



**ANNUAL BUDGET**  
**Fiscal Year**  
**2013-2014**

Referendum  
May 21, 2013

**Town of North Haven Connecticut  
Annual Budgets  
For The Fiscal Year  
July 1, 2013  
Through  
June 30, 2014**

**Board of Selectmen**

Michael J. Freda, First Selectman  
Timothy M. Doheny, Second Selectman  
Alan Sturtz, Third Selectman

**Board of Finance**

Richard Monico, Chairman  
William J. Pieper, Vice Chairman  
Michael T. Hallahan, Secretary  
Patricia Brown  
Michael J. Freda  
Dyann M. Vissicchio  
James J. Lianos

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**TOWN OF NORTH HAVEN  
2013-2014 BUDGET**

	<u>Actual 2011-12</u>	<u>Budget 2012-13</u>	<u>Est. Exp 2012-13</u>	<u>Request 2013-14</u>	<u>Percent % Change</u>	<u>Total Dollar Change</u>
<b><u>GENERAL GOVERNMENT</u></b>						
Selectmen	\$ 157,249	\$ 168,100	\$ 168,100	\$ 170,372	1%	\$ 2,272
Town Clerk	\$ 156,740	\$ 179,371	\$ 179,275	\$ 168,848	-6%	\$ (10,523)
Election	\$ 94,928	\$ 104,850	\$ 104,850	\$ 104,850	0%	\$ -
Legal	\$ 239,075	\$ 199,800	\$ 199,800	\$ 199,800	0%	\$ -
Probate Court	\$ 6,700	\$ 6,700	\$ 6,700	\$ 6,700	0%	\$ -
Public Libraries	\$ 863,938	\$ 903,507	\$ 903,507	\$ 884,348	-2%	\$ (19,159)
Cemetery Commission	\$ 55,143	\$ 60,700	\$ 60,700	\$ 60,700	0%	\$ -
Treasurer-Finance	\$ 496,902	\$ 500,324	\$ 500,324	\$ 518,466	4%	\$ 18,142
Board of Finance	\$ 4,568	\$ 7,250	\$ 7,250	\$ 7,250	0%	\$ -
Tax Assessor	\$ 245,158	\$ 237,626	\$ 237,626	\$ 250,642	5%	\$ 13,016
Tax Collector	\$ 137,089	\$ 170,415	\$ 170,415	\$ 169,634	0%	\$ (781)
Board of Assessment Appeals	\$ 477	\$ 2,150	\$ 2,150	\$ 2,150	0%	\$ -
Insurance - General	\$ 853,968	\$ 965,672	\$ 965,672	\$ 704,524	-27%	\$ (261,148)
Central Facilities	\$ 345,042	\$ 313,200	\$ 313,200	\$ 316,700	1%	\$ 3,500
Central Supply Services	\$ 369,132	\$ 297,825	\$ 333,825	\$ 336,825	13%	\$ 39,000
Personnel Policy Expenses	\$ 311,807	\$ 1,005,231	\$ 1,005,231	\$ 769,956	-23%	\$ (235,275)
Audit	\$ 56,180	\$ 69,400	\$ 69,400	\$ 69,400	0%	\$ -
Information Technology	\$ 372,000	\$ 373,109	\$ 373,109	\$ 374,609	0%	\$ 1,500
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 4,766,096</b>	<b>\$ 5,565,230</b>	<b>\$ 5,601,134</b>	<b>\$ 5,115,774</b>	<b>-8%</b>	<b>\$ (449,456)</b>
<b><u>PUBLIC SAFETY</u></b>						
Police	\$ 4,832,853	\$ 4,825,334	\$ 4,648,459	\$ 5,161,257	7.0%	\$ 335,923
Animal Control	\$ 88,266	\$ 85,784	\$ 86,039	\$ 91,084	6.2%	\$ 5,300
Fire / Civil Defense / Emergency Management	\$ 3,374,056	\$ 3,307,659	\$ 3,437,202	\$ 3,629,304	9.7%	\$ 321,645
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 8,295,175</b>	<b>\$ 8,218,777</b>	<b>\$ 8,171,700</b>	<b>\$ 8,881,645</b>	<b>8.1%</b>	<b>\$ 662,868</b>
<b><u>LAND USE</u></b>						
Economic Development	\$ 23,511	\$ 6,900	\$ 6,900	\$ 6,900	0%	\$ -
Land Use Administration	\$ 189,145	\$ 191,499	\$ 191,499	\$ 224,648	17%	\$ 33,149
Planning & Zoning	\$ 8,921	\$ 15,900	\$ 15,900	\$ 15,900	0%	\$ -
Inland Wetlands Commission	\$ 2,977	\$ 9,250	\$ 9,250	\$ 9,250	0%	\$ -
Zoning Board of Appeals	\$ 6,805	\$ 6,300	\$ 6,300	\$ 6,300	0%	\$ -
Building Inspection-Permits	\$ 233,522	\$ 229,034	\$ 236,751	\$ 250,705	9%	\$ 21,671
Engineering	\$ 102,465	\$ 129,299	\$ 129,299	\$ 138,549	7%	\$ 9,250
<b>TOTAL LAND USE</b>	<b>\$ 567,346</b>	<b>\$ 588,182</b>	<b>\$ 595,899</b>	<b>\$ 652,252</b>	<b>11%</b>	<b>\$ 64,070</b>
<b><u>PUBLIC WORKS</u></b>						
Public Works Admin	\$ 268,646	\$ 223,243	\$ 227,642	\$ 226,072	1.3%	\$ 2,829
Streets & Roads	\$ 2,102,972	\$ 2,121,775	\$ 2,090,946	\$ 1,950,491	-8.1%	\$ (171,284)
Sanitation	\$ 1,447,226	\$ 1,456,086	\$ 1,456,086	\$ 1,445,902	-0.7%	\$ (10,184)
Transfer Station & Recycling	\$ 526,339	\$ 464,054	\$ 464,054	\$ 364,294	-21.5%	\$ (99,760)
Maintenance	\$ 250,473	\$ 269,099	\$ 268,400	\$ 269,442	0.1%	\$ 343
Parks	\$ 296,701	\$ 272,200	\$ 272,200	\$ 260,200	-4.4%	\$ (12,000)
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 4,892,357</b>	<b>\$ 4,806,457</b>	<b>\$ 4,779,328</b>	<b>\$ 4,516,401</b>	<b>-6.0%</b>	<b>\$ (290,056)</b>
Sub-total	\$ 18,520,974	\$ 19,178,646	\$ 19,148,061	\$ 19,166,072		

**TOWN OF NORTH HAVEN  
2013-2014 BUDGET**

	<u>Actual</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Est. Exp</u> <u>2012-13</u>	<u>Request</u> <u>2013-14</u>	<u>Budget to</u> <u>Budget Inc.</u>	
<b>HEALTH &amp; HUMAN SERVICES</b>						
Community Services	\$ 452,318	\$ 418,319	\$ 418,319	\$ 421,590	1%	\$ 3,271
Regional Health District	\$ 124,244	\$ 126,436	\$ 126,436	\$ 126,524	0%	\$ 88
Regional Visiting Nurse Agency	\$ 31,965	\$ 35,000	\$ 28,156	\$ 28,156	-20%	\$ (6,844)
Welfare	\$ 1,253	\$ 3,000	\$ 3,000	\$ 3,000	0%	\$ -
Senior Center	\$ 271,927	\$ 277,684	\$ 277,684	\$ 286,144	3%	\$ 8,460
Recreation	\$ 570,340	\$ 554,618	\$ 551,468	\$ 537,768	-3%	\$ (16,850)
<b>TOTAL HEALTH&amp;HUMAN SERVICES</b>	\$ 1,452,047	\$ 1,415,057	\$ 1,405,063	\$ 1,403,182	-1%	\$ (11,875)
<b>EMPLOYEE BENEFITS</b>						
Pension - Social Security	\$ 4,974,888	\$ 5,207,637	\$ 5,294,508	\$ 5,045,702	-3.1%	\$ (161,935)
Insurance - Employees	\$ 4,945,967	\$ 5,331,825	\$ 4,927,404	\$ 6,004,084	12.6%	\$ 672,259
<b>TOTAL EMPLOYEE BENEFITS</b>	\$ 9,920,855	\$ 10,539,462	\$ 10,221,912	\$ 11,049,786	4.8%	\$ 510,324
<b>DEBT SERVICE</b>						
Principal & Interest - Bonds & Notes	\$ 6,810,334	\$ 5,996,546	\$ 5,996,546	\$ 6,144,330	2.5%	\$ 147,784
<b>TOTAL DEBT SERVICE</b>	\$ 6,810,334	\$ 5,996,546	\$ 5,996,546	\$ 6,144,330	\$ 0	\$ 147,784
<b>MISCELLANEOUS</b>						
Miscellaneous	\$ 353,235	\$ 392,360	\$ 372,040	\$ 418,066	6.6%	\$ 25,706
Utilities	\$ 1,095,655	\$ 985,400	\$ 1,011,500	\$ 1,021,000	3.6%	\$ 35,600
<b>TOTAL MISCELLANEOUS</b>	\$ 1,448,890	\$ 1,377,760	\$ 1,383,540	\$ 1,439,066	4.4%	\$ 61,306
Sub Total	\$ 19,632,126	\$ 19,328,825	\$ 19,007,061	\$ 20,036,364	10.9%	\$ 707,539
<b>TOTAL TOWN GOVERNMENT BUDGET</b>	\$ 38,153,100	\$ 38,507,471	\$ 38,155,122	\$ 39,202,436	1.8%	\$ 694,965
<b>TOTAL BOARD OF EDUCATION BUDGET</b>	\$ 44,352,880	\$ 45,720,684	\$ 45,720,684	\$ 46,970,908	2.73%	\$ 1,250,224
<b>CAPITAL</b>	\$ 1,311,534	\$ 522,843	\$ 522,843	\$ 377,963	-27.7%	\$ (144,880)
<b>RESERVE FOR CONTINGENCY</b>	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	0.0%	\$ -
<b>TOTAL RECOMMENDED 2013-2014 TOWN BUDGET</b>	<b>\$ 83,817,514</b>	<b>\$ 85,050,998</b>	<b>\$ 84,698,649</b>	<b>\$ 86,851,307</b>	<b>2.1%</b>	<b>\$ 1,800,309</b>

# TOWN OF NORTH HAVEN

## 2013-2014 Budget

### Budget Summary

	<u>Actual</u> <u>2011-12</u>	<u>Budget</u> <u>2012-13</u>	<u>Est. Exp</u> <u>2012-13</u>	<u>Request</u> <u>2013-14</u>	<u>Budget to</u> <u>Budget Inc.</u>
<b>Ordinary Expense</b>					
General Government	\$ 4,766,096	\$ 5,565,230	\$ 5,601,134	\$ 5,115,774	-8%
Public Safety	\$ 8,295,175	\$ 8,218,777	\$ 8,171,700	\$ 8,881,645	8.1%
Land Use	\$ 567,346	\$ 588,182	\$ 595,899	\$ 652,252	10.9%
Public Works	\$ 4,892,357	\$ 4,806,457	\$ 4,779,328	\$ 4,516,401	-6.0%
Health, Human Services	\$ 1,452,047	\$ 1,415,057	\$ 1,405,063	\$ 1,403,182	-0.8%
Miscellaneous	\$ 1,448,890	\$ 1,377,760	\$ 1,383,540	\$ 1,439,066	4.4%
Board of Education	\$ 44,352,880	\$ 45,720,684	\$ 45,720,684	\$ 46,970,908	2.73%
<b>Fixed Charges</b>					
Bond Repayments	\$ 6,810,334	\$ 5,996,546	\$ 5,996,546	\$ 6,144,330	2.5%
Pension Contribution	\$ 3,973,538	\$ 4,159,857	\$ 4,222,028	\$ 3,959,430	-4.8%
Healthcare	\$ 4,945,967	\$ 5,331,825	\$ 4,927,404	\$ 6,004,084	12.6%
Social Security	\$ 1,001,350	\$ 1,047,780	\$ 1,072,480	\$ 1,086,272	3.7%
* Workers Comp	\$ 569,365	\$ 657,110	\$ 657,110	\$ 372,821	-43.3%
* Insurance	\$ 284,603	\$ 308,562	\$ 308,562	\$ 331,703	7.5%
<b>Capital</b>	\$ 1,311,534	\$ 522,843	\$ 522,843	\$ 377,963	-27.7%
<b>Contingency</b>	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
<b>Total</b>	\$ <u>83,817,514</u>	\$ <u>85,050,998</u>	\$ <u>84,698,649</u>	\$ <u>86,851,307</u>	2.1%

\*Worker's comp and General Insurance totals are included in General Government.

# TOWN OF NORTH HAVEN

## 2013-2014 Mill Rate Calculation

### General Fund

	<u>2012-2013</u> <u>Budget</u>	<u>2013-2014</u> <u>Budget</u>	<u>13/14 Bud</u> <u>to 12/13 Bud</u>
<b>Financing Requirement</b>			
Total Appropriations			
Operating Costs	84,228,155	86,173,344	2.3%
Capital	522,843	377,963	-27.7%
<b>Reserve for Contingencies</b>	<u>300,000</u>	<u>300,000</u>	<u>0.0%</u>
<b>Total Amount to be Financed</b>	<b><u>\$ 85,050,998</u></b>	<b><u>\$ 86,851,307</u></b>	2.1%

### Funding

Unrestricted Fund Balance	\$ 1,892,000	\$ 750,000	-60.4%
Other Revenues			
State and Federal Aid	6,011,786	5,496,564	-8.6%
All other	2,051,227	1,823,940	-11.1%
			-
Special Revenue Fund Transfer	150,000	-	-100.0%
Current Property Taxes	73,070,985	77,055,803	5.5%
Delinquent Collections	1,200,000	1,100,000	-8.3%
MV Supplemental Taxes	525,000	525,000	0.0%
Personal Property Audit Taxes	150,000	100,000	-33.3%
Total Revenues	<u>\$ 85,050,998</u>	<u>\$ 86,851,307</u>	<u>2.1%</u>
<b>Total Financing</b>	<b><u>\$ 85,050,998</u></b>	<b><u>\$ 86,851,307</u></b>	2.1%

### Mill Rate Calculation

Property Tax revenue	\$ 73,070,985	\$ 77,055,803	5.5%
Estimated loss on collection	<u>\$ 1,491,245</u>	<u>\$ 1,572,567</u>	<u>5.5%</u>
<b>Required Tax Levy</b>	<b><u>\$ 74,562,230</u></b>	<b><u>\$ 78,628,370</u></b>	5.5%
<b>Estimated Grand List of October 1</b>	<b><u>\$ 2,809,967,443</u></b>	<b><u>\$ 2,797,724,913</u></b>	-0.4%
<b>Mill Rate</b>	<u>26.54</u>	<u>28.10</u>	5.9%
Percentage of GL Used in Billing	<u>98.00</u>	<u>98.00</u>	

# Town of North Haven

## Income Budget

### 2013-2014

Account Title	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Budget 2013-14
<b><u>Revenue</u></b>				
Fund-Balance - Appropriated		1,892,000	1,892,000	750,000
- Unappropriated		0	0	0
		1,892,000	1,892,000	750,000
Special Revenue Fund Transfer	50,000	150,000	150,000	0
	50,000	2,042,000	2,042,000	750,000
<b><u>Tax Collector</u></b>				
Current Taxes	72,862,497	73,070,985	73,070,985	
Arrears Taxes	570,198	750,000	600,000	650,000
Interest and Liens	478,512	450,000	450,000	450,000
Personal Property Audit Taxes	109,411	150,000	100,000	100,000
Supplemental Auto Taxes	540,519	525,000	525,000	525,000
	74,561,137	74,945,985	74,745,985	1,725,000
<b><u>State of Connecticut - Board of Education*</u></b>				
Education Cost Sharing Grant - ECS	3,226,981	3,295,851	3,295,851	3,475,771
School Transportation	46,428	46,168	46,691	0
Adult Education	13,561	14,270	13,836	14,934
Education for the Blind	0	0	0	0
School Building Grant	194,517	193,530	193,530	190,568
School Interest Subsidy	51,582	43,352	43,352	34,880
	3,533,069	3,593,171	3,593,260	3,716,153
<b><u>State of Connecticut - Town Government*</u></b>				
Tax Relief - Elderly & Totally Disabled Homeowners	229,530	236,914	213,725	211,800
Tax Relief - Totally Disabled	4,060	4,095	4,048	4,048
Boat Grant	0	8,537	0	0
Telecommunications Access Line	97,746	97,746	97,746	94,025
PILOT	433,004	432,821	415,388	332,099
Dept. of Transportation Refund	2,327	2,440	2,073	2,000
Tax Relief for Veterans	30,266	27,716	30,137	31,800
Mashantucket Pequot	159,556	159,447	159,556	0
Tax Relief for Manufacturing Machinery and Equipmen	1,147,335	1,194,569	1,147,336	0
Property Tax Relief	188,064	202,250	188,064	0
FEMA	197,327	0	275,000	0
SAFER Act Grant	86,680	52,080	52,080	0
Hold Harmless Grant	0	0	0	1,104,639
	2,575,895	2,418,615	2,585,153	1,780,411
<b><u>Town Revenue - General</u></b>				
Sale of Town Property	495	2,500	2,500	2,500
Interest on Short Term Investments	39,310	125,000	40,000	40,000
In Lieu of Taxes	242,991	235,000	235,000	235,000
Rental of Town Property	62,916	70,000	60,000	60,000
Parking Violations	2,375	3,000	3,000	3,000
Town Miscellaneous Receipts	238,606	225,000	225,000	225,000
Rental - Mill Road School	92,647	95,427	95,427	98,290
CRRA	0	0	95,220	0
	679,340	755,927	756,147	663,790

# Town of North Haven

## Income Budget

### 2013-2014

Account Title	Actual 2011-12	Budget 2012-13	Estimated 2012-13	Budget 2013-14
<b><u>Town Revenue - Departments</u></b>				
Cemeteries	53,098	60,000	55,000	55,000
Assessors Office	810	1,000	850	850
Town Clerk Fees	319,060	350,000	350,000	350,000
Registrar of Vital Statistics	16,066	13,000	13,000	13,000
Miscellaneous Licenses and Permits	9,875	6,000	9,000	9,000
Alarm Use Fee	18,000	21,000	21,000	21,000
Police Photo Copies	3,743	3,000	3,000	3,000
Dog License Fee	8,481	8,000	8,000	8,000
Building Office Fees	734,542	680,000	640,000	550,000
Engineering Office Fees	1,337	1,000	1,000	1,000
Road Excavation Fees	7,705	7,000	7,000	7,000
Public Works Fees	1,665	2,000	2,000	2,000
Sale of Recyclables	585	300	300	300
Application / Inspection	6,430	6,000	3,000	3,000
Planning & Zoning Commission Fees	8,009	15,000	15,000	15,000
Zoning Board of Appeals Fees	5,266	5,000	5,000	5,000
Inland Wetlands Commission Fees	1,806	2,000	2,000	2,000
Community Services Fees	124,702	115,000	115,000	115,000
	1,321,180	1,295,300	1,250,150	1,160,150
GRAND TOTAL REVENUE	82,720,621	86,942,998	84,972,695	9,795,504

**Town of North Haven  
Board of Education  
Annual Budget  
For The Fiscal Year  
July 1, 2013  
Through  
June 30, 2014**

**Board of Education**

**Anita Anderson, Chairman  
Wesley O'Brien, Vice Chairman  
Carol Franceschet, Secretary**

**Goldie Adele  
Bryan P. Bogen  
Jennifer Ann Caldwell  
Alicia Clapp  
Matthew Kerzner  
Randi Petersen**

**Dr. Robert Cronin  
Superintendent of Schools**



**North Haven Public Schools**  
**Superintendent: Robert D. Cronin, Ph.D**  
**Budget by Object**

Object		2011-2012 Approved Budget	2012-2013 Approved Budget	2013-2014 Proposed Budget	Change	Percentage Change
111A	Administrators	\$ 2,093,251	\$ 2,219,781	\$ 2,254,792	\$ 35,011	2%
111B	Teachers	16,061,875	17,028,094	16,896,213	(131,881)	-1%
111C	Retirement Incentive	195,000	195,000	385,000	190,000	97%
111N	Certified Stipends	385,000	451,868	429,064	(22,804)	-5%
111P	Pupil Personnel	1,487,092	1,528,809	1,630,163	101,354	7%
111S	Sped Teachers	2,340,575	1,867,452	1,953,443	85,991	5%
1120	Salaries-Clerical	1,148,847	1,215,076	1,224,795	9,719	1%
112A	Aides	1,087,144	928,076	1,112,680	184,604	20%
112B	Maintenance & Custodial	1,130,625	1,129,727	1,170,195	40,468	4%
112D	Overtime	160,000	160,000	160,000	-	0%
112E	Subst.Non-Certified	43,000	40,000	40,000	-	0%
112F	Salary Reserve	28,000	40,500	40,500	-	0%
112G	It Administration Services	127,399	127,399	121,415	(5,984)	-5%
113A	Substitutes-Certified	400,000	460,000	460,000	-	0%
113B	Tutors-Homebound	151,549	48,000	54,160	6,160	13%
113C	Adult Education	15,303	17,200	17,200	-	0%
114A	Ot/Pt Salaries	-	157,068	40,097	(116,971)	-74%
<b>Total 100</b>	<b>Salaries</b>	<b>\$ 26,854,660</b>	<b>\$ 27,614,050</b>	<b>\$ 27,989,717</b>	<b>\$ 375,667</b>	<b>1%</b>
201A	Life Insurance	\$ -	\$ 84,434	\$ 89,250	\$ 4,816	6%
201B	Hospital Ins	5,737,704	5,069,900	5,274,000	204,100	4%
201E	Unemployment	45,000	90,000	150,000	60,000	67%
201F	Dental Insurance	-	281,200	159,569	(121,631)	-43%
201G	Prescription Drug	-	669,700	679,708	10,008	1%
201I	Worker's Compensation	275,000	295,625	212,000	(83,625)	-28%
201J	Medicare	355,000	360,000	375,000	15,000	4%
201K	Social Security	355,000	360,000	365,000	5,000	1%
201L	Pension	440,000	454,000	620,000	166,000	37%
<b>Total 200</b>	<b>Benefits</b>	<b>\$ 7,207,704</b>	<b>\$ 7,664,859</b>	<b>\$ 7,924,527</b>	<b>\$ 259,668</b>	<b>3%</b>
321A	Contract Inst. Services	\$ 74,100	\$ 92,800	\$ 108,800	\$ 16,000	17%
322A	Program Development	4,420	35,610	47,680	12,070	34%
322B	Staff Development	63,288	87,360	134,510	47,150	54%
323A	Pupil Services-Outside Prof	127,325	60,000	60,000	-	0%
323B	Prof Services Ot/Pt	226,240	80,000	82,000	2,000	3%
3300	Prof/Technical Services	272,520	239,320	259,794	20,474	9%
330A	Audit	35,000	36,000	37,000	1,000	3%
330D	Legal Fees	45,000	111,000	150,000	39,000	35%
330E	Police/Fire	47,000	49,100	59,177	10,077	21%
333A	Data Processing Services	65,000	19,000	5,000	(14,000)	-74%
<b>Total 300</b>	<b>Professional Services</b>	<b>\$ 959,893</b>	<b>\$ 810,190</b>	<b>\$ 943,961</b>	<b>\$ 133,771</b>	<b>17%</b>

Object		2011-2012 Approved Budget	2012-2013 Approved Budget	2013-2014 Proposed Budget	Change	Percentage Change
410A	Electric	\$ 865,000	\$ 865,000	\$ 862,200	\$ (2,800)	0%
410C	Gas (Non-Heat)	14,500	15,000	15,500	500	3%
420A	Cleaning Services	235,000	242,050	230,000	(12,050)	-5%
4300	Repairs And Maintenance	73,810	86,735	86,735	-	0%
430G	Grounds	47,100	65,750	65,750	-	0%
430N	Mechanical	30,000	30,000	30,000	-	0%
430Z	Other Repairs	249,182	284,950	284,950	-	0%
4400	Rentals	9,500	9,500	9,500	-	0%
440D	Rental Of Buildings	60,300	55,900	62,133	6,233	11%
4900	Other Purch Prop Serv	40,000	52,500	48,550	(3,950)	-8%
<b>Total 400</b>	<b>Property Services</b>	<b>\$ 1,624,392</b>	<b>\$ 1,707,385</b>	<b>\$ 1,695,318</b>	<b>\$ (12,067)</b>	<b>-1%</b>
5100	Field Trips	\$ 14,132	\$ 23,083	\$ 28,800	\$ 5,717	25%
510A	Regular Transportation	1,500,000	1,394,024	1,353,254	(40,770)	-3%
510C	Spec. Ed. Transportation	1,165,000	1,083,000	1,224,698	141,698	13%
510D	Athletic Transportation	75,000	75,000	86,735	11,735	16%
510F	Vocational School Trans	48,000	123,384	155,999	32,615	26%
510G	Pupil Transportation Vo-Ag	-	52,888	52,888	-	0%
510H	Pupil Transportation-Magnet	-	14,196	14,196	-	0%
<b>Total 510</b>	<b>Transportation Services</b>	<b>\$ 2,802,132</b>	<b>\$ 2,765,575</b>	<b>\$ 2,916,570</b>	<b>\$ 150,995</b>	<b>5%</b>
520A	Gen. Liability Ins.	\$ 170,000	\$ 182,750	\$ 201,050	\$ 18,300	10%
520B	Athletic Liability Ins.	7,700	9,800	9,800	-	0%
530A	Communications/Fiber Optic	135,000	135,000	123,496	(11,504)	-9%
530B	Postage	52,000	52,456	38,461	(13,995)	-27%
550A	Printing	26,000	28,900	25,900	(3,000)	-10%
5600	Tuition	2,654,559	2,701,150	2,960,250	259,100	10%
580A	Mileage Allowance	30,000	27,364	28,669	1,305	5%
5900	Other Purchased Services	80,000	90,000	80,000	(10,000)	-11%
<b>Total 5XX</b>	<b>Other Purchased Services</b>	<b>\$ 3,155,259</b>	<b>\$ 3,227,420</b>	<b>\$ 3,467,626</b>	<b>\$ 240,206</b>	<b>7%</b>
6110	Instructional Supplies	\$ 438,183	\$ 470,730	\$ 460,855	\$ (9,875)	-2%
613A	Custodial Supplies	95,800	95,800	95,800	-	0%
613D	Maintenance Supplies	85,575	91,575	81,500	(10,075)	-11%
620A	Heat, Oil	262,000	296,000	325,000	29,000	10%
620B	Heat, Gas	331,000	340,000	298,000	(42,000)	-12%
641A	Textbooks	102,387	123,171	127,371	4,200	3%
642A	Lib Books & Periodicals	48,615	41,850	41,850	-	0%
6910	Other Supplies	166,345	166,345	195,932	29,587	18%
691A	Clothing Allowance	-	14,300	14,300	-	0%
<b>Total 600</b>	<b>Supplies &amp; Materials</b>	<b>\$ 1,529,905</b>	<b>\$ 1,639,771</b>	<b>\$ 1,640,608</b>	<b>\$ 837</b>	<b>0%</b>
730A	New Equipment	\$ 2,402	\$ 14,281	14,281	\$ -	0%
730B	Replacement Equipment Instr	8,323	16,948	16,948	-	0%
739B	Replacement Equipment Non Instr	-	3,408	3,408	-	0%
739C	Leases	175,040	175,040	269,237	94,197	54%
<b>Total 700</b>	<b>Equipment</b>	<b>\$ 185,765</b>	<b>209,677</b>	<b>303,874</b>	<b>94,197</b>	<b>45%</b>
8100	Dues And Fees	\$ 69,304	\$ 81,757	\$ 88,707	\$ 6,950	9%
<b>Total 800</b>	<b>Dues &amp; Fees</b>	<b>\$ 69,304</b>	<b>\$ 81,757</b>	<b>\$ 88,707</b>	<b>\$ 6,950</b>	<b>9%</b>
<b>GRAND TOTAL OPERATING</b>		<b>\$ 44,389,014</b>	<b>\$ 45,720,684</b>	<b>\$ 46,970,908</b>	<b>\$ 1,250,224</b>	<b>2.7%</b>

Budget % Change from Prior Year

1.00%

3%

2.7%

NORTH HAVEN PUBLIC SCHOOLS  
 PROPOSED 2013-2014 BUDGET

OBJECT ASSUMPTIONS AND VARIANCE DISCUSSION

The proposed 2013-2014 Budget is \$46,970,908 and a 2.7% increase over the current year's budget. Personnel costs make up approximately 76% of the total budget.

<b>Object - Description</b>	<b>Budget 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Budget 2013-2014</b>	<b>Change</b>	<b>% Change</b>
100 - Salaries	\$26,854,660	\$27,614,050	\$27,989,717	\$375,667	1%
200 - Benefits	7,207,704	7,664,859	7,924,527	259,668	3%
300 – Professional Services	959,893	810,190	943,961	133,771	17%
400 – Property Services	1,642,392	1,707,385	1,695,318	(12,067)	(1%)
510 – Transportation Services	2,802,132	2,765,575	2,916,570	150,995	5%
5XX – Other Purchased Services	3,155,259	3,227,420	3,467,626	240,206	7%
600 – Supplies & Materials	1,529,905	1,639,771	1,640,608	837	0%
700 – Equipment	185,765	209,677	303,874	94,197	45%
800 – Dues & Fees	69,304	81,757	88,707	6,950	9%
<b>TOTAL OPERATING BUDGET</b>	<b>\$44,389,014</b>	<b>\$45,720,684</b>	<b>\$46,970,908</b>	<b>\$1,250,224</b>	<b>2.7%</b>

OBJECT 111A – ADMINISTRATORS

This account includes 18 Administrators 14 of whom are covered by the Administrators contract. The administrators are receiving a 2.5% increase for next year per their contract agreement. The budget includes the positions of Superintendent of Schools (\$169,000), Director of Curriculum and Instruction (\$135,000), High School Principal (\$147,448), Middle School Principal (\$136,762), Elementary School Principals and Director of Student Services (\$132,380), High School Assistant Principal (\$126,167), Middle School Assistant Principal (\$125,744), Supervisor of Special Education (\$127,755), Director of Finance & Operations (\$100,000), 11 Month Assistant Principals (\$115,482), Athletic Director (\$109,070) and Supervisor of Building & Grounds (\$76,500).

OBJECT 111B – TEACHERS

This line item reflects the newly negotiated teachers' contract which is netted with retirements and anticipated staffing levels.

OBJECT 111C – RETIREMENT INCENTIVE

This is the third year of a three year incentive and the first year of a new incentive that enabled the retirement of employees at the top step who were replaced with employees at a lesser cost or perhaps not replaced.

OBJECT 111N – STIPENDS

The budget includes contractual amounts in stipend positions for coaches, student clubs & activity advisors, program coordinators, team leaders etc.

OBJECT 111P – PUPIL PERSONNEL

The increase is due to the absorption of grant funded positions into the budget, reallocation of resources plus the contractual step and increase specified in the contract.

**OBJECT 111S – SPECIAL EDUCATION TEACHERS**

The increase is due to the absorption of grant funded positions into the budget, reallocation of resources plus the contractual step and increase specified in the contract.

**OBJECT 1120 – CLERICAL**

The increase in this line item is due to the increase per contractual obligations.

**OBJECT 112A - INSTRUCTIONAL AIDES**

The increase is due to the absorption of grant funded positions into the budget, reallocation of resources plus the contractual step and increase specified in the contract.

**OBJECT 112B – CUSTODIANS & MAINTENANCE**

The increase relates to the anticipated negotiated contract.

**OBJECT 112D – OVERTIME**

The budget reflects increased management focus on the use of overtime.

**OBJECT 112E – NON-CERTIFIED SUBSTITUTES**

Staff will be shared to cover brief absences.

**OBJECT 112F – SALARY RESERVE**

This account includes funding for district staff that do not belong to collective bargaining units.

**OBJECT 112G – IT ADMINISTRATIVE SERVICES**

Slight reduction is due to a reallocation of resources amongst the salary lines due to retirements.

**OBJECT 113A – CERTIFIED SUBSTITUTES**

The line item reflects the alignment of the budget to current year and historical actual expenditures.

**OBJECT 113B – HOMEBOUND TUTORS**

This account covers the cost of tutoring students who are unable to attend school and reflects a slight increase in the need.

**OBJECT 113C – ADULT EDUCATION**

This is the mandated local match for the state funded program that brings parity for non affiliated support to the program.

**OBJECT 114A – OCCUPATIONAL/PHYSICAL THERAPY**

The decrease in this account reflects the fact that the district no longer has full OT/PT employees on staff. We currently are staffed with one part time OT and remaining services are out sourced.

**OBJECT 201A – LIFE INSURANCE**

The costs are expected to increase slightly this year.

**OBJECT 201B – MEDICAL/HOSPITAL INSURANCE**

This account reflects a net increase in insurance. 18.5% increase for medical/hospital insurance netted with retirements and loss of membership.

**OBJECT 201E - UNEMPLOYMENT**

The line item increase reflects the alignment of the budget to historical, current year and anticipated actual expenditures from the resource allocation.

**OBJECT 201F – DENTAL INSURANCE**

The line item decrease reflects the alignment of the budget to historical, current year and anticipated actual expenditures from the resource allocation.

**OBJECT 201G – PERScription DRUG INSURANCE**

The line item increase reflects the alignment of the budget to historical, current year and anticipated actual expenditures from the resource allocation.

**OBJECT 201I – WORKERS COMPENSATION**

The line item decrease reflects the alignment of the budget to historical, current year and anticipated actual expenditures from the resource allocation.

**OBJECT 201J – MEDICARE**

This account is based on budgeted salaries at a rate of 1.45%.

**OBJECT 201K - SOCIAL SECURITY**

This account is based on budgeted salaries for non-certified staff at a rate of 6.2%.

**OBJECT 201L – TOWN PENSION**

This account is based on a 15% contribution rate to a defined benefit plan for non-certified staff hired prior to 7/1/2009 and a 10% contribution rate to a defined contribution plan for non-certified staff hired thereafter.

**OBJECT 321A – CONTRACTED INSTRUCTIONAL SERVICES**

This account includes contracted services that are needed to meet the requirements of individualized Education Programs (IEP's) for special needs students and includes services such as hearing impaired support, speech, evaluative support, visually impaired support and consulting services for autism.

**OBJECT 322A – PROGRAM DEVELOPEMNT**

Best practices consultations for Student Services drive the increase in this line item.

**OBJECT 322B – STAFF DEVELOPMENT**

This line item addresses the state mandate to provide continuing education for all certified staff including leveraging technology throughout the district. The increase will enable the district to implement NEASC recommendations for the Middle School regarding differentiated instruction, data analysis, and technology and grouping practices.

**OBJECT 323A – PUPIL SERVICES OUTSIDE PROFESSIONAL SERVICES**

The line item remains flat and reflects the alignment of the budget to current year and historical actual expenditures for such things as psychiatric consultations, psychological evaluations, speech/language consultations, medical advisors and bilingual evaluations.

**OBJECT 323B – OT/PT PROFESSIONAL SERVICES**

The line item remains flat to include the cost of contractors.

**OBJECT 3300 – PROFESSIONAL TECHNICAL SERVICES**

The increase is due to more need for special education transitional services.

**OBJECT 330A – AUDIT SERVICES**

The annual audit fee covers the general audit plus state required reporting review.

**OBJECT 330D – Legal Fees**

The increase reflects the alignment of the budget to current year and historical actual expenditures. The costs are predominantly driven by special education, contract negotiations and other district business making up the balance.

**OBJECT 330E – POLICE/FIRE SERVICES**

The increase is due to the increase in the rates charged.

**OBJECT 333A – DATA PROCESSING SERVICES**

This savings is the result of moving payroll back into central office from ADP.

**OBJECT 410A – ELECTRICITY**

The town negotiated a better kilowatt rate and the budget assumes any increase in transmission costs will be offset by the improved kilowatt rate.

**OBJECT 410C – GAS (Non Heat)**

Assumed a 3% increase.

**OBJECT 420A – CLEANING SERVICE**

The amount reflects the true amount of the negotiated contract.

**OBJECT 4300 – REPAIRS & MAINTENANCE**

The account has remained flat for the current year.

**OBJECT 430G – GROUNDS MAINTENANCE**

The account has remained flat for the current year.

**OBJECT 430N – MECHANICAL REPAIRS**

The account has remained flat for the current year.

**OBJECT 430Z – OTHER REPAIRS**

The account has remained flat for the current year.

**OBJECT 4400 – RENTALS**

The account has remained flat for the current year.

**OBJECT 440D – RENTAL OF BUILDINGS**

The increase based on an annual contract for both the use of the Northford Ice Pavilion and the Garage on Giles Ave.

**OBJECT 4900 – OTHER PROPERTY SERVICES**

The line item decrease aligns the budget acknowledging current year and historical actual expenditures for water.

**OBJECT 5100 – FIELD TRIPS**

The increase is due to annually funding \$4/student at the High School plus an allowance for special education transportation to ensure inclusion of all students on field trips.

**OBJECT 510A – REGULAR TRANSPORTATION**

Decrease reflects the anticipated savings from two tier bus contract.

**OBJECT 510C – SPECIAL EDUCATION TRANSPORTATION**

Increase reflects the rates of transporting special education to out of district placements at the rates negotiated with the bus company.

**OBJECT 510D – TRANSPORTATION ATHLETICS**

As in the prior years, there has been no increase in transportation for athletics. The current budget amount includes an increase.

**OBJECT 510F – TRANSPORTATION VOCATIONAL**

The line item increase reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 510G – VO-AG TRANSPORTATION**

These costs are remaining flat and are determined by the daily rate to transport and the number of vehicles.

**OBJECT 510H – MAGNET TRANSPORTATION**

These costs are remaining flat and are determined by the daily rate to transport and the number of vehicles.

**OBJECT 520A – INSURANCE GENERAL LIABILITY**

This estimate of expenditures increases costs by 10% per our carrier.

**OBJECT 520B – INSURANCE ATHLETICS**

The line item increase reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 530A – TELEPHONE SERVICES**

This line item reflects a slight decrease based on change in anticipated services.

**OBJECT 530B – POSTAGE**

The line item decrease reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 550A – PRINTING**

The line item decrease reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 5600 – TUITION**

The increase is in anticipation of special needs students out of district placement tuition increases.

**OBJECT 580A – MILEAGE ALLOWANCE**

The increase is due to more projected travel combined with the rate of increase from the IRS.

**OBJECT 5900 – OTHER PURCHASED SERVICES**

This decrease reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 6110 - INSTRUCTIONAL SUPPLIES**

The line item decreased slightly and now reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 613A – CUSTODIAL SUPPLIES**

Per our Supervisor of Buildings & Grounds we will work within the same budget amount.

**OBJECT 613D – MAINTENANCE SUPPLIES**

The line item reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 620A – HEAT – OIL**

The budget was calculated by applying a 10% increase to actual costs.

**OBJECT 620B – HEAT – GAS**

The decrease assumes a constant rate increase trending at 2.7%.

**OBJECT 641A – TEXTBOOKS**

The increase is due to the anticipated purchase of new books.

**OBJECT 642A – LIBRARY BOOKS/PERIODICALS**

The line item will remain flat this year.

**OBJECT 6910 – OTHER SUPPLIES**

This account is increased and reflects the alignment of the budget to the current year and historical expenditures.

**OBJECT 691A – CLOTHING ALLOWANCE**

This line item reflects the contractual obligation.

**OBJECT 730A – NEW INSTRUCTIONAL EQUIPMENT**

Line item remained flat for the current year.

**OBJECT 730B – REPLACEMENT INSTRUCTIONAL EQUIPMENT**

Line item remained flat for the current year.

**OBJECT 739B – REPLACEMENT EQUIPMENT NON-INSTRUCTIONAL**

Line item remained flat for the current year.

**OBJECT 739C – LEASES**

The increase reflected here represents amounts that were once covered by the Town's capital account that is no longer available and therefore needed to be absorbed in the operating budget. The line item includes copier, computer and laptop leases.

**OBJECT 8100 – DUES & FEES**

The increase is driven by the district's involvement with additional professional groups.

**Town Government Budget**

**2013-2014**

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>SELECTMEN</u></b>					
Personnel / Full Time	148,258	149,100	149,100	151,372	2%
Personnel / Part Time	0	12,000	12,000	12,000	0%
Overtime	3,519	3,500	3,500	3,500	0%
Office Supplies	4,415	2,000	2,000	2,000	0%
Dues & Expenses	<u>1,057</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>0%</u>
<b>TOTAL SELECTMEN</b>	<b>157,249</b>	<b>168,100</b>	<b>168,100</b>	<b>170,372</b>	<b>1%</b>
<b><u>TOWN CLERK</u></b>					
Personnel / Part Time	14,925	14,820	14,880	14,820	0%
Personnel / Full Time	116,806	116,962	116,806	117,778	1%
Overtime	82	500	500	500	0%
Office Supplies & Equipment	1,428	2,750	2,750	2,750	0%
Legal Advertisements	499	1,800	1,800	1,800	0%
Record Books	1,219	1,000	1,000	1,000	0%
Microfilming & Recording	2,975	9,500	9,500	9,500	0%
Indices Services, Audit and Print Out	16,484	15,650	15,650	15,650	0%
Dues & Expenses	294	750	750	750	0%
Vital Statistics	1,154	1,350	1,350	1,350	0%
Absentee Ballots		1,000	1,000	1,000	0%
Tax Records Mgmt. Software	0	11,339	11,339	15,000	32%
Less: Amount Applied From Historic Document Funds				(15,000)	#DIV/0!
Tuition	300	450	450	450	0%
Record Duplication	<u>574</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>0%</u>
<b>TOTAL TOWN CLERK</b>	<b>156,740</b>	<b>179,371</b>	<b>179,275</b>	<b>168,848</b>	<b>-6%</b>
<b><u>ELECTION</u></b>					
Registrars (2)	40,154	42,400	42,400	42,400	0%
Office Supplies	686	500	500	500	0%
Legal Advertisements	0	100	100	100	0%
Dues & Expenses	1,214	1,500	1,500	1,500	0%
Annual Canvas	358	1,000	1,000	1,000	0%
Making Voters	333	500	500	500	0%
Ballots / Voting / Primary / Supplies	7,172	12,850	12,850	12,850	0%
Election Day Expense (Incl. Primaries/Ref)	<u>45,011</u>	<u>46,000</u>	<u>46,000</u>	<u>46,000</u>	<u>0%</u>
<b>TOTAL ELECTION</b>	<b>94,928</b>	<b>104,850</b>	<b>104,850</b>	<b>104,850</b>	<b>0%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>LEGAL</u></b>					
Town Counsel	58,800	58,800	58,800	58,800	0%
Legal Adv., Court Expenses, Sheriffs Fees and Misc. Legal Expense other than Atty's. Fees	1,331	2,000	2,000	2,000	0%
Legal Fees - Judgments / Claims	174,089	130,000	130,000	130,000	0%
Collection of Back Taxes	4,855	8,000	8,000	8,000	0%
Collection of Back Sewer Assessments	0	1,000	1,000	1,000	0%
<b>TOTAL LEGAL</b>	<b>239,075</b>	<b>199,800</b>	<b>199,800</b>	<b>199,800</b>	<b>0%</b>
<b><u>PROBATE COURT</u></b>					
Office Supplies / Postage / Books	4,200	4,200	4,200	4,200	0%
Microfilming	2,500	2,500	2,500	2,500	0%
<b>TOTAL PROBATE COURT</b>	<b>6,700</b>	<b>6,700</b>	<b>6,700</b>	<b>6,700</b>	<b>0%</b>
<b><u>PUBLIC LIBRARY</u></b>					
Personnel / Part Time	176,251	199,596	199,596	180,000	-10%
Personnel / Full Time	448,891	445,576	445,576	447,371	0%
Commission Secretary	105	300	300	300	0%
Summer staffing	2,990	2,800	2,800	3,000	7%
Office Supplies	10,185	11,000	11,000	11,000	0%
Library Equipment	1,802	1,850	1,850	1,850	0%
Maintenance - Office Equipment	0	300	300	300	0%
Maintenance of Library Equipment	770	900	900	1,200	33%
Water	1,682	1,600	1,600	2,000	25%
Heat & Heat Plant Maintenance	7,864	12,000	12,000	10,000	-17%
Electricity	60,965	61,000	61,000	60,000	-2%
Telephone	4,379	5,000	5,000	3,000	-40%
Building Supplies and Maintenance	25,173	25,000	25,000	25,000	0%
Custodial Contract	18,984	21,347	21,347	21,347	0%
Dues & Expenses	882	1,500	1,500	1,500	0%
Books / Magazines / Reference	64,861	71,830	71,830	71,830	0%
Audio Visual	6,929	10,000	10,000	13,000	30%
LEAP / LION	31,225	31,908	31,908	31,650	-1%
<b>TOTAL PUBLIC LIBRARY</b>	<b>863,938</b>	<b>903,507</b>	<b>903,507</b>	<b>884,348</b>	<b>-2%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>CEMETERIES</u></b>					
Personnel / Part Time	70	500	500	500	0%
Office Supplies	0	100	100	100	0%
Grave Opening	15,550	28,000	28,000	28,000	0%
Maintenance of Grounds	36,983	31,000	31,000	31,000	0%
Cemetery Supplies / Materials	884	600	600	600	0%
Water and Electric	<u>1,656</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>0%</u>
<b>TOTAL CEMETERIES</b>	<b>55,143</b>	<b>60,700</b>	<b>60,700</b>	<b>60,700</b>	<b>0%</b>
<b><u>TREASURER - FINANCE</u></b>					
Personnel / Part Time	778	5,000	5,000	15,000	200%
Personnel / Full Time	456,098	457,824	457,824	462,466	1%
Overtime	4,759	4,000	4,000	4,000	0%
Office Supplies and Equipment	3,893	4,500	4,500	4,500	0%
Legal Adv. - Purch. / Pers.	19,103	16,500	16,500	20,000	21%
Dues & Expenses	1,911	2,000	2,000	2,000	0%
Annual Report	<u>10,360</u>	<u>10,500</u>	<u>10,500</u>	<u>10,500</u>	<u>0%</u>
<b>TOTAL TREASURER - FINANCE</b>	<b>496,902</b>	<b>500,324</b>	<b>500,324</b>	<b>518,466</b>	<b>4%</b>
<b><u>BOARD OF FINANCE</u></b>					
Secretary To Board	650	1,100	1,100	1,100	0%
Office Supplies	36	150	150	150	0%
Legal Advertisements	3,882	5,000	5,000	5,000	0%
Budget Books	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>0%</u>
<b>TOTAL BOARD OF FINANCE</b>	<b>4,568</b>	<b>7,250</b>	<b>7,250</b>	<b>7,250</b>	<b>0%</b>
<b><u>ASSESSOR</u></b>					
Personnel / Full Time	156,538	152,876	152,876	160,592	5%
Overtime	2,596	3,750	3,750	3,750	0%
Car Allowance - Assessor	189	400	400	400	0%
Office Supplies, Equipment, and Maintenance	2,693	2,450	2,450	2,450	0%
Grand List Book Printing and Maps	1,975	3,950	3,950	4,950	25%
Legal Advertising		100	100	100	0%
Bookbinding / Field Cards / Maps	7,500	8,000	8,000	8,000	0%
QDS/Vision Appraisal/GIS - Software	10689	15,200	15,200	19,500	28%
Tuition / Dues and Expenses	828	900	900	900	0%
Prof. Appraisal Service	42,150	30,000	30,000	30,000	0%
Personal Property Audits	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0%</u>
<b>TOTAL ASSESSOR</b>	<b>245,158</b>	<b>237,626</b>	<b>237,626</b>	<b>250,642</b>	<b>5%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>BOARD OF ASSESSMENT APPEALS</u></b>					
Board of Assessment Appeals	425	1,500	1,500	1,500	0%
Office Supplies	52	300	300	300	0%
Legal Advertisements	0	100	100	100	0%
Tuition	0	250	250	250	0%
<b>TOTAL BOARD OF ASSESSMENT APPEALS</b>	<b>477</b>	<b>2,150</b>	<b>2,150</b>	<b>2,150</b>	<b>0%</b>
<b><u>TAX COLLECTOR</u></b>					
Personnel / Part Time	14,430	14,820	14,820	14,820	0%
Personnel / Full Time	109,049	111,545	111,545	110,764	-1%
Overtime	643	1,500	1,500	1,500	0%
Car Allowance - Staff	45	300	300	300	0%
Office Supplies & Equipment	2,436	1,800	1,800	1,800	0%
QDS / Postage	3,066	30,000	30,000	30,000	0%
Books, Binders, Etc.	0	1,500	1,500	1,500	0%
Legal Advertisements	683	1,000	1,000	1,000	0%
Dues & Expenses	663	750	750	750	0%
Tuition	165	1,200	1,200	1,200	0%
DMV Charge	5,909	6,000	6,000	6,000	0%
<b>TOTAL TAX COLLECTOR</b>	<b>137,089</b>	<b>170,415</b>	<b>170,415</b>	<b>169,634</b>	<b>0%</b>
<b><u>INSURANCE - GENERAL</u></b>					
Liability, Auto, Property	284,317	308,282	308,282	331,403	7%
Worker's Compensation	569,365	657,110	657,110	372,821	-43%
Vol. Firemen's AD & D	286	280	280	300	7%
<b>TOTAL INSURANCE - GENERAL</b>	<b>853,968</b>	<b>965,672</b>	<b>965,672</b>	<b>704,524</b>	<b>-27%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>CENTRAL SUPPLY SERVICES</u></b>					
Personnel / Full Time	38,974	38,825	38,825	38,825	0%
Overtime	390	1,000	1,000	1,000	0%
Dupl. Machine Rental and Supplies	17,065	20,000	20,000	20,000	0%
Central Office Supplies and Maintenance	17,791	15,000	15,000	18,000	20%
Bills, Forms, Checks, Envelopes	11,871	14,000	14,000	14,000	0%
Postage	45,969	43,000	43,000	43,000	0%
Telephone Service	222,142	144,000	180,000	180,000	25%
Radio System Maint. & Repair	14,930	17,000	17,000	17,000	0%
Radio System Install & Lic.	0	5,000	5,000	5,000	0%
<b>TOTAL CENTRAL SUPPLY SERVICES</b>	<b>369,132</b>	<b>297,825</b>	<b>333,825</b>	<b>336,825</b>	<b>13%</b>
<b><u>CENTRAL FACILITIES</u></b>					
Sewer Use Charge: Town Bldgs.	12,328	14,000	14,000	14,000	0%
Sewer Use Charge: Housing Auth.	7,210	7,500	7,500	7,500	0%
Utilities	90,238	95,200	95,200	95,200	0%
Fuel	59,678	60,000	60,000	60,000	0%
Supplies	15,637	14,000	14,000	14,000	0%
Maintenance / Repair: Town Bldgs.	91,930	70,000	70,000	70,000	0%
Alarm / Lease	18,523	9,000	9,000	9,000	0%
Custodial Contract Town Hall & Annex	21,000	21,500	21,500	21,500	0%
Cultural Center	0	1,000	1,000	2,500	150%
Maintenance / Repair Rental Properties	15,776	10,000	10,000	15,000	50%
Utilities Rental Property	5,709	9,000	9,000	6,000	-33%
Office Furniture	7,013	2,000	2,000	2,000	0%
<b>TOTAL CENTRAL FACILITIES</b>	<b>345,042</b>	<b>313,200</b>	<b>313,200</b>	<b>316,700</b>	<b>1%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>INFORMATION TECHNOLOGY</u></b>					
Personnel / Part Time	28,107	27,002	27,002	27,002	0%
Personnel / Full Time	163,100	169,112	169,112	169,112	0%
Overtime	2,674	3,000	3,000	3,000	0%
Office Supplies	176	300	300	300	0%
Maintenance - Office Equipment	0	600	600	600	0%
Maintenance Contracts	54,643	60,000	60,000	60,000	0%
D.P. - Supplies & Equipment	42,212	32,000	32,000	32,000	0%
Consultants - Software	38,134	41,500	41,500	41,500	0%
Dues & Expenses	15	400	400	400	0%
Tuition	1,432	3,000	3,000	3,000	0%
PD / FD CAD	10,250	0			#DIV/0!
MUNIS	31,257	36,195	36,195	37,695	4%
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>372,000</b>	<b>373,109</b>	<b>373,109</b>	<b>374,609</b>	<b>0%</b>
<b><u>PERSONNEL POLICY EXPENSES</u></b>					
Safety Program Expense	0	500	500	500	0%
Personnel Tuition Expense	16,857	15,000	15,000	15,000	0%
Personnel Reimbursements T&E	706	1,000	1,000	1,000	0%
Personnel Policy Expense	9,554	6,000	6,000	6,000	0%
Reserve Accrued Benefits	116,648	160,000	160,000	160,000	0%
Reserve Statutory Benefits (PD)	33,802	12,438	12,438	12,438	0%
Reserve Statutory Benefits (FD)	37,312	37,109	37,109	37,109	0%
Physical Examinations	11,014	15,000	15,000	15,000	0%
Non-Compensable Medical	0	1,500	1,500	1,500	0%
Unemployment Compensation	20,563	50,000	50,000	50,000	0%
Training	6,450	4,000	4,000	4,000	0%
OSHA	10,937	10,000	10,000	10,000	0%
Labor Negotiations	42,821	58,000	58,000	58,000	0%
EAP	5,143	6,000	6,000	6,000	0%
Contract Obligations	0	628,684	628,684	393,409	-37%
<b>TOTAL PERSONNEL POLICY EXPENSES</b>	<b>311,807</b>	<b>1,005,231</b>	<b>1,005,231</b>	<b>769,956</b>	<b>-23%</b>
<b><u>ANNUAL / INTERNAL AUDIT</u></b>					
Audit Contract	28,700	29,500	29,500	29,500	0%
Single Audit Compliance	13,680	10,900	10,900	10,900	0%
Special / Internal Audit	6,000	20,000	20,000	20,000	0%
Fixed Asset Listing / GFOA Fee	7,800	9,000	9,000	9,000	0%
<b>TOTAL ANNUAL / INTERNAL AUDIT</b>	<b>56,180</b>	<b>69,400</b>	<b>69,400</b>	<b>69,400</b>	<b>0%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>POLICE</u></b>					
Personnel / Full Time	3,548,603	3,507,391	3,330,516	3,838,153	9%
Commission Secretary	445	420	420	420	0%
Overtime - Regular	510,170	484,121	484,121	529,711	9%
Overtime - Town Projects				50,000	
Holidays	187,457	203,186	203,186	203,186	0%
Longevity	14,175	14,450	14,450	14,450	0%
Shift Differential	9,116	13,145	13,145	13,145	0%
Physical Fitness Program	92,194	90,529	90,529	-	-100%
Professional Development	20,700	21,600	21,600	21,600	0%
Advancement & Degrees	14,400	15,000	15,000	15,600	4%
Incentive - EMT	4,400	6,800	6,800	6,800	0%
Uniform / Cleaning Allowance	55,442	50,400	50,400	50,400	0%
School Traffic Officers	20,231	20,790	20,790	20,790	0%
Training	10,057	20,000	20,000	20,000	0%
Office Supplies & Equipment	10,685	10,000	10,000	10,000	0%
Photography Supplies	3,651	4,500	4,500	4,500	0%
Printing	2,811	3,000	3,000	3,000	0%
Duplicating Machine Exp.	5,862	6,486	6,486	6,486	0%
Maintenance - Office Equipment	10,990	9,100	9,100	9,100	0%
Water	835	750	750	750	0%
Ht / Htg Pl Maint	15,696	15,000	15,000	12,000	-20%
Electricity	31,154	30,900	30,900	30,900	0%
Gas & Oil	80,948	80,000	80,000	80,000	0%
Vehicle Maintenance	38,684	45,000	45,000	45,000	0%
Motorcycle Lease		3,900	3,900	3,900	0%
Tires	8,234	8,000	8,000	8,000	0%
Building Maintenance, Repairs and Supplies	20,478	25,000	25,000	25,000	0%
Equipment	12,165	10,000	10,000	10,000	0%
Traffic Maint. & Equipment	12,503	12,000	12,000	12,000	0%
Custodial Contract	17,916	19,116	19,116	19,116	0%
Promotional Testing	542	2,000	2,000	2,000	0%
Dues & Expenses	3,108	3,150	3,150	3,150	0%
Prisoner's Expense	1,763	2,100	2,100	2,100	0%
Canine Food & Maintenance		2,500	2,500	2,500	0%
Towing / Storage	1,425	1,500	1,500	1,500	0%
Doctors Fees	500	2,000	2,000	2,000	0%
Investigative Case Prep Fund	2,000	2,000	2,000	2,000	0%
Town Share Grant Programs	11,600	12,150	12,150	12,150	0%
Dispatcher Expenses	0	1,000	1,000	1,000	0%
Computer Access System (Support - RMS / CAD) / Pagers	5,000	5,000	5,000	5,000	0%
PD CAD	0	10,250	10,250	10,250	0%
Video Recording Lease	0	3,500	3,500	3,500	0%
AFIS Maintenance/Recorder Maintenance	0	7,600	7,600	7,600	0%
Regional Assets Eqpt. Maintenance				2,500	#DIV/0!
Nexgen Mobil	29,395	20,000	20,000	20,000	0%
Line Painting	17,518	20,000	20,000	20,000	0%
<b>TOTAL POLICE</b>	<b>4,832,853</b>	<b>4,825,334</b>	<b>4,648,459</b>	<b>5,161,257</b>	<b>7%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>ANIMAL CONTROL</u></b>					
Personnel / Part Time	15,930	15,000	15,255	15,000	0%
Personnel / Full Time	43,702	43,534	43,534	43,534	0%
Overtime	6,359	6,700	6,700	6,700	0%
Office Supplies & Tags	163	500	500	500	0%
Advertising	684	650	650	650	0%
Utilities	9,700	3,700	3,700	9,000	143%
Vehicle Maintenance / Repair	3,565	2,700	2,700	2,700	0%
DP Supplies	(9,796)	2,500	2,500	2,500	0%
DP Maint / Repairs	3,855	1,500	1,500	1,500	0%
Uniforms	1,064	1,000	1,000	1,000	0%
State Remittance	2,832	4,500	4,500	4,500	0%
Veterinary / Damages / Feral Cat Control	9,893	3,000	3,000	3,000	0%
Training	315	500	500	500	0%
<b>TOTAL ANIMAL CONTROL</b>	<b>88,266</b>	<b>85,784</b>	<b>86,039</b>	<b>91,084</b>	<b>6%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>FIRE / CIVIL DEFENSE / EMERGENCY MANAGEMENT</u></b>					
Personnel / Part Time	14,213	14,213	14,213	14,213	0%
Personnel / Full Time *	2,129,490	2,092,666	2,105,209	2,327,573	11%
Director - C/D, Emergency Management	1,200	1,200	1,200	1,200	0%
Commission Secretary	1,050	1,500	1,500	1,500	0%
Overtime	441,230	333,000	450,000	405,000	22%
Holidays	167,089	165,500	165,500	185,938	12%
Longevity	10,100	10,525	10,525	9,975	-5%
EMT	86,052	91,500	91,500	113,850	24%
Wellness Program	36,855	39,300	39,300	0	-100%
EMT Training	11,199	26,000	26,000	26,000	0%
Training	24,711	33,500	33,500	38,500	15%
Office Supplies & Equipment Maintenance	3,451	4,300	4,300	4,300	0%
Medical Supplies	18,953	29,000	29,000	29,000	0%
Water	3,514	4,000	4,000	4,000	0%
Ht / Htg Plt Maint	21,490	24,000	24,000	24,000	0%
Electricity	38,398	36,600	36,600	36,600	0%
Gas & Oil	37,394	47,000	47,000	47,000	0%
Vehicle Maintenance	108,975	94,000	94,000	94,000	0%
Building Maintenance, Repair and Supplies	52,796	48,000	48,000	48,000	0%
Equipment	44,704	70,000	70,000	70,000	0%
Hydrants	9,642	15,000	15,000	15,000	0%
Uniforms & Cleaning Allowance	40,918	40,000	40,000	40,000	0%
Promotional Testing	966	3,000	3,000	3,000	0%
Dues & Commission Expenses	4,139	3,450	3,450	3,450	0%
Doctors Fees	19,992	23,255	23,255	33,255	43%
Volunteer Associations	33,000	33,000	33,000	33,000	0%
Fire Prevention	1,242	3,200	3,200	3,200	0%
OSHA Safety Mandates	5,167	8,000	8,000	5,000	-38%
Equipment & Supplies - Civil Defense	597	2,000	2,000	2,000	0%
Equipment & Supplies - Emergency Management	0	200	200	0	-100%
FD CAD	0	4,750	4,750	4,750	0%
Technology	<u>5,529</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>0%</u>
<b>TOTAL FIRE / CIVIL DEFENSE / EMER. MGMT.</b>	<b>3,374,056</b>	<b>3,307,659</b>	<b>3,437,202</b>	<b>3,629,304</b>	<b>10%</b>

\* Includes paramedic program - Safer Grant funds of \$86,680 received to offset this in FYE 2011-2012, \$52,080 to be received in FYE 2012-2013, and \$0 to be received in FYE 2013-2014.

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>					
Commission Secretary	176	400	400	400	0%
Office Supplies and Materials	1859	1,500	1,500	1,500	0%
Commission Expenses	20813	2,500	2,500	2,500	0%
Meetings / Conf. / Seminars	663	1,500	1,500	1,500	0%
Appraisals	0	1,000	1,000	1,000	0%
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>23,511</b>	<b>6,900</b>	<b>6,900</b>	<b>6,900</b>	<b>0%</b>
<b><u>LAND USE ADMINISTRATION</u></b>					
Personnel / Part Time	30,967	29,689	29,689		-100%
Personnel / Full Time	151,760	150,960	150,960	213,798	42%
Commission Secretary (3 Boards)	3,815	4,000	4,000	4,000	0%
Overtime	0	150	150	150	0%
Car Allowance - Staff	1,021	1,600	1,600	1,600	0%
Office Supplies / Equipment / Duplic.	742	4,000	4,000	4,000	0%
Dues & Expenses	840	1,100	1,100	1,100	0%
<b>TOTAL LAND USE ADMINISTRATION</b>	<b>189,145</b>	<b>191,499</b>	<b>191,499</b>	<b>224,648</b>	<b>17%</b>
<b><u>PLANNING &amp; ZONING</u></b>					
Printing / Transcripts	0	2,000	2,000	2,000	0%
Legal Advertisements	3,877	3,000	3,000	3,000	0%
Zoning Regs & Maps	0	3,000	3,000	3,000	0%
Public Stenographer	5,044	5,000	5,000	5,000	0%
Consultants	0	2,900	2,900	2,900	0%
<b>TOTAL PLANNING &amp; ZONING</b>	<b>8,921</b>	<b>15,900</b>	<b>15,900</b>	<b>15,900</b>	<b>0%</b>
<b><u>INLAND WETLANDS COMMISSION</u></b>					
Printing / Transcripts / Regulations	0	1,250	1,250	1,250	0%
Legal Advertising	1,891	3,000	3,000	3,000	0%
Public Stenographer	1,086	3,000	3,000	3,000	0%
Consultants	0	2,000	2,000	2,000	0%
<b>TOTAL INLAND WETLANDS COMMISSION</b>	<b>2,977</b>	<b>9,250</b>	<b>9,250</b>	<b>9,250</b>	<b>0%</b>
<b><u>ZONING BOARD OF APPEALS</u></b>					
Printing	0	100	100	100	0%
Legal Advertising	4,564	4,000	4,000	4,000	0%
Public Stenographer	2,241	2,200	2,200	2,200	0%
<b>TOTAL ZONING BOARD OF APPEALS</b>	<b>6,805</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>	<b>0%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>BUILDING INSPECTION / PERMITS</u></b>					
Personnel / Full Time	154,786	177,234	184,951	190,005	7%
Overtime	1,831	2,500	2,500	2,500	0%
Stenographer - Blight	0	2,000	2,000	2,000	0%
Other - Blight		0	0	4,200	#DIV/0!
Office Supplies / Equipment	1,371	1,100	1,100	4,000	264%
Permits / Printed Material	578	2,000	2,000	2,500	25%
Vehicle Operation & Maintenance	1,669	2,500	2,500	2,500	0%
Dues & Expenses / Insp. Training Prgm.	974	2,200	2,200	2,200	0%
Consultants	58,913	30,000	30,000	30,000	0%
Permitting Software	13,400	9,500	9,500	10,800	14%
<b>TOTAL BUILDING INSPECTION / PERMITS</b>	<b>233,522</b>	<b>229,034</b>	<b>236,751</b>	<b>250,705</b>	<b>9%</b>
<b><u>ENGINEERING</u></b>					
Personnel / Part Time	2,140				
Personnel / Full Time	88,107	122,499	122,499	122,499	0%
Overtime	2,203	0		6,500	
Office Supp. / Equip. / Maint.-Off. Equip.	5,460	2,600	2,600	5,600	115%
Gas, Oil & Vehicle Maintenance	3,343	2,400	2,400	2,400	0%
Field Equipment	424	500	500	250	-50%
Books, Meetings & Expense	780	750	750	750	0%
Town Maps / Reproductions	8	550	550	550	0%
<b>TOTAL ENGINEERING</b>	<b>102,465</b>	<b>129,299</b>	<b>129,299</b>	<b>138,549</b>	<b>7%</b>
<b><u>PUBLIC WORKS</u></b>					
Personnel / Part Time	25,447	14,820	19,219	14,820	0%
Personnel / Full Time	179,505	142,223	142,223	144,252	1%
Office Supplies / Equipment / Maintenance	1,702	1,200	1,200	2,000	67%
Vehicle Operation & Maint.	9,259	4,000	4,000	4,000	0%
Dues & Expenses	354	1,200	1,200	1,200	0%
Consultants Fees	52,091	59,000	59,000	59,000	0%
Permit / Application Fee(s)	288	800	800	800	0%
<b>TOTAL PUBLIC WORKS</b>	<b>268,646</b>	<b>223,243</b>	<b>227,642</b>	<b>226,072</b>	<b>1%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>STREETS AND ROADS</u></b>					
Personnel / Full Time	1,051,023	1,093,975	1,063,146	1,101,691	1%
Overtime	220,031	150,000	150,000	150,000	0%
Wage Differential	10,827	9,000	9,000	10,000	11%
Outside Labor (Leafers)	32,560	35,000	35,000	35,000	0%
Office Supplies / Maintenance - Office Equipment	419	600	600	600	0%
Building Utilities	28,357	45,000	45,000	35,000	-22%
Gas / Oil / Diesel	79,772	100,000	100,000	80,000	-20%
Maintenance of Equipment	166,496	108,000	108,000	108,000	0%
Equipment Rental	123,373	175,000	175,000	125,000	-29%
Street Sweeping	1,078	10,000	10,000	10,000	0%
Materials & Supplies/Equipment	101,192	120,000	120,000	105,000	-13%
Building Maintenance	35,500	12,000	12,000	12,000	0%
Custodial Contract	5,352	5,600	5,600	5,600	0%
Sidewalk Maintenance & Repair	17,206	7,500	7,500	7,500	0%
Road Patching	12,639	25,000	25,000	0	-100%
Winter Maintenance / Supply & Equip	119,376	145,000	145,000	120,000	-17%
Uniforms & Shoes	5,400	15,000	15,000	15,000	0%
Meals	3,031	4,500	4,500	4,500	0%
Dues & Expenses	100	600	600	600	0%
Tree Expense	89,240	55,000	55,000	20,000	-64%
Training	0	5,000	5,000	5,000	0%
<b>TOTAL STREETS AND ROADS</b>	<b>2,102,972</b>	<b>2,121,775</b>	<b>2,090,946</b>	<b>1,950,491</b>	<b>-8%</b>
<b><u>SANITATION</u></b>					
Personnel / Part Time	40,975	60,000	60,000	60,000	0%
Personnel / Full Time	409,111	402,896	402,896	404,352	0%
Overtime	39,284	46,125	46,125	46,125	0%
Wage Differential	2,190	5,125	5,125	5,125	0%
Utilities - Sanitation Garage	7,781	7,640	7,640		-100%
Gas & Oil	43,777	45,000	45,000	45,000	0%
Maintenance of Equipment	73,103	60,000	60,000	70,000	17%
Tires	15,508	15,000	15,000	15,000	0%
Materials & Supplies	5,174	6,000	6,000	6,000	0%
Building Maintenance	2,926	1,200	1,200	1,200	0%
Garage Rental - Trucks	13,325	3,000	3,000	0	-100%
Uniforms & Shoes	5,640	7,350	7,350	7,350	0%
Meals	305	750	750	750	0%
Tipping Fees	720,345	725,000	725,000	725,000	0%
Condo Trash Pick Up Reimb.	54,469	57,000	57,000	60,000	5%
Condo Trash - Recycling	13,313	14,000	14,000	0	-100%
<b>TOTAL SANITATION</b>	<b>1,447,226</b>	<b>1,456,086</b>	<b>1,456,086</b>	<b>1,445,902</b>	<b>-1%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>TRANSFER STATION / RECYCLING</u></b>					
Personnel / Part Time	32,127	40,404	40,404	40,404	0%
Personnel / Full Time	141,020	138,715	138,715	138,715	0%
Overtime	11,554	10,000	10,000	10,000	0%
Wage Differential	609	925	925	925	0%
Utilities	3,606	4,060	4,060	5,000	23%
Gas & Oil	22,049	15,000	15,000	15,000	0%
Equipment Maintenance	4495	2,000	2,000	3,500	75%
Leachate Monitoring	0	5,000	5,000	5,000	0%
Tires	0	1,000	1,000	1,000	0%
Materials & Supplies	8,039	10,000	10,000	10,000	0%
Public Education - Recycling	924	1,000	1,000	1,000	0%
Disposal of Recycled Mtls.	65,459	75,000	75,000	0	-100%
Disposal of Hazardous & Regulated Waste	24,712	30,000	30,000	30,000	0%
Building Maintenance	759	900	900	900	0%
Transportation (Hauling)	120,259	65,000	65,000	75,000	15%
Site Maintenance	59	500	500	500	0%
Maintenance Contracts	578	750	750	750	0%
Rental Trf. / Recycling Ctr. Equip.	0	1,000	1,000	1,000	0%
Bldg. Rental (Garage)	7,800	7,200	7,200	0	-100%
Uniforms & Shoes	900	2,050	2,050	2,050	0%
Meals	0	150	150	150	0%
Dues & Expenses	250	400	400	400	0%
Leaf Composting	77,750	50,000	50,000	20,000	-60%
Permit / Application Fees	3,390	3,000	3,000	3,000	0%
<b>TOTAL TRANSFER STATION / RECYCLING</b>	<b>526,339</b>	<b>464,054</b>	<b>464,054</b>	<b>364,294</b>	<b>-21%</b>
<b><u>MAINTENANCE</u></b>					
Personnel / Full Time	202,896	200,249	199,550	200,592	0%
Overtime	8,274	20,000	20,000	20,000	0%
Wage Differential	257	2,000	2,000	2,000	0%
Office Supplies / Equipment	72	500	500	500	0%
Gas / Oil / Diesel	8,545	8,500	8,500	8,500	0%
Maintenance of Equipment	1,631	3,500	3,500	3,500	0%
Garage Equipment & Supplies	27,598	30,000	30,000	30,000	0%
Uniforms & Shoes	1,200	3,500	3,500	3,500	0%
Meals	0	100	100	100	0%
Training	0	750	750	750	0%
<b>TOTAL MAINTENANCE</b>	<b>250,473</b>	<b>269,099</b>	<b>268,400</b>	<b>269,442</b>	<b>0%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>PARKS (DIVISION OF PUBLIC WORKS)</u></b>					
Personnel / Part Time	0	20,000	20,000	20,000	0%
Water - Parks	7,852	12,000	12,000	12,000	0%
Park - Gas & Oil	28,072	16,000	16,000	20,000	25%
Electricity - Parks	37,458	32,500	32,500	35,000	8%
Park - Maintenance of Vehicle / Equipment	28,367	20,000	20,000	27,000	35%
Park - Material & Supplies	46,878	35,000	35,000	40,000	14%
Maintenance of Parks	92,919	70,000	70,000	50,000	-29%
Park Equipment	1,525	5,000	5,000	7,500	50%
Dues & Expenses	50	200	200	200	0%
Landscape & Beautification	0	6,500	6,500	6,500	0%
Track / Field Facility Maintenance	53,580	55,000	55,000	42,000	-24%
<b>TOTAL PARKS (DIVISION OF PUBLIC WORKS)</b>	<b>296,701</b>	<b>272,200</b>	<b>272,200</b>	<b>260,200</b>	<b>-4%</b>
<b><u>COMMUNITY SERVICES</u></b>					
Commission Secretary	270	500	500	500	0%
Personnel / Full Time	334,581	307,819	307,819	311,090	1%
Overtime	10,192	3,000	3,000	3,000	0%
Car Allowance - Staff	152	500	500	500	0%
Office Supplies, Equipment & Maintenance	2,949	1,500	1,500	1,500	0%
Dues & Expenses	1,247	2,000	2,000	2,000	0%
Professional Consultants	102,784	102,000	102,000	102,000	0%
Event & Program Expense	143	1,000	1,000	1,000	0%
<b>TOTAL COMMUNITY SERVICES</b>	<b>452,318</b>	<b>418,319</b>	<b>418,319</b>	<b>421,590</b>	<b>1%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>REGIONAL HEALTH DISTRICT</u></b>					
Quinnipiac Valley Health District	124,244	126,436	126,436	126,524	0%
<b>TOTAL REGIONAL HEALTH DISTRICT</b>	124,244	126,436	126,436	126,524	0%
<b><u>VISITING NURSE AGENCY</u></b>					
Visiting Nurse Agency, Inc.	31,965	35,000	28,156	28,156	-20%
<b>TOTAL VISITING NURSE AGENCY</b>	31,965	35,000	28,156	28,156	-20%
<b><u>WELFARE</u></b>					
Legal Advertising	0	300	300	300	0%
Eviction Related Expenses	1,253	1,800	1,800	1,800	0%
Medical Indigent	0	900	900	900	0%
<b>TOTAL WELFARE</b>	1,253	3,000	3,000	3,000	0%
<b><u>SENIOR CENTER</u></b>					
Personnel Part Time	41,418	57,778	57,778	57,778	0%
Personnel Full Time	138,460	141,112	141,112	143,783	2%
Overtime	7,421	6,000	6,000	5,000	-17%
Car Allowance - Staff	191	400	400	400	0%
Office Supplies and Equipment, M&R	7,449	6,000	6,000	10,775	80%
Utilities	14,825	13,500	13,500	13,500	0%
Heat & Heating Plant Maintenance	5,466	7,000	7,000	7,000	0%
Bus, Gas, Maintenance & Repair	13,566	14,000	14,000	15,000	7%
Building, Maintenance, Repair and Supplies	17,482	5,000	5,000	5,750	15%
Custodial Contract	13,528	14,428	14,428	14,428	0%
Dues & Expenses / Training	344	500	500	500	0%
Arts & Crafts Instruction	1,950	1,500	1,500	1,500	0%
Event & Program Expense	3,247	3,900	3,900	3,900	0%
Greater NH Transit District	6,580	6,566	6,566	6,830	4%
<b>TOTAL SENIOR CENTER</b>	271,927	277,684	277,684	286,144	3%

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>RECREATION (DIVISION OF COMMUNITY SERVICES)</u></b>					
Recreation / Part Time	118,968	95,000	95,000	95,000	0%
Commission Secretary	175	300	300	300	0%
Personnel / Full Time - Recreation	302,819	298,118	298,118	298,118	0%
Overtime	13,616	14,000	14,000	14,000	0%
Car Allowance - Staff	1,151	1,000	700	1,000	0%
Office Supplies / Equipment / Printing / Duplication	1,574	1,900	1,900	1,900	0%
Recreation Equipment and Supplies	3,235	3,500	3,500	3,500	0%
Recreation Center Maintenance	10,801	17,000	15,000	15,000	-12%
Uniforms	350	700	350	350	-50%
Dues & Expenses	255	400	400	400	0%
Pool Utilities	76,162	76,200	76,200	76,200	0%
Pool Chemicals & Supplies	9,447	10,500	10,000	10,000	-5%
Pool Equipment & Maintenance	19,787	20,000	20,000	20,000	0%
Town Sports League Subsidy	10,000	14,000	14,000	0	-100%
Sum Program Except. Child	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>0%</u>
<b>TOTAL RECREATION (DIV. OF COMMUNITY SVCS.)</b>	<b>570,340</b>	<b>554,618</b>	<b>551,468</b>	<b>537,768</b>	<b>-3%</b>
<b><u>PENSION / SOCIAL SECURITY</u></b>					
Police Pension Accrual	1,174,662	1,192,434	1,183,380	1,174,662	-1%
Fire Pension Accrual	713,451	684,332	713,602	713,451	4%
Vol. Firemen's Pension Accrual	68,415	51,890	51,890	51,800	0%
Town Pension Accrual	1,479,585	1,691,395	1,737,825	1,479,585	-13%
Social Security	1,001,350	1,047,780	1,072,480	1,086,272	4%
Pension Payments (Elected Officials)	150,044	152,696	153,994	155,292	2%
Actuarial Expense	56,090	46,000	46,000	46,000	0%
Fiduciary Responsibility Ins. (3 Pension Plans)	7,606	11,000	11,000	11,000	0%
Deferred Income Plan	<u>323,685</u>	<u>330,110</u>	<u>324,337</u>	<u>327,640</u>	<u>-1%</u>
<b>TOTAL PENSION / SOCIAL SECURITY</b>	<b>4,974,888</b>	<b>5,207,637</b>	<b>5,294,508</b>	<b>5,045,702</b>	<b>-3%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>INSURANCE - EMPLOYEES</u></b>					
Life	20,768	20,807	20,807	22,890	10%
Medical Insurance - Active	3,612,631	3,891,307	3,677,480	4,408,200	13%
Medical Insurance - Retirees	1,225,176	1,323,566	1,128,767	1,418,400	7%
Medicare Part B	67,392	68,645	72,850	77,094	12%
OPEB				50,000	
Medicare Part D - Attestation	0	7,500	7,500	7,500	0%
Actuarial Service - GASB 43/45	20,000	20,000	20,000	20,000	0%
<b>TOTAL INSURANCE - EMPLOYEES</b>	<b>4,945,967</b>	<b>5,331,825</b>	<b>4,927,404</b>	<b>6,004,084</b>	<b>13%</b>
<b><u>DEBT - PRINCIPAL &amp; INTEREST</u></b>					
P & I - Bonds and Notes	6,810,334	5,996,546	5,996,546	6,144,330	2%
<b>TOTAL DEBT - PRINCIPAL &amp; INTEREST</b>	<b>6,810,334</b>	<b>5,996,546</b>	<b>5,996,546</b>	<b>6,144,330</b>	<b>2%</b>
<b><u>MISCELLANEOUS</u></b>					
CBRA Payment - TIF	237,500	262,820	237,500	288,140	10%
Conservation Commission	436	1,500	1,500	1500	0%
Board of Ethics	0	1,000	1,000	100	-90%
C-Med	47,725	55,832	55,832	52,341	-6%
CT Conf. of Municipalities	15,152	15,450	15,450	15,304	-1%
SCR Council of Gov'ts	6,500	6,500	6,500	6,500	0%
House Numbering	0	1,200	1,200	1,200	0%
Memorial Day Celebration	11,334	13,000	13,000	12,500	-4%
Regional Mental Health Bd.	1,135	1,135	1,135	1,135	0%
Community TV	23,100	23,100	28,100	28,100	22%
Domestic Violence Services	500	750	750	750	0%
Regional Growth Partnership / REX Development	7,228	7,048	7,048	7,471	6%
Southwest Conservation District	1,500	1,500	1,500	1,500	0%
Women & Families Center	0	400	400	400	0%
CT Council of Small Towns	1,125	1,125	1,125	1,125	0%
<b>TOTAL MISCELLANEOUS</b>	<b>353,235</b>	<b>392,360</b>	<b>372,040</b>	<b>418,066</b>	<b>7%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>UTILITIES</u></b>					
Water - Fire Protection	500,003	500,000	503,000	503,000	1%
Street Lighting	558,119	447,400	471,000	480,000	7%
Traffic Lights	<u>37,533</u>	<u>38,000</u>	<u>37,500</u>	<u>38,000</u>	<u>0%</u>
<b>TOTAL UTILITIES</b>	1,095,655	985,400	1,011,500	1,021,000	4%
<b><u>CONTINGENT FUND</u></b>					
Contingent Fund	<u>0</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>0%</u>
<b>TOTAL CONTINGENT FUND</b>	0	300,000	300,000	300,000	0%

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b><u>CAPITAL</u></b>					
Library - PC Reservation System		5,500	5,500		-100%
PC Replacement		10,000	10,000	10,000	0%
Assessor - GIS Upgrade		7,500	7,500		-100%
Finance - Revaluation - 2014	130,000	30,000	30,000	30,000	0%
Information Technology					#DIV/0!
Information Technology	56,380	55,880	55,880	24,000	
Police					
P.D. Cruisers (3) - Purchased	87,883	120,000	120,000	100,000	-17%
Laptop Computer Replacement (3)		11,400	11,400	11,400	
Police Body Armor (3)		6,000	6,000		
Motorcycle Lease	3,900				#DIV/0!
Emergency Light Bar & Siren Package Cruisers (2)	7,848	8,000	8,000		-100%
Canine (K-9) Unit	155				#DIV/0!
Total Police	99,786	145,400	145,400	111,400	-23%
Fire					
Protective Equipment		0		60,000	#DIV/0!
Fire Engine Replacement/Emergency Unit	394,112	0		50,000	
Fire Hose/ Appliances		0		10,000	#DIV/0!
Total Fire	394,112	0		120,000	#DIV/0!
Department of Public Works					
Diagnostic Computers		17,000	17,000		
Vehicle Replacement Engineering				20,000	
Bucket Truck		75,000	75,000		
Stump Grinder		19,000	19,000		
Garage Exhaust System		20,000	20,000		
Salt Shed	117,288				
Roads & Drainage	25,000	50,000	50,000	0	-100%
Dump Truck Leases	62,563	62,563	62,563	62,563	0%
Sanitation Packer Truck (1) (Up to \$15,000) - Misc.	195,983				#DIV/0!
View Permit Software	38,000				#DIV/0!
Backhoe Replacement	109,699	0			
Total Department of Public Works	548,533	243,563	243,563	82,563	-66%
Community Services / Recreation					
Rec. Pool Maintenance	25,000	25,000	25,000	-	-100%
Total Community Services / Recreation	25,000	25,000	25,000	-	-100%
Department of Education					
Capital Lease	54,560				#DIV/0!
Information Technology	3,163	0			#DIV/0! (a)
Total Department of Education	57,723	0			#DIV/0!
<b>TOTAL CAPITAL</b>	<b>1,311,534</b>	<b>522,843</b>	<b>522,843</b>	<b>377,963</b>	<b>-28%</b>

	<b>Actual 2011-2012</b>	<b>Budget 2012-2013</b>	<b>Est. Exp. 2012-2013</b>	<b>Bd of Finance 2013-2014</b>	<b>Budget to Budget Inc.</b>
<b>TOTAL TOWN GOVERNMENT</b>	39,464,634	39,330,314	38,977,965	39,880,399	1.40%
<b>TOTAL BOARD OF EDUCATION</b>	<u>44,352,880</u>	<u>45,720,684</u>	<u>45,720,684</u>	<u>46,970,908</u>	<u>2.73%</u>
<b>TOTAL TOWN BUDGET REQUEST</b>	83,817,514	85,050,998	84,698,649	86,851,307	2.1%

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>SELECTMEN</u>		
First Selectman	91,065	91,065
Second Selectman	1,200	1,200
Third Selectman	1,200	1,200
Administrative Assistant	<u>55,635</u>	<u>57,907</u>
TOTAL SELECTMEN	<u>149,100</u>	<u>151,372</u>
<u>TOWN CLERK</u>		
Part Time	<u>14,820</u>	<u>14,820</u>
Town Clerk	40,776	41,592
Assistant Town Clerk (2)	<u>76,186</u>	<u>76,186</u>
TOTAL TOWN CLERK F/T	<u>116,962</u>	<u>117,778</u>
<u>ELECTION</u>		
Registrars (2)	<u>42,400</u>	<u>42,400</u>
<u>PUBLIC LIBRARY</u>		
Part Time (15)	<u>199,596</u>	<u>180,000</u>
Director	89,732	91,527
Assistant Director	69,722	69,722
Secretary	40,786	40,786
Librarian III (2)	105,378	105,378
Librarian I (2)	76,513	76,513
Lib. Technical Aide (2)	<u>63,445</u>	<u>63,445</u>
TOTAL PUBLIC LIBRARY F/T	<u>445,576</u>	<u>447,371</u>

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>TREASURER - FINANCE</u>		
Part Time	5,000	15,000
Director of Finance / Admin.	101,437	103,466
Treasurer	5,647	5,647
Asst. Office Manager / Staff Personnel Spec.	69,722	69,722
Bookkeeper II (3)	134,808	134,808
Bookkeeper I (1)	40,786	40,786
Secretary	40,786	40,786
Senior Clerk (2)	64,638	67,251
TOTAL TREASURER - FINANCE F/T	<u>457,824</u>	<u>462,466</u>
<u>ASSESSOR</u>		
Assessor	76,690	84,406
Senior Clerk (2)	76,186	76,186
TOTAL ASSESSOR F/T	<u>152,876</u>	<u>160,592</u>
<u>TAX COLLECTOR</u>		
Part Time	14,820	14,820
Tax Collector	41,190	42,014
Senior Clerk (2)	70,355	68,750
TOTAL TAX COLLECTOR F/T	<u>111,545</u>	<u>110,764</u>
<u>CENTRAL SUPPLY SERVICES</u>		
Personnel / Full Time	38,825	38,825
<u>INFORMATION TECHNOLOGY</u>		
Network Administrator - Part Time	27,002	27,002
Manager	84,406	84,406
EDP OP II	46,613	46,613
EDP OP I	38,093	38,093
TOTAL INFORMATION TECHNOLOGY F/T	<u>169,112</u>	<u>169,112</u>

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>POLICE</u>		
Chief	108,915	111,093
Deputy Chief	92,983	94,843
Captains (2)	165,984	183,456
Lieutenants (3)	217,090	246,105
Sergeants (9)	600,354	672,606
Patrolmen - Grade A (32)	(32) 1,956,192	(32) 2,161,856
Clerk/Dispatchers (4)	173,150	174,136
Secretary	40,786	40,786
Secretary (Detective)	40,786	40,786
Clerk-Typist (2)	67,617	68,952
Maintenance Man II (Traffic)	43,534	43,534
TOTAL POLICE FULL TIME	<u>3,507,391</u>	<u>3,838,153</u>
<u>ANIMAL CONTROL</u>		
Animal Control Officer - Part Time	<u>15,000</u>	<u>15,000</u>
Animal Control Officer	<u>43,534</u>	<u>43,534</u>
<u>FIRE</u>		
Part Time	<u>14,213</u>	<u>14,213</u>
Fire Chief - Fire Marshal	102,087	104,129
Deputy Chief - Deputy Marshal	92,983	94,843
Lieutenants (4)	247,578	278,504
Firefighters - Grade A (28)	1,603,405	1,803,984
Secretary	46,613	46,113
TOTAL FIRE F/T	<u>2,092,666</u>	<u>2,327,573</u>
<u>CIVIL DEFENSE / EMERGENCY MANAGEMENT</u>		
Director - C/D, Emergency Management	<u>1,200</u>	<u>1,200</u>

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>LAND USE ADMINISTRATION</u>		
Zoning Enforcement Officer part time	29,689	
Land Use Administrator	69,722	69,722
Zoning Enforcement Officer		62,504
Secretary (2)	81,238	81,572
TOTAL LAND USE ADMINISTRATION F/T	150,960	213,798
<u>BUILDING INSPECTION / PERMITS</u>		
Building Official	76,690	84,406
Ass't Building Official	59,758	64,813
Secretary	40,786	40,786
TOTAL BUILDING INSPECTION / PERMITS F/T	177,234	190,005
<u>ENGINEERING</u>		
Town Engineer	84,406	84,406
Senior Clerk	38,093	38,093
TOTAL ENGINEERING F/T	122,499	122,499
<u>PUBLIC WORKS</u>		
Part Time	14,820	14,820
Director	101,437	103,466
Secretary	40,786	40,786
TOTAL PUBLIC WORKS F/T	142,223	144,252
<u>STREETS AND ROADS</u>		
Director of Public Works/Field Operations	76,690	84,406
Ass't Director Public Works/Field Operations (2)	139,444	139,444
Equipment Op II	49,421	49,421
Equipment Op I (5)	231,192	231,192
Truck Drivers (7)	(7) 306,197	(7) 306,197
Laborers (6)	250,245	250,245
Secretary	40,786	40,786
TOTAL STREETS AND ROADS F/T	1,093,975	1,101,691

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>SANITATION</u>		
Part Time	<u>60,000</u>	<u>60,000</u>
Foreman	49,421	49,421
Drivers - Route Foreman (2)	(2) 92,477	(2) 92,477
Collectors (6)	<u>260,998</u>	<u>262,454</u>
TOTAL SANITATION F/T	<u>402,896</u>	<u>404,352</u>
<u>TRANSFER STATION / RECYCLING</u>		
Part Time	<u>40,404</u>	<u>40,404</u>
Driver Route Foreman (3)	<u>138,715</u>	<u>138,715</u>
<u>MAINTENANCE</u>		
Mechanic / Foreman	52,978	52,978
Mechanics (3)	<u>147,271</u>	<u>147,614</u>
TOTAL MAINTENANCE F/T	<u>200,249</u>	<u>200,592</u>
<u>PARKS (DIVISION OF PUBLIC WORKS)</u>		
Part Time	<u>20,000</u>	<u>20,000</u>
<u>COMMUNITY SERVICES</u>		
Director	7,105	7,247
Counselor IV	56,472	56,472
Counselor III (2)	106,684	108,478
Less: BHC Grant	(20,475)	(20,475)
Youth Services Administrator	56,846	56,846
Less: YSB Grant	(17,143)	(17,143)
Secretary (2)	80,237	81,572
Senior Clerk	<u>38,093</u>	<u>38,093</u>
TOTAL COMMUNITY SERVICES F/T	<u>307,819</u>	<u>311,090</u>

	<b>Budget 2012-13</b>	<b>Budget 2013-14</b>
<u>SENIOR CENTER</u>		
Part Time (4)	<u>50,000</u>	<u>57,778</u>
Manager	69,722	69,722
Program Coordinator	37,892	39,284
Driver II	<u>33,498</u>	<u>34,777</u>
TOTAL SENIOR CENTER F/T	<u>141,112</u>	<u>143,783</u>
<u>RECREATION (DIVISION OF COMMUNITY SERVICES)</u>		
Part Time	<u>95,000</u>	<u>95,000</u>
Assistant Director of Park & Recreation	69,722	69,722
Assistant Director of Recreation / Pool	62,504	62,504
Program Coordinator	40,786	40,786
Program Administrator	40,786	40,786
Secretary	40,786	40,786
Maintenance Man II	<u>43,534</u>	<u>43,534</u>
TOTAL RECREATION (DIV. OF CS) F/T	<u>298,118</u>	<u>298,118</u>
 Total Personnel	 <u>11,067,082</u>	 <u>11,710,799</u>

## Capital Improvement Plan - 2014-2018

In accordance with the provisions of Public Act 87-584, the Town Meeting must adopt a Five-year Capital Improvement Plan (CIP) as an integral part of its annual operating budget. The projects contained herein are included for planning purposes, not for the purpose of requesting specific appropriations at the time that the Annual Operating Budget is adopted. The CIP is based on requests from the operating departments which are deemed worthy of further consideration but which, depending on Town priorities and the availability of funding, or may not ever actually become reality. Some are already included in the Capital portion of the 2013-2014 Operating Budget. Some projects, are already underway, others are in the very early stage of consideration and may not appear here again. With regard to the financing of projects in the CIP which are hereafter authorized by a Special Town Meeting, the Town will undertake an orderly program of bonded debt, augmented by the expenditure of unappropriated Fund Balance (surplus) for meeting funding requirements.

	2013-14	2014-15	2015-16	2016-17	2017-18	Five Year Total
<u>LIBRARY</u>						
Self Check-Out Machines				44,000		44,000
Stacking Chairs (Community Room)	5,000					5,000
Library Refurbishment		15,000	15,000			30,000
PC Replacement	10,000	6,600			10,000	26,600
<u>FINANCE</u>						
Revaluation 2014	30,000	130,000	130,000	130,000	130,000	550,000
<u>Information Technology</u>	53,450	55,880	65,000	65,000	70,000	309,330
<u>PUBLIC SAFETY</u>						
<u>POLICE</u>						
Vehicles - Replacement-Purchased (4)	130,000	130,000	130,000	130,000	130,000	650,000
Sport Utility Emergency Vehicle (1)			40,000			40,000
Laptop Computer Replacement (3)	11,400	11,400	11,400		11,400	45,600
Body Armor Replacement (10)		6,000	(10) 6,000			12,000
Emergency Light Bar & Siren Package-Cruisers (2)		8,000	8,000	8,000	8,000	32,000
Building Renovation	75,000					75,000
<b>SUB TOTALS:</b>	<b>314,850</b>	<b>362,880</b>	<b>399,400</b>	<b>383,000</b>	<b>359,400</b>	<b>1,819,530</b>

## Capital Improvement Plan - 2014-2018

	2013-14	2014-15	2015-16	2016-17	2017-18	Five Year Total	
<u>FIRE</u>							
Firehouse Renovations (4)	9,230,000					9,230,000	
Command Vehicle - Chief				30,000		30,000	
Command Vehicle - Deputy Chief		33,000				33,000	
Protective Equipment (SCBA)	80,000	50,000	50,000			180,000	
Fire Hose/Appliances	15,000				20,000	35,000	
Emergency Unit (Replacement)	175,000			190,000		365,000	
Fire Engine (Replacement)	450,000		475,000		500,000	1,425,000	
Life Pak (15)			40,000			40,000	
Computer Equipment		25,000				25,000	
SCBA		140,000	85,000	85,000	85,000	395,000	
<u>DEPARTMENT OF PUBLIC WORKS</u>							
Land Use Administration							
Open Space Acquisition Fund			100,000	100,000	100,000	300,000	
Engineering							
Vehicle Replacement	20,000					20,000	
Computer Equipment/Software			2,500	7,500		10,000	
Topographic Mapping			150,000			150,000	
Public Works Administration							
DPW Admin. Computer/Software			5,000			5,000	
Sanitation / Recycling							
Packer Truck Replacement (1)				205,000		205,000	
Recycling Packer Truck (1)	230,000			230,000		460,000	
Special Projects							
Valley Service Road Extension		750,000	750,000			1,500,000	
Maintenance							
Misc. Diagnostic Maintenance Equip. Repl.		25,000	15,000	15,000		55,000	
Forklift Replacement			20,000			20,000	
<b>SUB TOTALS:</b>	10,514,850	1,385,880	2,091,900	1,245,500	1,064,400	16,302,530	

## Capital Improvement Plan - 2014-2018

	2013-14	2014-15	2015-16	2016-17	2017-18	Five Year Total	
<u>(DEPARTMENT OF P.W. continued)</u>							
Parks							
Park Development			100,000	75,000	50,000	225,000	
Grover Wyman Park Playscape	240,000		10,000	10,000		260,000	
Temple Pines Park Pavillion			10,000			10,000	
Tennis Court Refurbishments			90,000	45,000		135,000	
Vanacore Field Bleachers		35,000	35,000			70,000	
Vanacore Field Concession			50,000			50,000	
Montowese Park	115,000					115,000	
Vanacore Field Track Refurb.				1,000,000		1,000,000	
Forest Park	62,000					62,000	
Parks Equipment							
Canna Park	210,000					210,000	
Memorial Park	40,000					40,000	
F350 Pickup Truck	45,000					45,000	
Field Operations							
6 Wheel Dump Trucks w/Plow/Sander (2)	360,000		200,000	200,000		760,000	
Heavy Truck Lift	115,000					115,000	
Equipment Replacement - Miscellaneous			10,000	10,000	10,000	30,000	
Rolling Stock Replacements			85,000	130,000	130,000	345,000	
Dump Truck Lease	62,563	62,563	62,563			187,689	
Bulldozer (1)	80,000					80,000	
F350 Pickup Truck	45,000					45,000	
Leaf Machine Replacement			35,000			35,000	
Transfer Station Compliance	267,000					267,000	
<b>TOTALS:</b>	<b>12,156,413</b>	<b>1,483,443</b>	<b>2,779,463</b>	<b>2,715,500</b>	<b>1,254,400</b>	<b>20,389,219</b>	

## Capital Improvement Plan - 2014-2018

	2013-14	2014-15	2015-16	2016-17	2017-18	Five Year Total
<u>(DEPARTMENT OF P.W. continued)</u>						
Roads and Drainage						
Road and Drainage	50,000	50,000	50,000	50,000	50,000	250,000
Timothy Drive Drainage			75,000			75,000
Montowese Ave. Refurbishment			250,000	250,000	250,000	750,000
Todd Drive	1,000,000					1,000,000
Mt. Carmel Ave. Reconstruction/Drainage			50,000	450,000	250,000	750,000
Sackett Point Road Widening				250,000	1,150,000	1,400,000
Infrastructure Maintenance			250,000	100,000	100,000	450,000
Road Re-Paving	2,000,000	4,000,000	1,000,000	1,000,000	1,000,000	9,000,000
Bridges						
Sackett Point Road	300,000	350,000	950,000	11,500,000		13,100,000
Spring Road (Muddy River)	100,000		100,000	750,000		950,000
Universal Drive (Muddy River)				2,000,000		2,000,000
<u>COMMUNITY SERVICES / RECREATION</u>						
Senior Center Bus - Replacement(2)		50,000	50,000		50,000	150,000
PA System	10,000					10,000
Pool Maintenance & Repairs	25,000	25,000	25,000	25,000	25,000	125,000
Recreation Facilities - Tiles and Painting		25,000				25,000
<u>DEPARTMENT OF EDUCATION</u>						
Clintonville Elementary School	60,000	70,000	70,000	10,000	150,000	360,000
Green Acres	30,000	50,000	160,000	10,000	10,000	260,000
Green Acres - Roof Replacement			350,000			350,000
Montowese Elementary School	30,000	50,000	10,000	10,000	70,000	170,000
Montowese Roof Replacement			350,000			350,000
Ridge Road Elementary School	30,000	102,000	10,000	160,000	200,000	502,000
Ridge Road Roof Replacement			350,000			350,000
New Middle School			60,000,000			60,000,000
Middle School - Misc. Repairs	48,000	70,000	10,000			128,000
- Boiler Replacement				350,000		350,000
- Chiller Units/AC Unit				200,000		200,000
- Replacement Doors/Windows				100,000		100,000
- Roof Replacement				1,800,000		1,800,000
High School	24,000	49,000	30,000	10,000	10,000	123,000
High School Boiler Replacement/Repair			450,000			450,000
Eno/Smart Boards	100,000	100,000	100,000	100,000	100,000	500,000
Computer/Laptops	100,000	100,000	100,000	100,000	100,000	500,000
Tablets	20,000	20,000	20,000	20,000	20,000	100,000
Infrastructure	450,000	150,000	150,000	150,000	150,000	1,050,000
Document Cameras	50,000	50,000	50,000	50,000	50,000	250,000
Cafeteria Equipment	131,000	60,000	25,000	25,000		241,000
Field House Storage Facility		225,000				225,000
Bailey Road Field Sprinklers		46,000				46,000
Track Resurfaces			110,000			110,000
All Purpose Lighting			180,000			180,000
Baseball Backstop				38,000		38,000
TOTALS:	16,714,413	7,125,443	68,104,463	22,223,500	4,989,400	119,157,219