



# Town of East Haven

Mayor Joseph Maturo, Jr.

## 2013-2014 Fiscal Year Budget Presentation

1. First, I'd like to thank the Board of Finance and all of the department heads that sat with the Board of Finance and reviewed my initial recommendations.
- I'd also like to thank our Finance Director, Paul Rizza. Mr. Rizza worked incredibly hard on this budget and he deserves to be recognized for that work.

**1. What was the Town's  
financial position at the  
close of the 2011-2012  
Fiscal Year?**

2. With that said, I'd like to present my budget by first recapping the Town's financial position at the end of the 2011-2012 fiscal year.

## **A. EAST HAVEN ENDED THE 2011-2012 FISCAL YEAR WITH A RUNNING SURPLUS OF \$437,843.00**

TOTAL EXPENDITURES.....	85,275,670	85,275,670	85,089,676	185,994
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	-	-	224,074	224,074
OTHER FINANCING SOURCES (USES):				
Transfers in.....			12,969	12,969
NET CHANGE IN FUND BALANCE.....	\$ -	\$ -	237,043	\$ 237,043
FUND BALANCE - JULY 1, 2011.....			200,800	
FUND BALANCE - JUNE 30, 2012.....			\$ 437,843	

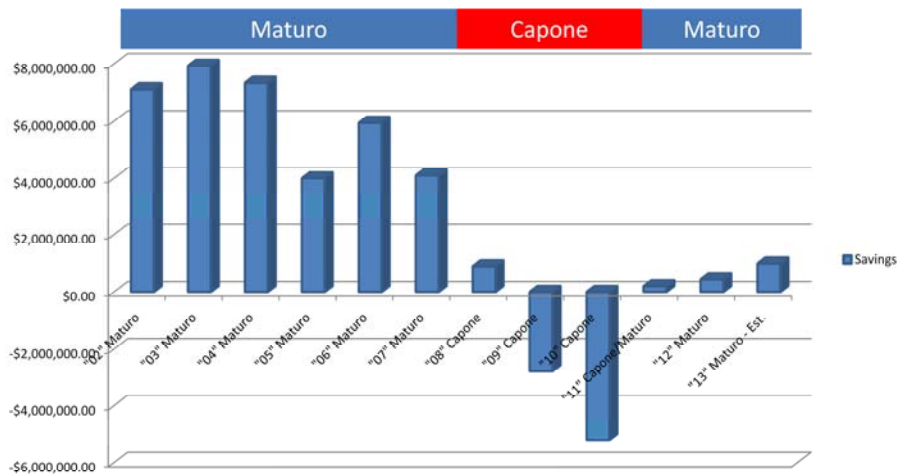
- Page 19, FY 2011-2012 Annual Financial Report

3. As Page 19 of the Annual Financial Report clearly shows, the Town ended the 2011-2012 Fiscal Year with a surplus of \$237,043 dollars.

That money was added to the Town's rainy day fund, doubling the Town's fund balance.

At the end of the 2011-2012 fiscal year, the Town had a total running surplus of \$437,843.00.

## B. HOW DOES THIS COMPARE WITH PREVIOUS YEARS?



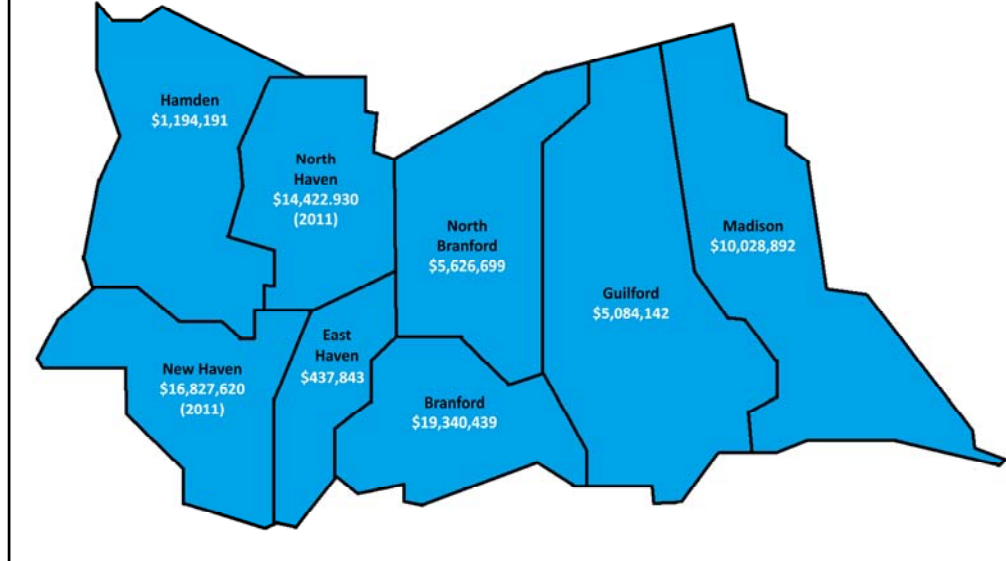
4. You may be asking, “How does this compare with previous years?”

Between 2002 and 2007 during my first 10 years in office, the Town balanced 10 straight budgets and maintained a running surplus of no less than \$4 million dollars.

Between 2007 and 2011, the Town ran three straight deficits which, at one point, caused the Town’s fund balance to drop to negative \$5.1 million dollars.

However, I am happy to report that in the last 18 months, I and my team have quickly reversed this trend and produced a positive running surplus. The goal is to end the current fiscal year with no less than \$1 million dollars in our surplus account.

### **C. HOW DOES OUR POSITION COMPARE TO THAT OF OUR NEIGHBORS?**



5. You may be asking, “How does this compare with neighboring Towns?”

Our fund balance over the last 4 years, in comparison to other Towns, was rather small. However, thanks to better budgeting, we are beginning to stabilize and catch up to our neighbors.

In comparison, between 2002 and 2007, our fund balance was on par and, in some cases, in excess of our neighbors.

#### **D. WHAT SHOULD THE TOWN'S FUND BALANCE BE?**

- i. Rating agencies strongly recommend that a Town maintain a fund balance of 5% of its total budget.
- ii. Five percent of the proposed budget is approximately \$4.3 million dollars.

6. However, credit rating agencies, like Moody's and Standards & Poor, strongly recommend that the Town have a savings account equal to 5% of its operating budget. Five percent of our proposed budget is about \$4.3 million dollars.

In the past year, we have committed to a plan of incremental contributions to the fund balance to bring the Town in line with the recommended figure.

## **E. WHAT WAS THE TOWN'S LONG TERM DEBT POSITION?**

TOWN OF EAST HAVEN OUTSTANDING LONG-TERM DEBT		
	2012	2011
General purpose bonds	\$ 24,432,900	\$ 24,731,450
School bonds	18,632,100	21,568,550
Sewer	1,440,000	1,800,000
Total	<u>\$ 44,505,000</u>	<u>\$ 48,100,000</u>

*Annual Financial Report, 2011-2012, P. 10*

**In FY '11-'12, the Town paid down \$3.59 million, or 7.4%, of its long term debt.**

7. In addition to the Town's fund balance, debt is another key economic measure. Like you and I, the Town has long term debt.

I am pleased to report that the change in the Town's long term debt position indicates that we continue to move forward on the right track.

The Town began the 2011-2012 fiscal year with just over \$48 million dollars in long term debt. In the last budget year, we paid off nearly \$3.6 million of that debt, or 7.4% percent, reducing our total long term debt to \$44.5 million dollars.

As you can see, we've made remarkable financial progress in the 18 short months we've been here.

## **2. What factors influence the Town's budget?**

The Town budget, like any budget, is composed of two parts: expenses and revenues.

8. Now that I've given you a summary of the progress we made in the last 18 months, I want to speak briefly about what factors influence a municipal budget. Put simply, the budget is composed of two parts: expenses and revenues.

## **A. KEY FACTORS THAT AFFECT THE EXPENSE SIDE OF THE BUDGET.**

- i. Non-discretionary expenses  
(benefits, insurance, and legal expenses, and debt service)
- ii. Utilities  
(water, sewer, heat, and electricity)
- iii. Public Safety/Services  
(education, police, fire, public works)

9. Now, while there are many different types of expenses, several are constant. They are expenses which regularly occur, may be required by contract, or are essential to running the Town.

For example, employee benefits, insurance, and debt service are required expenses. Legal services are essential to the defense of the Town. Utilities like water, sewer, heat, and electricity are constant. And finally, education, police, fire, and public works services are essential to ensure the day to day safety of our Community.

## **B. KEY FACTORS THAT AFFECT THE REVENUE SIDE OF THE BUDGET.**

- i. Growth or loss in the value of the town's Grand List  
(the list of all taxable property in Town)
- ii. State/Federal funding
- iii. Fees brought in by the Town

10. On the other side of the budget, the main sources of income for the Town are from taxes, state and federal funding, and miscellaneous fees (such as fees for recording documents on the land records).

### **C. KEY EXPENSES THAT AFFECTED THE 2011-2012 and 2012-2013 BUDGETS**

- i. Police overtime related to the shortage of manpower in the department
- ii. Increased expenses related to recovery and rebuilding after Hurricanes Irene & Sandy and the recent winter storm (only 75% reimbursement)

11. In forming the budget we are currently in, we paid particular attention to the expense side of the budget. However, certain expenses continued to present challenges. Police overtime, resulting from a shortage of manpower, continues to be a challenge. We have taken steps, including hiring new officers, to solve this issue, but the savings from those steps is still months away.

Additionally, expenses related to Hurricane Irene, Superstorm Sandy, and the recent winter storm are only partially reimbursed to the Town, requiring the Town to absorb the un-reimbursable portions.

### **3. The Mayor's Proposed 2013-2014 Budget**

12. Having carefully reviewed the prospective revenues and expenses, I and my team carefully put together a budget for the 2013-2014 fiscal year which I would now like to share with you now.

## **A. IMPORTANT HIGHLIGHTS OF THE 2013-2014 FY BUDGET**

- i. A small increase in expenses of .55% (\$476,295 dollars)
- ii. \$44.3 million in funding for education

13. In summary, my budget calls for a small increase in expenses of .55% and \$44.3 million dollars in education funding.

## **B. IMPORTANT FIGURES**

Expenditures:      \$86,185,049.00

Fund Balance

Contribution:      \$1,000,000.00

**TOTAL BUDGET:**      \$87,185,049.00

14. Specifically, I am budgeting approximately \$87.1 million dollars in revenue and \$86.1 million dollars in expenses. When we add in the \$1 million dollar contribution to our Town savings account (or fund balance), you can see I'm proposing a total budget of \$87.1 million dollars.

## **C. FACTORS AFFECTING THIS BUDGET**

### **i. Increase in Medical Costs**

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Cost increases related to “Obamacare” resulted in a \$1 million dollar increase in employee benefit costs.

### **ii. Uncertainty of state revenues**

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Uncertainty regarding grants and funding to be received from the state made revenue calculations very difficult.

15. Now, my team and I focused on a few key considerations when setting the income and expense numbers you just saw.

On the expense side, the Town experienced a million dollar increase in employee medical expenses caused by the new “Obamacare” regulations. This increase was unavoidable, and required the Town to get creative about absorbing the increase.

On the revenue side, the elimination of several grants, including the Pequot and Mohegan grants, and the proposed re-structuring of other State grants made revenue calculations difficult to pin down.

**D. GRAND LIST COMPARISON**  
**2012-2013 FY and 2013-2014 FY**

**Overall:**

<b>2012-2013</b>	<b>2013-2014</b>
<u>\$1,967,571,111</u>	<u>\$1,976,270,891</u>

**Real Estate:**

<b>2012-2013</b>	<b>2013-2014</b>
<u>\$1,756,853,984</u>	<u>\$1,760,338,880</u>

16. Another key factor that was considered in forming this budget was the change in the value of the grand list – the list of all taxable property in Town. As you can see, the Town experienced very slight growth in the grand list to the tune of about \$9 million dollars, which will lead to a very slight increase in revenue for the Town in the next year.

## **E. SPECIFIC BUDGET LINE ITEMS 2013-2014 FY**

### **Over-all Line-Item Cuts**

- i. The '13- '14 budget calls for savings or no increases in 23 of the 48 primary line items
- ii. With a few exceptions, the remaining line items include modest increases

17. The goal in this budget was to reduce expenses or, at worst, keep them the same.

As a result, my proposed budget calls for savings or no increases to 23 of the 48 primary budget line items.

With a few notable exceptions, including healthcare costs, the remaining line items include very modest increases.

**E. EXPENSE COMPARISON - continued**  
**2011-2012 FY and 2012-2013 FY**

<u>Department</u>	<u>Change</u>
Counseling	-7.94%
Zoning	-3.05%
Bldg. Maint.	-0.56%
Legal	0.00%
Education	0.00%
Insurance	+1.47%

18. Specifically, departments like Counseling and Community Services, Zoning, and Building Maintenance, will all see savings due to reductions in their expenses. By percentage, you can see that Counseling and Community Services will see the largest savings, at nearly 8%, due to privatizing the management of the department which has both saved costs and increased revenue.

Savings will also be realized in the Zoning Department and with Building Maintenance.

The Legal Department sees no increase whatsoever, while insurance sees a modest increase of 1.47% as opposed to 4.7% last year – a difference of 3.23%.

## **E. BOARD OF EDUCATION FUNDING (PREVIOUS YEARS)**

School Year	Increase by \$	Increase by %
2000-2001	\$1.17 million	3.87%
2001-2002	\$1.2 million	3.81%
2002-2003	\$1.68 million	5.14%
2003-2004	\$1.49 million	4.36%
2004-2005	\$1.85 million	5.17%
2005-2006	\$1.3 million	3.45%
2006-2007	\$1.64 million	4.23%
2007-2008	\$1.75 million	4.31%

19. As education is an issue of critical importance to the Town, I also want to explain the funding being proposed in this budget for education.

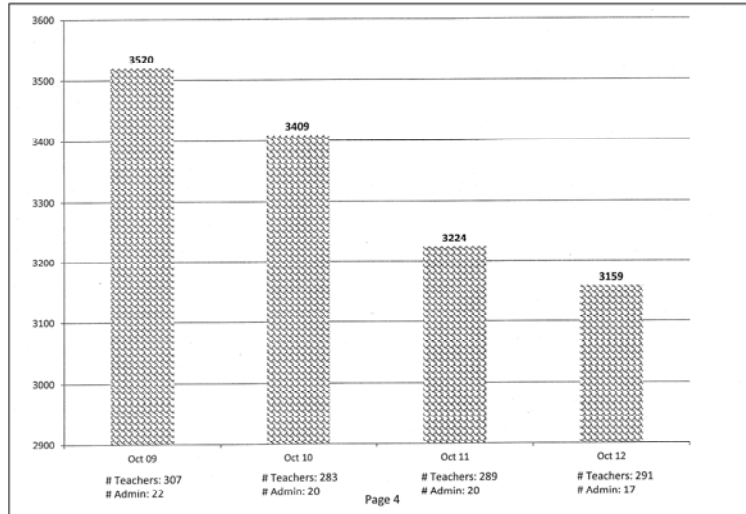
In my first 10 years in office, my Team and I were very proactive regarding funding for education.

In fact between the period of 2000 and 2008, my Team and I gave an average increase to the Board of Education of \$1.25 million each school year. In 2004, that increase was as high as \$1.85 million dollars.

We understood that times were good and that enrollment was increasing. As a result, we made a commitment to investing heavily in our educational system over that period of time.

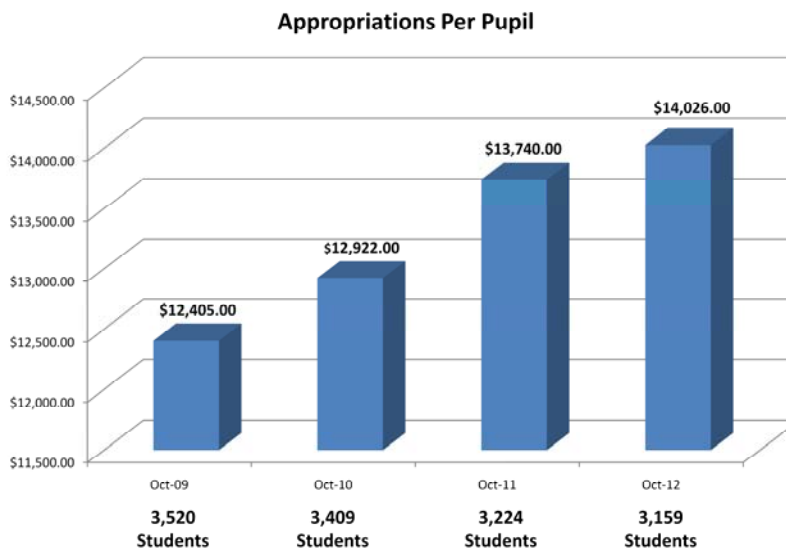
## E. BOARD OF EDUCATION FUNDING

Over the past four years, there has been a steady drop in the student population in our school system.



20. However, as you can see from the Board of Education's enrollment chart, the student population has been steadily declining over the past 4 years. In 2009, we had approximately 3,520 students in our system. As of 2012, that number had dropped by almost 400 to 3,159 students.

## E. BOARD OF EDUCATION FUNDING



21. However, while the student population has declined in recent years, the Town will be committing the same amount of money to education as it did last year. The result is that the Town will be allocating approximately \$14,000 per student in the upcoming budget – a full \$1,500 more per student than was budgeted just 4 years ago. This is almost \$300 dollars more per student than last year alone. As a result, while the total funding for education is staying the same, we continue to increase the student funding available to the Board of Education.

## **4. The Bottom Line:**

### **What's going to happen with taxes?**

22. Now, at the end of the day, the bottom line is always about taxes. Everyone wants to know, “What will this budget mean for taxes.”

**A. In the 2012-2013 FY, the Mill rate was set at 30.95.**

**The Result:**

- **6,801 of the 10,000 homes in Town saw an average tax decrease of \$441**
- **7,376 total real estate accounts saw a tax decrease**

*The change in real property values caused by the revaluation made it impossible to implement a uniform tax reduction. However, the majority of homes saw reductions between 1% and as high as 39%.*

23. A major goal for my team was to reduce taxes in the last budget. I'm proud to say we achieved that goal for nearly 70% of the homes in Town. Unfortunately, the change in real property values caused by the state-mandated revaluation made it a challenge to implement a uniform tax reduction. However, 6,801 homes saw tax reductions between 1% and as high as 39%.

Again, that's over 6,800 homes which saw a tax reduction in the last budget.

## **B. EXAMPLE PROPERTY 1**

**Ozone Road, East Haven – 1,090 Sq. Feet,  
2 Bedrooms, 1 Bath**



	<b>Value</b>	<b>Mill Rate</b>	<b>Taxes</b>
<b>2011</b>	<b>\$143,450</b>	<b>26.59</b>	<b>\$3,814</b>
<b>2012</b>	<b>\$102,840</b>	<b>30.95</b>	<b>\$3,183</b>

$$\frac{\$631}{\$3,814} = .1654$$

**= 16.5% TAX DECREASE**

24. For example, many of you may recall the home I highlighted in last year's budget address. It was a home which is reflective of the average home in East Haven – a 2 bedroom, 1 bathroom cape. It showed that the taxes in 2011 had swelled to \$3,814 dollars. However, because of the revaluation, under my tax plan, this homeowner paid just \$3,183 dollars in 2012.

The homeowner saw a \$631 dollar tax cut. This tax cut, as a percentage, represents a 16.5% tax cut.

### **C. EXAMPLE PROPERTY 2**

**Bennett Road, East Haven – 1,736 Sq. Feet,  
3 Bedrooms, 2.5 Bath**



	<b>Value</b>	<b>Mill Rate</b>	<b>Taxes</b>
<b>2011</b>	<b>\$228,960</b>	<b>26.59</b>	<b>\$6,088</b>
<b>2012</b>	<b>\$180,800</b>	<b>30.95</b>	<b>\$5,410</b>

$$\frac{\$678}{\$6,088} = .1113$$

**= 11% TAX DECREASE**

25. Now, as you may remember, I pulled the record for the home of another person last year. This person paid \$6,088 dollars in taxes in 2011. Under my budget, this person paid \$5,410 dollars in 2012.

The \$678 dollar savings represents an 11% tax decrease.

### **D. EXAMPLE PROPERTY 3**

**Holland Road, East Haven – 1,040 Sq. Feet,  
3 Bedrooms, 1.5 Bath**



	<b>Value</b>	<b>Mill Rate</b>	<b>Taxes</b>
<b>2011</b>	<b>\$184,950</b>	<b>26.59</b>	<b>\$4,917</b>
<b>2012</b>	<b>\$134,380</b>	<b>30.95</b>	<b>\$4,159</b>

$$\frac{\$756}{\$4,917} = .0153$$

**= 15% TAX DECREASE**

26. This year, I pulled the record of another home located in the Momauguin area of Town. This home, which saw a tax decrease, is on Holland Road. This person paid \$4,917 dollars in taxes in 2011. Under my budget, this person paid \$4,159 in 2012.

The \$756 dollar savings represents a 15% tax decrease.

Once again, due to the revaluation instituted prior to my taking office, implementing a universal tax decrease was impossible. However, in just one year, 6,800 families in Town saw a decrease in their real estate taxes – with no decrease in services.

#### **D. PROPOSAL: NO CHANGE IN TAXES**

- My proposal for the 2013-2014 budget year is to keep the tax rate the same.
- This will preserve the savings enjoyed by the 6,801 households which saw tax reductions in the previous year.

27. As a result, the budget that I am turning over to you, the Town Council, calls for no increase in taxes. Rather, it calls for the Town to allow the 6,800 homes which saw their taxes drop to continue to keep those savings.

We have many individuals in Town on fixed incomes. For many years, East Haven had one of the higher unemployment rates in the region. My team and I are sensitive to the fact that we need to continue to make it affordable to live in East Haven and raise a family here. We understand we need to do more, with less. As you can see, we are up to that challenge.

This budget represents a realistic budget, which will continue to make East Haven affordable for our residents.

## E. COMPARISON: OTHER AREA TOWNS

### North Haven:

#### Freda warns North Haven tax increase is expected

By Michael Bellmore  
[mbellmore@nhregister.com](mailto:mbellmore@nhregister.com)  
[@bandango](#) on Twitter

**NORTH HAVEN** — First Selectman Michael J. Freda said the town will face its most difficult budget since he entered office — so tough he foresees a rise in taxes.

"Last year, we had no tax increase. My goal this year was no tax increase. But it looks like, to retain these services that we offer, there may have to be a tax increase this year. And that's what we're determining right now, the level of tax increase," Freda said.

"I can't get any more direct than that." He said the cost of services continues to increase. The state has informed town officials not to expect its current level of municipal aid as of July 1. Freda said a 29 percent increase in health insurance costs is also taking a chunk out of the town's budget.

"We are going out to competitive bid on health insurance to reduce that," he said.

Of the 29 percent increase in health insur-

ance costs, 24 percent is attributed to a high rate of claims.

"There have been some serious illnesses this year," Freda said. "It's something no one can begrudge or predict."

The remaining 5 percent increase involves the federal Affordable Health Care law. That 5 percent amounts to about \$500,000, he said.

Freda said to counteract rising costs, the town will micromanage "every aspect of the cost side of government."

He said the town also has capital needs, and the Board of Education has yet to reveal its new budget.

But Freda said the "future is incredibly bright for North Haven." He predicted new businesses will lead to a better budget outlook for the following fiscal year.

Freda said the Yale-New Haven Hospital satellite, which will have its grand opening at the end of February, has attracted three new medical buildings to State Street. The Quinnipiac University Medical School, scheduled to open in October, is drawing three major proj-

ects to Washington Avenue that Freda said the town is finalizing. A proposal for a senior housing complex soon will go before the Planning and Zoning Commission.

The recent announcement of a new industrial park at the former Pratt & Whitney factory on Washington Avenue will bring revenue eventually, Freda said.

None of these will help the town's budget for the coming fiscal year. Freda, who is former president and CEO of a number of companies, said this is one of the major differences between running a business and running a town.

"If we were in corporate, able to bring a new business in, it would immediately have a positive revenue effect in that fiscal year," Freda said. "In government, it doesn't work that way. You're always a year behind on the new-business side to have that revenue kick in."

Michael Bellmore can be reached at 203-789-5282.  
Follow him on Twitter @bandango.

28. As a point of comparison, I want to note that my commitment to "no tax increase" is the exception to the rule this year around the State. In fact, many Town's are looking at significant increases in their taxes in the upcoming year. Several of these Towns are very close neighbors of ours.

## E. COMPARISON: OTHER AREA TOWNS

### Milford:

  
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# Local

B

NEW HAVEN REGISTERNewHavenRegister.comWEDNESDAY, MARCH 13, 2013

## Milford budget has tax increase, for now

By Neal McNamara  
[nmcnamara@nhregister.com](mailto:nmcnamara@nhregister.com)  
[@nmcnamara](https://twitter.com/nmcnamara) on Twitter

**MILFORD** —There's a tax increase in the proposed city budget, but Mayor Ben Blake said Tuesday he will try to spare property owners by cutting expenditures further, possibly by eliminating city jobs.

The Board of Finance passed the mayor's \$194 million combined city and schools budget at its meeting last week, largely untouched. Now, it goes to the Board of Aldermen for final approval before tax bills go out in July.

The budget carries a tax rate of 26.32 mills, an increase of 0.72 mills. That means the owner of a house assessed at \$300,000 would pay a tax bill around \$7,900, about a \$200 increase from last year.

When asked whether the city would eliminate positions through layoffs or attrition, Blake said it's too soon to tell.

"All options are on the table at this point until the budget is final," he said.

"We'll do everything possible to make sure taxes stay low while maintaining the same great services we have."

Blake has instituted a few cost-saving measures. He has placed restrictions on overtime and out-of-state travel, and put a freeze on new hires.

Blake also wants to take \$5 million out of the city's fund balance account and move it into the general fund. The unsigned fund balance — the money in that account that's not set aside for anything — stands at around \$15 million. By the end of the year, that account should be at nearly \$20 million because of expected revenue, Blake said, so subtracting \$5 million would leave the balance nearly where it is now.

The Board of Finance made a few slight changes. It increased the police and firefighter pension fund by \$3,000. It attempted to cut the salary of the city's head nurse and tried to increase the salary of the community health coordinator by \$3,000, but put those moves on hold because the Civil Service Commission may have to weigh in.

At \$88 million, 45 percent of the budget is for schools. Board members Joseph Fitzpatrick Jr. and Joseph Castignoli voted against it.

Castignoli doubted the need for additional hourly aides and the amount budgeted for professional development. Fitzpatrick didn't like that the schools' budget would increase by 2.26 percent; last year the increase was 1.66 percent. Fitzpatrick said he would be more comfortable with a 2 percent increase.

A round \$75 million is for pay and benefits of city workers. There is a 2 percent increase for all employees, including department heads.

The aldermen still must vote on the budget, and they have the power to cut or increase spending.

The first aldermanic budget hearing is April 4.

Call Neal McNamara at 203-789-5695.

29. The New Haven Register reports that Milford may be looking at close to a 1 mill tax increase.

## E. COMPARISON: OTHER AREA TOWNS

### New Haven:

New Haven  
taxpayers may  
get hit hard

#### SOUNDOFF

What do you  
think of the  
mayor's budget  
plan?

Call us at 203-  
789-5732  
or 800-925-  
2509. See A2.

By Jennifer Swift  
jswift@nhregister.com  
@NHRswift on Twitter

NEW HAVEN — Mayor John DeStefano Jr. Thursday presented the Board of Aldermen with three possible operating budget options, saying more than one option is needed because of the "unknowns" due to the governor's spending proposal. By charter, DeStefano has to recom-

See Budget, A5

### Others:

#### Guilford:

3.12% Increase

#### N. Branford:

1.51 mill  
increase

30. New Haven, just next door to us, will be looking at a significant tax increase. Finally, The Register has reported that other shoreline Towns like Guilford and North Branford are also expecting increases in their tax rates.

## E. COMPARISON: OUR TOWN

### East Haven:

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# Local



NEW HAVEN REGISTERNewHavenRegister.comTUESDAY, MARCH 12, 2013

## Maturo fiscal plan keeps tax rate stable

By Jennifer Swift  
jswift@nhregister.com  
@NHKSwift on Twitter

**EAST HAVEN** — Mayor Joseph Maturo Jr.'s proposed budget draft includes no tax increase for the next fiscal year.

Despite a 1.35 percent increase in projected spending, the tax rate remains 30.95 mills. Total spending comes in at \$87.2 million.

Maturo said the town was able to achieve a flat tax rate by "efficient stewardship of resources."

He noted, "I was elected to get the town back in financial straits after three deficit budgets."

Gov. Dannel P. Malloy's proposed budget eliminates several revenue sources for municipalities that the town believes could add up to \$7 million here.

Finance Director Paul Rizza said state elimination of the car tax, which would reduce the town's revenue by about \$5 million, or pupil transportation aid or payments in lieu of taxes are not included in East Haven's proposed budget. The latter two items bring nearly \$500,000 in revenue, Rizza said.

The governor's budget eliminates Mashantucket Pequot and Mohegan Fund revenue to towns, which East Haven eliminated as a revenue source in its budget draft.

Property taxes are projected to bring in about \$61 million.

Maturo sent the expenditure side of the budget to the Board of Finance last week. The revenue side was finished Monday.

The town projects to collect more revenue based on two main factors. The grand list of taxable properties increased by \$8.8 million, which at the proposed tax rate will raise \$300,000 in property taxes, Rizza said.

Town Attorney Joseph Zullo is expected to collect \$750,000 in delinquent taxes, compared to \$575,000 this year; the longer taxes are delinquent, the more interest for the town.

Rizza and Maturo have said the fluidity of the General Assembly session makes solidifying the town budget difficult.

The town charter says the town must approve its budget by the end of April. The Town Council plans to vote on it April 22.

Maturo said maintaining a fiscally sound town is "why we're here, and we're doing our due diligence. To put it as simply as I can, you don't have to be a rocket scientist in this job — you have to do what the people elected us to do."

31. However, as reported by the Register, East Haven is bucking this trend. Thanks to sound fiscal management, my recommendation and plan is to keep taxes exactly where they are.



# Town of East Haven

## Mayor Joseph Maturo, Jr.

### 2013-2014 Fiscal Year Budget Presentation

32. In closing, I'd like to say that I am very proud of this budget and what it provides for our Town.

In the past year, our Town as experienced several unique challenges which have required us to make tough financial decisions.

Since taking office, we've faced natural disasters – including Superstorm Sandy. We've faced legal challenges regarding our police department. However, at each turn, we've worked diligently and cautiously to respond to these challenges in responsible ways. We continue to be efficient – and we will continue to do more, with less.

This budget represents a commitment to sound fiscal management. It represents the efficient stewardship of resources. It is a promise that your hard earned tax dollars will be spent wisely. It is another important step toward putting East Haven back on track toward being the shining star of the shoreline.

I thank you for your time tonight and I look forward to seeing the hard work that the Town Council puts into reviewing this budget. Good night, and God bless.