, and downstream drainage improvements. Contributions to the fund are requested annually with appropriations made as-needed. Program guidelines were established by the Town Council, which authorizes all expenditures.

A number of projects have been funded using this program including infrastructure improvements at SIFT Bake Shop, Grand Wine and Spirits, and Bluff Point Village.

As of June 30, 2019 the fund balance is \$563,335.89. Over the next two years, \$100,000 is proposed to be used for the Gateway/Wayfinding Sign project (CIP 8) C)) and a significant amount may be used to assist the development of the Seely School, Groton Heights, Mystic Education Center and 517/529 Gold Star Highway properties after they are transferred to the preferred developers.

Requested for FYE 21 and programmed through FYE 26 are funds (\$50,000/year) to continue the program and develop a reserve fund to enable the Town to provide assistance for a larger project, or to assist multiple projects in a short time period should they arise.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	50	50	50	50	50	50	300
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>300</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) OPEN SPACE ACQUISITION	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

The Conservation Commission and the Planning Commission through the Plan of Conservation and Development have identified a number of parcels of land that would be worthy of acquisition as town open space. This would allow the town to protect natural resources, make trail connections, allow for marsh advancement due to climate change, and fill gaps in and around existing open space. Funds from this project were most recently used to leverage the purchase of the Sparkle Lake Conservation Area on Thomas Road by applying them to the required 25% match for a State Open Space and Watershed Land Acquisition (OSWLA) grant. Connecting our open space resources creates more recreation opportunities, contributes to a higher quality of life and will benefit the economy.

Requested for FYE 21 are funds (\$25,000) and programmed for FYE 22 through FYE 26 are funds (\$25,000/year) to investigate potential open space acquisition through required surveys and environmental assessments, to fund negotiations for property acquisition, and to provide matching funds for open space grants. The Open Space Acquisition Fund balance as of June 30, 2019 is \$73,344.41. Fees collected in lieu of open space dedication through the Planning Commission's subdivision process are also used toward the purchase of open space.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way	C		25	25	25	25	25	125
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>125</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) GATEWAY/WAYFINDING SIGN PROJECT	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

Existing wayfinding signage in the town is antiquated, lacks consistency, and is composed primarily of standard highway directional signage. In order to provide the casual visitor with an easy way to identify important destinations, the Economic and Community Development division of the Office of Planning and Development Services is working with a design group to develop design standards for wayfinding signs that reflect Groton's identity and to identify sign locations throughout town. The signage plan was completed in 2019.

Programmed for FYE 22 are funds (\$150,000) to construct additional signage. These funds will be provided by the Economic Assistance Fund (\$50,000) and the capital reserve fund (\$100,000).

Programmed for FYE 23 are funds (\$100,000) for the remaining signage installation improvements.

Total costs are estimates based upon the sign plan and consultant estimates.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O C		50 100	50 50				100 150
D. Equipment								0
E. Other Costs								0
<b>Total</b>	C,O	0	150	100	0	0	0	250

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Econ. Assistance Fund)

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
D) STRATEGIC RESILIENCY PLAN	8) PLANNING AND ECONOMIC DEVELOPMENT

**DESCRIPTION/PURPOSE/JUSTIFICATION**

In 2011 Groton completed an EPA funded coastal climate change project. A key recommendation was to conduct a vulnerability assessment and to develop strategies to mitigate the impacts of climate change. Groton's Hazard Mitigation Plan has identified a number of vulnerable areas that will be impacted by coastal hazards as the climate continues to change. The town, working with The Nature Conservancy, has mapped out areas that will be impacted by sea level rise and climate change. Building upon this work, the Office of Planning and Development Services will develop strategies to address neighborhood, village and commercial development resilience options for responding to the threats of climate change and sea level rise. This project will produce a strategic plan with a focus on public outreach and the implementation of low cost options. The strategies will be used by homeowners, businesses, and the town to address the impacts of these changes to the natural environment and will focus on Poquonnock Bridge and downtown Mystic.

Requested for FYE 21 are funds (\$85,000) to develop a strategic resiliency plan.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C	85						85
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT E) MYSTIC COASTAL ACCESS TRAIL AND SIGNAGE PROGRAM	ACTIVITY/DEPARTMENT 8) PLANNING AND ECONOMIC DEVELOPMENT
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DESCRIPTION/PURPOSE/JUSTIFICATION

The Town of Groton Office of Planning and Development Services has been working with Kent & Frost to improve the coastal access wayfinding signage for the Mystic coastal access trail. The trail itself is expanded as properties along the Mystic waterfront are redeveloped.

Programmed for FYE 22 are funds (\$80,000) for the installation of kiosks, new signage at key entrance points to the access trail, and signage on the ground and on dock pilings.

Also programmed for FYE 22 are funds (\$20,000) for the preliminary design and engineering to connect the coastal access walkway at the Mystic Museum of Art and Randall's Wharf by a new dock on the water side of the Powerhouse condominiums. This walkway would fill a key connection point for the trail.

Programmed for FYE 22 and FYE 23 are funds (\$30,000/\$150,000) for final design, permitting and construction of a dock on the east side of the Powerhouse condominiums.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		65					65
B. Land and Right of Way								0
C. Construction	C		65	150				215
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>C</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds  
(O) Other

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT F) DOWNTOWN MYSTIC PARKING MANAGEMENT	ACTIVITY/DEPARTMENT 8) PLANNING AND ECONOMIC DEVELOPMENT
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DESCRIPTION/PURPOSE/JUSTIFICATION

The successful completion of the Mystic Streetscape project improvements and the expansion of restaurants on Water Street has renewed interest in the management of parking in Mystic on both sides of the Mystic River. Representatives of Groton, Stonington and the Mystic Merchants Association have been meeting regularly to address parking concerns of residents and businesses. The Towns of Groton and Stonington have agreed to jointly fund a parking management study for Mystic.

Requested for FYE 21 are funds (\$50,000) to hire a consulting firm to evaluate parking management options and create a plan to manage parking in Mystic on both sides of the Mystic River. The cost of this project will be shared 50/50 between the Towns of Groton and Stonington.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	25						25
	C	25						25
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O,C</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Town of Stonington-\$25,000)

**CAPITAL PROJECTS - FYE 2021 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

9) ENERGY EFFICIENCY AND CONSERVATION	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) NATURAL GAS CONVERSIONS	C	0	85	0	0	0	0	85
<b>TOTAL</b>	<b>C</b>	<b>0</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>
Capital Reserve Fund	C	0	85	0	0	0	0	85
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	0	0	0	0	0	0	0

**CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL**

<b>PROJECT</b>	<b>ACTIVITY/DEPARTMENT</b>
A) NATURAL GAS CONVERSIONS	9) ENERGY EFFICIENCY AND CONSERVATION

**DESCRIPTION/PURPOSE/JUSTIFICATION**

The conversions of our method of heating town facilities from heating oil to natural gas are due to Eversource's recent pipeline expansion in the Town. Depending on the site, a conversion to natural gas ranges from just a burner replacement to the replacement of the entire heating system to achieve maximum savings.

If the site has an underground tank, there are statutory requirements to remove heating oil tank within one year of conversion to natural gas or by the end of their life. Several sites have the upcoming requirement to replace the underground heating oil tanks as they are nearing their life expectancy.

Programmed for FYE 22 are funds (\$85,000) to design the conversion to gas and removal of heating oil tank at the Police Station and diesel fuel tank for the generator (required by August 2022), at the Library to replace boilers (original equipment installed in 1979) and the removal heating oil tank (required by August 2024) and the heating oil tank at Groton Ambulance with the conversion of the boiler to natural gas.

Other buildings considered for conversion:

- Town Hall Annex - Convert burner to gas on newly installed boiler. Tank remains for generator.
- Town Hall - Replace boiler and convert steam heat to hot water, remove above ground heating oil tank.
- Groton Community Center – Replace the boilers and remove the above ground tank
- Public Works Maintenance barn - Install hot air gas furnace, remove indoor tank.
- Parks Maintenance building - Install hot air gas furnace.
- Human Services Building - Install gas furnace. Remove above ground tank.
- Animal Shelter - Convert burners to gas. Remove above ground tank.
- Vehicle Storage Building - Convert heaters to gas. Remove propane tank.

Financing options and grant opportunities will be explored.

**RECOMMENDED FINANCING (000)**

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	C		85					85
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>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

**CAPITAL PROJECTS - FYE 2021 (000)**

**FYE 2021 TO FYE 2026**

**PROJECT SUMMARY (000)**

10) WATER POLLUTION CONTROL FACILITY	SOURCE	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	TOTAL COST
A) SEWER LINE INFRASTRUCTURE REPAIR	O	50	277	0	75	750	0	1152
B) PUMP STATIONS	O	1425	1400	727	399	187	1663	5801
C) TREATMENT FACILITY	O	0	543	385	358	531	453	2270
<b>TOTAL</b>	<b>O</b>	<b>1475</b>	<b>2220</b>	<b>1112</b>	<b>832</b>	<b>1468</b>	<b>2116</b>	<b>9223</b>
Capital Reserve Fund	C	0	0	0	0	0	0	0
General Obligation Bonds	G	0	0	0	0	0	0	0
Other	O	1475	2220	1112	832	1468	2116	9223

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL (ADDENDUM)

PROJECT	ACTIVITY/DEPARTMENT
WPCF NEEDS SUMMARY	10) WATER POLLUTION CONTROL FACILITY

ADDITIONAL INFORMATION

The Town of Groton's Water Pollution Control Facility and its associated collection system gather, transport, treat and discharge the Town's sanitary sewer wastewaters. The Water Pollution Control Facility was constructed in 1972. The 22 pump stations and the connecting interceptor sewer lines were constructed at various times between 1967 and 2002. Wastewater treatment is a specialized industrial process which utilizes a variety of electrical, electronic, and mechanical equipment such as pumps, motors, and computerized monitoring and processing. The structures, piping and equipment are exposed to toxic and corrosive fluids and gases which shorten the life expectancy and require regular recurring maintenance and capital improvement level projects to ensure the process continues to meet strict regulatory discharge requirements. Many of the systems and much of the equipment have been operated beyond their industry accepted service life expectancies and require renewal, refurbishment, replacement or recapitalization.

In response to deteriorating conditions due to age, use and obsolescence, a 10-year capital improvement plan was developed for the Water Pollution Control Division (WPCD). Over the next six years, the WPCD is projected to require over \$9M for capital expenditures. To prevent or mitigate equipment and system failures, the plan anticipates annual capital expenditures of \$1.5M to \$2.5M that will be programmed in the Capital Improvement Program.

The projects identified represent those with the highest risk and associated consequences if failure occurs or which offer the highest return on investment when completed.

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SEWER LINE INFRASTRUCTURE REPAIR	10) WATER POLLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Approved in FYE 19 were funds (\$522,000) to line the main sewer interceptor between the Poquonnock River Pump Station and the WPCF Treatment Plant, (\$11,000) to evaluate the interceptor between Toll Gate and Poquonnock Roads for relining, and (\$318,000) to reline laterals in the Brookside Area.

Requested for FYE 21 are funds (\$50,000) to update the Wastewater Facilities Capital Improvement Plan. This 10 year plan was last updated in 2006. This plan will review the project needs for the town sewer infrastructure, including prioritization, opinions of costs and scheduling.

Programmed for FYE 22 are funds (\$277,000) for odor control improvements and Hydrogen Sulfide reduction in the collection system.

Programmed for FYE 23 are funds (TBD) to line address piping sections between Beebe Cove and Mumford Cove.

Programmed for FYE 24 are funds (\$75,000) to evaluate and prepare plans for the first phase of the project to address the prestressed concrete cylinder pipe (PCCP) in downtown Mystic.

Programmed for FYE 25 are funds (\$750,000) for construction of first phase to address the PCCP in downtown Mystic.

These projects will be submitted to the Water Pollution Control Authority for approval as part of their annual budget. These projects will be funded by sewer user fees.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	50	40		75	50		215
B. Land and Right of Way								0
C. Construction	O		237	TBD		700		937
D. Equipment								0
E. Other Costs								0
Total	O	50	277	0	75	750	0	1152

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) PUMP STATIONS	10) WATER POLLUTION CONTROL AUTHORITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Requested for FYE 21 are funds (\$125,000) to design the design, bidding documents and cost estimates to provide remote Supervisory Control and Data Acquisition (SCADA) to the 21 remote pump stations.

Requested for FYE 21 are funds (\$1,300,000) for construction costs for mechanical and electrical modernization and planned replacement of equipment at the Goss Cover Pump Station. This also includes funds to replace the failed underground fuel storage tank with a new above ground tank.

Programmed for FYE 22 are funds (\$1,400,000) to install the SCADA in the pump stations.

Programmed for FYE 23 are funds (\$673,000) for Mumford Cove pump station modernization construction and (\$54,000) for Beebe Cove pump station for P&E costs for electrical and mechanical modernization and replacement.

Programmed for FYE 24 are funds (\$399,000) for construction costs for Beebe Cove pump station major electrical and mechanical modernization and replacement.

Programmed for FYE 25 are funds (\$187,000) for P&E costs for Little Gibraltar pump station major electrical and mechanical modernization and replacement.

Programmed for FYE 26 are funds (\$1,663,000) for construction costs for Little Gibraltar pump station major electrical and mechanical modernization and replacement.

These projects will be submitted to the Water Pollution Control Authority for approval as part of their annual budget. These projects will be funded by sewer user fees.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O	125		54		187		366
B. Land and Right of Way								0
C. Construction	O	1300	1400	673	399		1663	5435
D. Equipment								0
E. Other Costs								0
<b>Total</b>	<b>O</b>	<b>1425</b>	<b>1400</b>	<b>727</b>	<b>399</b>	<b>187</b>	<b>1663</b>	<b>5801</b>

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

CAPITAL IMPROVEMENT PROGRAM  
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TREATMENT FACILITY	10) WATER POLLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Programmed for FYE 22 are funds (\$543,000) for modernization and rehabilitation of the laboratory.

Programmed for FYE23 are funds (\$385,000) to rehabilitate primary clarifier #1 and the distribution box/gates.

Programmed for FYE 24 are funds (\$358,000) to build a heavy equipment and storage building.

Programmed for FYE 25 are funds (\$531,000) to replace two aeration blowers at the end of service life.

Programmed for FYE26 are funds (\$453,000) to remove the incinerator and install a mezzanine in the operations building.

These projects will be submitted to the Water Pollution Control Authority for approval as part of their annual budget. These projects will be funded by sewer user fees.

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	FYE2026	
A. Planning and Engineering	O		27	36	36	15	35	149
B. Land and Right of Way								0
C. Construction	O		516	349	322	30	418	1635
D. Equipment	O					486		486
E. Other Costs								0
Total	O	0	543	385	358	531	453	2270

\*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)