

LEGISLATIVE POLICY #1001

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council increased this fund by \$15,000 for the Thames Heritage Park and other initiatives and the RTM reduced this function by \$4,144.

The overall increase in this budget is \$9,658 or 22.5%.

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

Funds are mainly used for postage, printing, membership in the Connecticut Conference of Municipalities (CCM). Provides for attending meetings of governmental and advisory bodies on the regional, state and national level to obtain information and to further the interests of the Town of Groton. The CCM membership enables Town elected and administrative officials to keep abreast of municipal and state legislative initiatives, as well as being pro-active in setting legislative agendas to further the Town's interests. Approximately 2/3's of the requested funding is used to pay CCM dues (\$30,368). Remaining funds are used to support the Jabez Smith House and Permanent School Building Committee activities; provide for veteran/military recognitions and provide limited operating funds for the Town Council and RTM.

Cost Center 0 – Town Council

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

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Meetings Held - Town Council and Committees	87	85	85
Referrals and other agenda items considered	333	320	320

Cost Center 2 – RTM

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

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Meetings Held - RTM and Committee	35	30	30

Cost Center 3 – Jabez Smith House

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

Cost Center 4 – Permanent School Building Committee

Support work of the Permanent School Building Committee.

Cost Center 5 – Veterans & Military

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

Cost Center 6 – Community Response

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

Cost Center 7 – Initiatives

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

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	235,397	42,933	40,413	41,735	41,735	56,735	52,591
Total Appropriation	\$235,397	\$42,933	\$40,413	\$41,735	\$41,735	\$56,735	\$52,591
COST CENTERS							
10010 TOWN COUNCIL	31,936	37,058	35,790	36,370	36,370	36,370	32,926
10012 RTM	217	700	200	700	700	700	0
10013 JABEZ SMITH HOUSE	1,840	2,675	2,623	2,165	2,165	2,165	2,165
10014 PERM SCHOOL BLDG COM	0	500	0	500	500	500	500
10015 VETERANS & MILITARY	1,404	2,000	1,800	2,000	2,000	2,000	2,000
10017 INITIATIVES	200,000	0	0	0	0	15,000	15,000
Total Cost Centers	\$235,397	\$42,933	\$40,413	\$41,735	\$41,735	\$56,735	\$52,591
FINANCING PLAN							
GENERAL FUND	235,397	42,933	40,413	41,735	41,735	56,735	52,591
Total Financing Plan	\$235,397	\$42,933	\$40,413	\$41,735	\$41,735	\$56,735	\$52,591

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	1,763	4,000	2,200	4,000	4,000	4,000	2,886
5210 PROFESS DEVELOP/TRAI	30,190	32,493	30,595	31,825	31,825	31,825	30,095
5220 UTILITIES/FUEL/MILEA	1,419	1,790	1,548	1,260	1,260	1,260	1,260
5230 PYMNTS/CONTRIBUTIONS	1,754	2,600	2,320	2,600	2,600	17,600	17,600
5290 PROFESS/TECHNICAL SE	200,000	0	2,500	0	0	0	0
5300 MATERIALS & SUPPLIES	271	2,050	1,250	2,050	2,050	2,050	750

Total Operating Expenses	\$235,397	\$42,933	\$40,413	\$41,735	\$41,735	\$56,735	\$52,591

GRAND TOTAL	\$235,397	\$42,933	\$40,413	\$41,735	\$41,735	\$56,735	\$52,591

VOTER REGISTRATION #1003

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$533 and the RTM reduced it another \$7,346 for a total reduction of \$7,879.

The overall increase in this budget is \$883 or 0.6%. Personnel Services are up \$1,552 and operating expenses are down \$669.

Cost Center 3 – General Support

This cost center includes all charges to our department not directly associated with personnel or paperwork for Elections. Our goal is to have more voters vote in each election.

Cost Center 6 – Primary Elections

This cost center includes all charges directly associated with FYE 2017 Primary Elections.

Cost Center 7 – Presidential Election

This cost center includes all charges directly associated with the November 2016 Presidential Election including a potential local referendum.

General Information from the Registrar of Voters

Office Hours: Monday - Friday 8:30 a.m. - 12:30 p.m. and Tuesday 5:00 p.m. - 7:00 p.m.

Office Phone: (860) 441-6650

Registrars of Voters: Kristen Venditti (R) – Available Tuesday 5:00 p.m. – 7:00 p.m.
Paul Duarte (D) – Available Thursdays from 8:30 a.m. – 12:30 p.m.

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

1. Maintain the Accuracy of the Voter Registration List and Files
2. Organize and Supervise Elections
 - A. Hire and Train Personnel for Election Day
 - B. Ensure Voters' Rights
 - C. Supply Voting Materials
3. Maintain and Care for Voting Machines/Equipment
4. Conduct the Canvass of Electors

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

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

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	95,181	109,322	107,297	117,074	117,074	117,074	110,874
Operating Expenses	25,915	39,489	32,920	43,299	40,499	39,966	38,820
Total Appropriation	\$121,096	\$148,811	\$140,217	\$160,373	\$157,573	\$157,040	\$149,694
COST CENTERS							
10030 REGISTRATION SERVICE	39,887	42,774	41,594	0	0	0	0
10031 ELECTIONS	66,691	90,901	83,487	0	0	0	0
10032 CANVASS	14,518	15,136	15,136	0	0	0	0
10033 GENERAL SUPPORT	0	0	0	84,653	81,853	81,320	80,874
10036 PRIMARY ELECTIONS	0	0	0	32,589	32,589	32,589	29,489
10037 PRESIDENTIAL ELECTIO	0	0	0	43,131	43,131	43,131	39,331
Total Cost Centers	\$121,096	\$148,811	\$140,217	\$160,373	\$157,573	\$157,040	\$149,694
FINANCING PLAN							
GENERAL FUND	121,096	148,811	140,217	160,373	157,573	157,040	149,694
Total Financing Plan	\$121,096	\$148,811	\$140,217	\$160,373	\$157,573	\$157,040	\$149,694

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5102 PART TIME PERSONNEL	39,727	39,744	39,744	39,312	39,312	39,312	39,312
5103 SEASONAL PERSONNEL	29,893	41,960	40,760	50,302	50,302	50,302	44,102
5104 OVERTIME PAY	621	696	654	342	342	342	342
5109 SALARY ADJUSTMENTS	0	300	0	0	0	0	0
5110 REGULAR PART TIME	20,396	21,822	21,258	22,173	22,173	22,173	22,173
5112 SICK INCENTIVE	50	0	150	200	200	200	200
5151 SOCIAL SECURITY	4,494	4,800	4,731	4,745	4,745	4,745	4,745

Total Personnel Services	\$95,181	\$109,322	\$107,297	\$117,074	\$117,074	\$117,074	\$110,874
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	9,725	16,610	16,610	18,050	18,050	18,050	17,350
5210 PROFESS DEVELOP/TRAI	180	850	675	5,180	5,180	5,180	5,180
5220 UTILITIES/FUEL/MILEA	2,430	3,200	3,200	3,200	3,200	3,200	3,200
5260 REPAIRS & MAINT-FAC/	4,450	3,600	3,600	3,600	3,600	3,600	3,600
5290 PROFESS/TECHNICAL SE	4,364	5,800	5,876	5,876	5,876	5,876	5,876
5300 MATERIALS & SUPPLIES	4,267	8,930	2,460	6,860	4,060	4,060	3,614
5318 COMPUTER REPLMNT FEE	499	499	499	533	533	0	0

Total Operating Expenses	\$25,915	\$39,489	\$32,920	\$43,299	\$40,499	\$39,966	\$38,820

GRAND TOTAL	\$121,096	\$148,811	\$140,217	\$160,373	\$157,573	\$157,040	\$149,694

TOWN CLERK #1005

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$6,115 and the RTM further reduced it by \$10,350 for a total reduction of \$16,465.

The overall decrease in this budget is \$20,731 or 6.2%. Personnel Services are down \$7,275 and operating expenses are down \$13,456.

The Town Clerk's Office links citizens with the documentation of their town's business and events. We take pride in delivering services to the public as we connect with over 50,000 customers by phone, mail, email or in person each year.

This office is heavily regulated by State Statutes. Some of the duties of the office are recording land records and maps, filing and issuing vital records and issuing dog licenses, fish and gaming licenses and other various licenses.

The Town Clerk is responsible for certifying all State and Town Elections, which includes issuing all absentee ballots. The 2016 Presidential Election, along with Federal and State Elections, will be conducted this year. In addition to the general election, we must be prepared for possible primaries and any referenda questions associated with this election cycle. Extra hours for the staff are included in this budget in order to handle the workload associated with this year's elections.

We continue to improve the quality of our records through the Connecticut State Library Historic Preservation Grant. This year we will again apply for a grant to continue to rebind vital records that are deteriorating.

Cost Center 0 – Leadership & General Support

Included in this cost center are Town Clerk Association dues and Educational Conferences, Citizens' Day for our Boards and Commission volunteers which is planned to be held in the spring, and support for the Town Council and the Representative Town Meeting. We also offer notarization services to the public, retaining \$5 for each signature.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Conference & Schools	4	4	4
Citizens Appreciation Day	0	1	1
Town Council & RTM	40	44	40
Notarizations, Certification and Filings	635	650	650

Cost Center 1 – Licensing & Permits

As a service to the general public, we issue licenses for Connecticut DEEP and the Groton Shellfish Commission. The Town receives \$1.00 for regular Sporting License sales and \$.25 for every shellfish permit sold. A portion of the dog licensing fee is retained for Animal Control. The Town retains \$2 for every liquor permit filed.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Connecticut DEEP Sporting	1,619	1,092	980

Dog Licenses	2,180	2,061	2,000
Shellfish Permits	559	462	500
Liquor Permits	65	79	6

Cost Center 2 – Legislative Service

The Town Clerk is designated as the Clerk of the Council and the Clerk of the RTM. In this capacity, the Town Clerk serves as the official record keeper for the Town Council, and Representative Town Meeting.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Town Council & RTM	36	40	40
Proclamations Issued	19	27	22
Claims & Legal Action	50	29	30

Cost Center 3 – Vital Statistics

As the Registrar of Vital Statistics, we are responsible for all Birth, Marriage and Death records for the Town of Groton. The Town retains the State set fees for all certified copies of vital records, \$20 each, \$11 for every marriage license issued, \$3 for each burial and cremation permit issued.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Births to Groton Residents	569	528	550
Marriages to Groton Residents	544	498	500
Deaths of Groton Residents	382	378	375
Adoptions Recorded	42	58	50
Vital Records Copies, Burials and Cremations	3,091	2,513	2,200

Cost Center 4 – Elections

This office is responsible for certifying elections, primaries, referenda questions, and issuing Presidential and all Absentee ballots.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Elections, Primaries and Referenda	2	4	4
Presidential & Absentee Ballots	621	225	1767

Cost Center 6 – Record Legal Documents

We are second only to the Tax Department in revenue collection. We process over 22,000 transactions a year. Last year, we retained \$940,247.12 for Town Conveyance fees. This is a difficult revenue source to predict because it is reliant on property sales.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Deeds, Liens, Releases, Mortgages	7,717	8,000	7,500
Maps Recorded	96	100	100
Pages Recorded and Microfilmed	25,000	21,600	20,000
Properties Conveyed with Tax	436	450	450

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

17-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
----- APPROPRIATION -----							
Personnel Services	281,003	280,242	276,431	274,967	274,967	272,967	272,967
Operating Expenses	25,994	53,306	47,403	54,315	54,315	50,200	39,850
Total Appropriation	\$306,997	\$333,548	\$323,834	\$329,282	\$329,282	\$323,167	\$312,817
----- COST CENTERS -----							
10050 LEADERSHIP/GEN SUPPT	132,087	111,477	112,201	112,568	112,568	108,453	108,453
10051 LICENSING & PERMITS	21,059	50,759	45,407	43,539	43,539	43,539	43,539
10052 LEGISLATIVE SERVICE	34,468	54,449	48,537	55,695	55,695	53,695	43,345
10053 VITAL STATISTICS	48,104	32,355	31,981	31,788	31,788	31,788	31,788
10054 ELECTIONS	6,669	4,254	5,454	4,694	4,694	4,694	4,694
10056 RECORD LEGAL DOCUMEN	64,610	80,254	80,254	80,998	80,998	80,998	80,998
Total Cost Centers	\$306,997	\$333,548	\$323,834	\$329,282	\$329,282	\$323,167	\$312,817
----- FINANCING PLAN -----							
SPORTING LICENSES	672	700	700	675	675	675	675
DOG LICENSES (GF)	8,346	7,500	7,500	7,000	7,000	7,000	7,000
OTHER LICENSES/PERMITS	4,833	5,500	5,000	5,000	5,000	5,000	5,000
RECORDING INSTRUMENTS	142,702	168,000	150,000	150,000	150,000	150,000	150,000
CONVEYANCE TAX	941,121	650,000	700,000	700,000	700,000	700,000	700,000
VITAL STATISTICS	4,721	5,300	5,000	5,000	5,000	5,000	5,000
LAND RECORD COPIES	29,519	28,000	28,000	28,000	28,000	28,000	28,000
VITALS COPIES	69,524	64,000	65,000	64,000	64,000	64,000	64,000
MISC-UNCLASSIFIED	41	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	5,200	5,000	5,000	5,000	5,000	5,000	5,000
GENERAL FUND	(899,682)	(600,452)	(642,366)	(635,393)	(635,393)	(641,508)	(651,858)
Total Financing Plan	\$306,997	\$333,548	\$323,834	\$329,282	\$329,282	\$323,167	\$312,817

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

17-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	188,470	252,436	239,811	248,975	248,975	248,975	248,975
5104 OVERTIME PAY	6,171	5,126	5,120	4,066	4,066	2,066	2,066
5105 LONGEVITY PAY	1,366	1,436	1,611	1,050	1,050	1,050	1,050
5109 SALARY ADJUSTMENTS	31,712	900	9,135	0	0	0	0
5110 REGULAR PART TIME	32,868	0	0	0	0	0	0
5112 SICK INCENTIVE	1,072	400	1,110	1,334	1,334	1,334	1,334
5151 SOCIAL SECURITY	19,344	19,944	19,644	19,542	19,542	19,542	19,542
Total Personnel Services	\$281,003	\$280,242	\$276,431	\$274,967	\$274,967	\$272,967	\$272,967
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	10,682	28,225	23,235	29,690	29,690	29,690	19,340
5210 PROFESS DEVELOP/TRAI	1,297	1,980	1,735	2,050	2,050	2,050	2,050
5220 UTILITIES/FUEL/MILEA	30	50	0	50	50	50	50
5230 PYMNTS/CONTRIBUTIONS	380	550	400	500	500	500	500
5260 REPAIRS & MAINT-FAC/	563	743	775	810	810	810	810
5290 PROFESS/TECHNICAL SE	6,670	8,950	8,950	8,950	8,950	8,950	8,950
5300 MATERIALS & SUPPLIES	4,414	10,850	10,350	10,150	10,150	8,150	8,150
5318 COMPUTER REPLMNT FEE	1,958	1,958	1,958	2,115	2,115	0	0
Total Operating Expenses	\$25,994	\$53,306	\$47,403	\$54,315	\$54,315	\$50,200	\$39,850
GRAND TOTAL	\$306,997	\$333,548	\$323,834	\$329,282	\$329,282	\$323,167	\$312,817

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

17-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.00	2.00	2.00	2.00	2.00	2.00
Total FTE Personnel	5.00	5.00	5.00	5.00	5.00	5.00
FTE SALARIES & WAGES						
TOWN CLERK	69,000	69,000	69,000	69,000	69,000	69,000
DEPUTY TOWN CLERK	50,155	51,087	52,151	52,151	52,151	52,151
ASSISTANT TOWN CLERK	43,212	44,016	44,019	44,019	44,019	44,019
OFFICE ASSISTANT II (35)	87,133	75,708	83,805	83,805	83,805	83,804
Total FTE Salaries & Wages	\$249,500	\$239,811	\$248,975	\$248,975	\$248,975	\$248,975

LEGAL SERVICES #1006

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the RTM reduced this function by \$25,000.

The overall decrease in this budget is \$25,000 or 5.6%.

The Town Attorney advises the Town on a wide variety of legal matters including but not limited to federal, state and local laws and regulations, contracts, litigation, Freedom of Information (FOI) matters and tax collection issues. The Town Attorney is available for monthly meetings at the Town Hall to address many of these issues. In addition, issues arise at the staff, Town Council, RTM and Commission levels that require input from the Town Attorney's office. The function includes funds for the Town Attorney, special attorneys, general support and revaluation/assessment appeals. The Town Attorney is appointed by the Town Council.

Cost Center 0 – Town Attorney

The proposed budget contains our best estimate as to the allocation among the various cost centers. The FYE 2017 budget reflects a shift in allocation to reflect additional anticipated legal costs for existing assessment appeal cases. The budget reflects a rate of \$150 per hour that was effective as of January 1, 2012.

Cost Center 1 – Misc. Litigation

Costs associated with complex/stand-alone lawsuits that may or may not be handled by the Town Attorney.

Cost Center 2 – Special Attorney

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

Cost Center 4 – General Support

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

Cost Center 6 – Revaluation

Costs associated with assessment appeals primarily resulting from periodic revaluations.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
----- APPROPRIATION -----							
Operating Expenses	647,562	450,000	600,000	450,000	450,000	450,000	425,000
Total Appropriation	\$647,562	\$450,000	\$600,000	\$450,000	\$450,000	\$450,000	\$425,000
----- COST CENTERS -----							
10060 TOWN ATTORNEY	223,693	350,000	338,000	320,000	320,000	320,000	295,000
10061 MISC LITIGATION	326,154	0	145,000	0	0	0	0
10062 SPECIAL ATTORNEY	22,123	5,000	5,000	5,000	5,000	5,000	5,000
10064 GENERAL SUPPORT	38,494	45,000	85,000	45,000	45,000	45,000	45,000
10066 REVALUATION	37,098	50,000	27,000	80,000	80,000	80,000	80,000
Total Cost Centers	\$647,562	\$450,000	\$600,000	\$450,000	\$450,000	\$450,000	\$425,000
----- FINANCING PLAN -----							
GENERAL FUND	647,562	450,000	600,000	450,000	450,000	450,000	425,000
Total Financing Plan	\$647,562	\$450,000	\$600,000	\$450,000	\$450,000	\$450,000	\$425,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5290 PROFESS/TECHNICAL SE	647,562	450,000	600,000	450,000	450,000	450,000	425,000
Total Operating Expenses	\$647,562	\$450,000	\$600,000	\$450,000	\$450,000	\$450,000	\$425,000
GRAND TOTAL	\$647,562	\$450,000	\$600,000	\$450,000	\$450,000	\$450,000	\$425,000

EXECUTIVE MANAGEMENT FUNCTION #1010

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$54,685 and the RTM further reduced it by \$54,685 for a total reduction of \$109,370. The overall decrease in this budget is \$109,423 or 26.0%. Personnel Services are down \$108,695 and operating expenses are down \$728.

Cost Center 0 - Leadership/General Support

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

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Local/Regional/State Organization Meetings Attended	242	248	246
Management Initiatives undertaken; including implementation	3	6	5

Cost Center 1 – Legislative Support

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

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Agendas Prepared for Town Council and Committee meetings	106	105	105
# RTM Meetings attended	35	30	30
Referrals and other agenda items considered	333	320	320

Cost Center 2 – Budget Preparation

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

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Budget meetings attended (Staff, Council, RTM)	36	46	42

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

APPROPRIATION							

Personnel Services	395,416	390,393	308,886	391,070	391,070	337,030	281,698
Operating Expenses	23,115	30,590	38,785	30,310	29,860	29,215	29,862

Total Appropriation	\$418,531	\$420,983	\$347,671	\$421,380	\$420,930	\$366,245	\$311,560

COST CENTERS							

10100 LEADERSHIP/GEN SUPPT	262,495	269,473	194,877	269,016	268,566	213,881	159,196
10101 LEGISLATIVE SUPPORT	99,335	95,930	96,787	96,849	96,849	96,849	96,849
10102 BUDGET PREPARATION	56,701	55,580	56,007	55,515	55,515	55,515	55,515

Total Cost Centers	\$418,531	\$420,983	\$347,671	\$421,380	\$420,930	\$366,245	\$311,560

FINANCING PLAN							

GENERAL FUND	418,531	420,983	347,671	421,380	420,930	366,245	311,560

Total Financing Plan	\$418,531	\$420,983	\$347,671	\$421,380	\$420,930	\$366,245	\$311,560

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	323,061	356,734	281,157	357,403	357,403	357,403	255,803
5104 OVERTIME PAY	0	200	150	195	195	195	195
5109 SALARY ADJUSTMENTS	39,890	0	0	0	0	(54,040)	0
5112 SICK INCENTIVE	2,382	2,960	2,960	3,020	3,020	3,020	3,020
5117 ALLOWANCES	4,800	4,800	4,800	4,800	4,800	4,800	4,800
5151 SOCIAL SECURITY	25,283	25,699	19,819	25,652	25,652	25,652	17,880
Total Personnel Services	\$395,416	\$390,393	\$308,886	\$391,070	\$391,070	\$337,030	\$281,698
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	11,682	13,450	13,450	12,950	12,950	12,950	13,597
5210 PROFESS DEVELOP/TRAI	2,897	9,945	5,445	9,840	9,840	9,840	9,840
5220 UTILITIES/FUEL/MILEA	0	690	0	650	200	200	200
5260 REPAIRS & MAINT-FAC/	2,081	2,605	2,290	2,925	2,925	2,925	2,925
5290 PROFESS/TECHNICAL SE	5,010	0	15,000	0	0	0	0
5300 MATERIALS & SUPPLIES	845	3,300	2,000	3,300	3,300	3,300	3,300
5318 COMPUTER REPLMNT FEE	600	600	600	645	645	0	0
Total Operating Expenses	\$23,115	\$30,590	\$38,785	\$30,310	\$29,860	\$29,215	\$29,862
GRAND TOTAL	\$418,531	\$420,983	\$347,671	\$421,380	\$420,930	\$366,245	\$311,560

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
TOWN MANAGER	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT TOWN MANAGER	1.00	1.00	1.00	1.00	1.00	0.00
EXECUTIVE ASSISTANT	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	4.00	4.00	4.00	4.00	4.00	3.00
FTE SALARIES & WAGES						
TOWN MANAGER	142,894	145,752	145,752	145,752	145,752	145,752
ASSISTANT TOWN MANAGER	101,600	25,400	101,600	101,600	101,600	0
EXECUTIVE ASSISTANT	66,028	67,303	67,349	67,349	67,349	67,349
ADMINISTRATIVE SECRETARY	46,212	42,702	42,702	42,702	42,702	42,702
Total FTE Salaries & Wages	\$356,734	\$281,157	\$357,403	\$357,403	\$357,403	\$255,803

INFORMATION TECHNOLOGY #1011

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$22,959 and the RTM reduced it by \$29,194 for a total reduction of \$52,153. The overall decrease in this budget is \$36,471 or 3.5%. Personnel Services are down \$23,079 and operating expenses are down \$13,392.

We completed the purchase of the new Palo Alto next-gen firewall to replace the current Cisco router and firewall which are one year away from reaching their end of life for support. The plan is to have this new system installed by March 2016.

The Town received a \$24,700 grant to connect to the CEN (Connecticut Education Network) for internet connectivity. There was an issue with connecting to Fitch High School since there is no CEN switch at this location. CEN amended the grant amount by \$21,900 for funding for a fiber connection to the BOE facility on Flanders Rd. The additional funding was received in late December. The plan is to have the new connection in place by April 2016.

Working with Client First on the comprehensive ERP (Enterprise Resource Planning) system needs assessment and RFP development for the Town and BOE software. This phase is scheduled to be completed this year. The next phase in this project is for the purchase of the ERP software. This is scheduled to be funded in the FYE 17 CIP budget.

We have responded to 4,313 help desk ticket requests in FYE 2015. The estimate for FYE 2016 is 4,523 help desk ticket requests or 4.87% increase. The projection for FYE 2017 is 4,614 help desk ticket requests or 2% increase.

Migration of the Town's fire departments to a cloud hosted solution for their Firehouse software was completed. The Mobile Response software was installed for the fire apparatus to receive immediate access to pre-plan data and hydrants.

New aerial imagery of the Town was flown in April 2015 with three other towns participating in the project. The project consisted of Groton, Stonington, Westerly and Norwich. The Town's existing Planimetric data has been updated with the new aerial data. The Planimetric data consists of fences & walls, sidewalk, parking lots, driveways, buildings, sports/recreations and docks.

Cost Center 3 – Information Technology

- IT department is working with Parks and Recreation to create a Guide to Hiking Trails Web App. This mobile app is an easy tool for people to find or use our trails in the town. This application can be used when you are out using the walking trail.
- The replacement of the Town's current Thames valley cable fiber optic wide area network with a "Ring" topology that will provide redundancy and growth potential was placed in the CIP for funding.
- The goal is to move the current location of the Town hall computer room out of the basement to a higher location within the Town.
- Setting up the Disaster Recovery lab at Fitch Middle school when this space comes available.
- We completed updating the interactive GIS website with the new 2015 aerial data.

Cost Center 4 – Software Maintenance

- Provide software maintenance, modifications, support and support for 3rd party software applications utilized by all Town departments.

Cost Center 7 – Telecommunications

- Manage, support and maintain telephone systems utilized by the Town employees including VoIP, Frontier land lines, cell phone plans and purchases.
- Looking to move the Town's faxing to an internet solution that will allow the Town to retire existing fax machines and terminate Frontier phone lines. This solution will allow users to send and receive faxes at their desktop, tablet or phone. This will save on paper, toner and repairs to hardware.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	491,005	531,946	535,208	538,061	538,061	538,061	508,867
Operating Expenses	518,154	495,420	477,212	504,987	504,987	482,028	482,028
Total Appropriation	\$1,009,159	\$1,027,366	\$1,012,420	\$1,043,048	\$1,043,048	\$1,020,089	\$990,895

COST CENTERS							
10113 INFORMATION TECHNOLO	653,821	660,865	654,321	656,670	656,670	633,711	604,517
10114 SOFTWARE MAINTENANCE	290,373	294,723	289,027	317,306	317,306	317,306	317,306
10117 TELECOMMUNICATIONS	64,965	71,778	69,072	69,072	69,072	69,072	69,072
Total Cost Centers	\$1,009,159	\$1,027,366	\$1,012,420	\$1,043,048	\$1,043,048	\$1,020,089	\$990,895

FINANCING PLAN							
GENERAL FUND	1,009,159	1,027,366	1,012,420	1,043,048	1,043,048	1,020,089	990,895
Total Financing Plan	\$1,009,159	\$1,027,366	\$1,012,420	\$1,043,048	\$1,043,048	\$1,020,089	\$990,895

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	443,229	491,839	494,869	498,949	498,949	498,949	498,949
5105 LONGEVITY PAY	1,260	805	805	875	875	875	875
5109 SALARY ADJUSTMENTS	12,904	1,500	1,500	0	0	0	(29,194)
5112 SICK INCENTIVE	50	0	0	0	0	0	0
5151 SOCIAL SECURITY	33,562	37,802	38,034	38,237	38,237	38,237	38,237

Total Personnel Services	\$491,005	\$531,946	\$535,208	\$538,061	\$538,061	\$538,061	\$508,867
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	1,177	600	275	275	275	275	275
5210 PROFESS DEVELOP/TRAI	3,813	7,035	1,838	6,335	6,335	6,335	6,335
5220 UTILITIES/FUEL/MILEA	81,431	88,845	84,886	81,530	81,530	81,530	81,530
5230 PYMNTS/CONTRIBUTIONS	0	2,706	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	1,199	1,199	1,199	0	0	0	0
5261 SOFTWARE MAINT FEES	292,142	294,723	289,027	317,306	317,306	317,306	317,306
5290 PROFESS/TECHNICAL SE	75,096	74,426	74,426	74,426	74,426	74,426	74,426
5300 MATERIALS & SUPPLIES	2,620	1,375	1,050	1,050	1,050	1,050	1,050
5315 VEHICLE REPLACEMENT	1,042	1,042	1,042	0	0	0	0
5316 VEHICLE MAINT FEE	600	750	750	600	600	600	600
5317 VEHICLE FUEL	845	628	628	506	506	506	506
5318 COMPUTER REPLMNT FEE	22,091	22,091	22,091	22,959	22,959	0	0
5410 COMPUTER EQUIPMENT	36,098	0	0	0	0	0	0

Total Operating Expenses	\$518,154	\$495,420	\$477,212	\$504,987	\$504,987	\$482,028	\$482,028
GRAND TOTAL	\$1,009,159	\$1,027,366	\$1,012,420	\$1,043,048	\$1,043,048	\$1,020,089	\$990,895

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

FULL TIME EMPLOYEE (FTE) ANALYSIS						

MANAGER IT	1.00	1.00	1.00	1.00	1.00	1.00
GIS COORDINATOR	1.00	1.00	1.00	1.00	1.00	1.00
IT SYSTEMS ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT II	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00

Total FTE Personnel	7.00	7.00	7.00	7.00	7.00	7.00

FTE SALARIES & WAGES						

MANAGER IT	92,572	94,346	94,424	94,424	94,424	94,424
GIS COORDINATOR	65,387	66,856	68,193	68,193	68,193	68,193
IT SYSTEMS ADMINISTRATOR	77,775	77,990	79,331	79,331	79,331	79,331
PC/NETWORK SUPPORT II	201,548	206,092	207,411	207,411	207,411	207,411
OFFICE TECHNICIAN	48,229	49,585	49,590	49,590	49,590	49,590

Total FTE Salaries & Wages	\$485,511	\$494,869	\$498,949	\$498,949	\$498,949	\$498,949

TECHNOLOGY REPLACEMENT #6050

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$68,236 and the RTM reduced it another \$13,889 for a total reduction of \$82,125. The overall decrease in this budget is \$54,487 or 43.5%.

There are 54 PC's and 3 network laser printers budgeted for replacement in FYE 16.

The testing of the Town's software to work with Windows 10 was completed in FYE 2016. There were three applications that are not compliant with Windows 10 at this time. They are COTT, Vermont Systems – MainTrac and Kronos Collect. We started deploying Windows 10 to users but ran into an issue. Windows 10 major updates are doing a complete reinstallation of the operating system and clearing out the Town's user's setup. We are halting the deployment of Windows 10 and rolling out the new PCs with Windows 7. We are continuing to monitor the progress of Windows 10.

We completed the purchase of the new Palo Alto next-gen firewall to replace the current Cisco router and firewall which are one year away from reaching the end of life for support. The plan is to have this new system installed in March 2016.

Cost Center 0 – Computer Replacement

- Scheduled to replace 61 computers on the CRF (computer replacement fund) for \$38,125.
- Scheduled to replace 320, 17" and 19" monitors on the CRF (computer replacement fund) with 22" or 24" monitors for \$64,000. The replaced monitors will be repurposed within the Town.

Cost Center 1 – Printer Replacement

- Scheduled to replace the IT Department HP Plotter is on the CRF (computer replacement fund) for replacement this year at the budgeted cost of \$10,000. The current HP Plotter will be repurposed to Planning & Development.
- No network printers are scheduled for replacement this year.

Cost Center 2 – Software Licenses

- We are requesting to move the Towns Microsoft Exchange e-mail system to a cloud base hosted site. This site will have redundant backup locations and will work for the Town's disaster recovery plan. If the Town's internet access is down, the EOC will be able to get e-mail via cell phone or Wi-Fi locations. The budgeted cost is \$35,000. There will be a \$15,000 reoccurring subscription cost for this service. This equals about \$48 per year per user.

Cost Center 4 – Maintenance

- Provides funding for repairs to PCs and printers that are not covered under warranty.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							

Operating Expenses	142,355	125,320	125,320	152,958	152,958	84,722	70,833
Total Appropriation	\$142,355	\$125,320	\$125,320	\$152,958	\$152,958	\$84,722	\$70,833

COST CENTERS							

60500 COMPUTER REPLACEMENT	30,000	72,000	72,000	102,125	102,125	33,889	20,000
60501 PRINTER REPLACEMENT	10,675	3,900	3,900	10,000	10,000	10,000	10,000
60502 SOFTWARE LICENSES	6,940	37,720	37,720	36,833	36,833	36,833	36,833
60504 MAINTENANCE	248	4,000	4,000	4,000	4,000	4,000	4,000
60505 OTHER AGENCIES - MDT	94,492	7,700	7,700	0	0	0	0
Total Cost Centers	\$142,355	\$125,320	\$125,320	\$152,958	\$152,958	\$84,722	\$70,833

FINANCING PLAN							

INTEREST INCOME	592	650	580	600	600	600	600
OTHER AGENCIES	1,635	1,500	1,500	1,770	1,770	1,770	1,770
OUTSIDE AGENCIES - MDT	5,750	600	600	1,413	1,413	1,413	1,413
PAYMENTS FROM OTHER FUNDS	70,469	69,611	69,610	77,085	77,085	0	0
FUND BALANCE APPLIED	63,909	52,959	53,030	72,090	72,090	80,939	67,050
Total Financing Plan	\$142,355	\$125,320	\$125,320	\$152,958	\$152,958	\$84,722	\$70,833

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5220 UTILITIES/FUEL/MILEA	650	600	600	600	600	600	600
5230 PYMNTS/CONTRIBUTIONS	0	0	7,700	0	0	0	0
5260 REPAIRS & MAINT-FAC/	248	4,000	4,000	4,000	4,000	4,000	4,000
5261 SOFTWARE MAINT FEES	5,870	0	0	813	813	813	813
5290 PROFESS/TECHNICAL SE	420	420	420	420	420	420	420
5410 COMPUTER EQUIPMENT	135,167	120,300	112,600	147,125	147,125	78,889	65,000

Total Operating Expenses	\$142,355	\$125,320	\$125,320	\$152,958	\$152,958	\$84,722	\$70,833
GRAND TOTAL	\$142,355	\$125,320	\$125,320	\$152,958	\$152,958	\$84,722	\$70,833

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

TECHNOLOGY REPLACEMENT FUND REVENUES: #6050

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

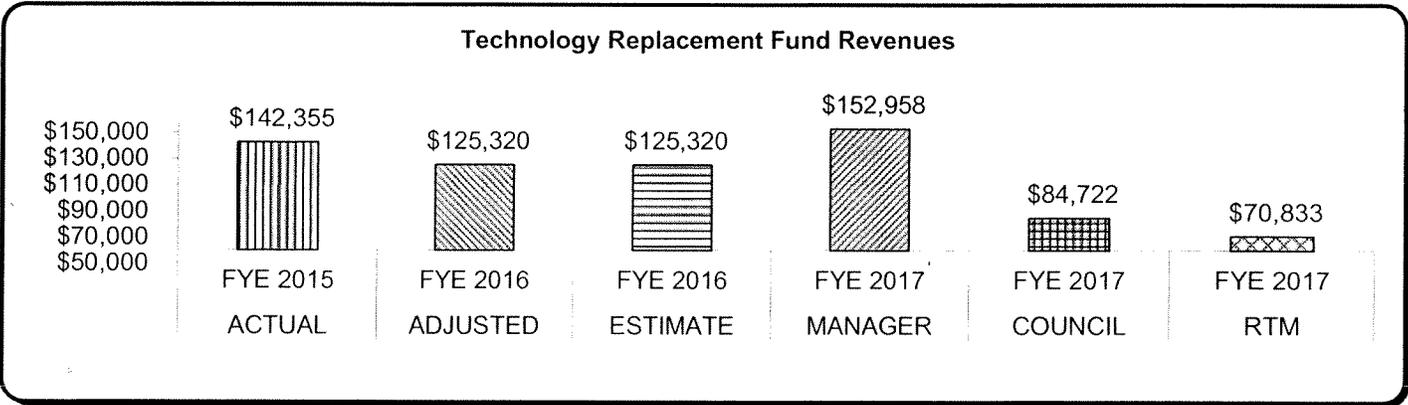
Other Agencies - represents the amount received from the Poquonnock Bridge Fire District which participates in this fund.

Other Agencies - MDT: represents the amount received from outside agencies for purchases of mobile data terminals.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4412 Interest Income	\$ 592	\$ 650	\$ 580	\$ 600	\$ 600	\$ 600
4625 Other Agencies	\$ 1,635	\$ 1,500	\$ 1,500	\$ 1,770	\$ 1,770	\$ 1,770
4625A Outside Agencies - MDT	\$ 5,750	\$ 600	\$ 600	\$ 1,413	\$ 1,413	\$ 1,413
4766 Payments from Other Funds	\$ 70,469	\$ 69,611	\$ 69,610	\$ 77,085	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 63,909	\$ 52,959	\$ 53,030	\$ 72,090	\$ 80,939	\$ 67,050
Total	\$ 142,355	\$ 125,320	\$ 125,320	\$ 152,958	\$ 84,722	\$ 70,833



Audit Fund Balance as of 6/30/2015	\$ 448,031
Estimated Fund Balance as of 6/30/16	\$ 395,001
Estimated Fund Balance as of 6/30/17	\$ 327,951
Fund Balance as a % of 2017 Expenditures	462.99%

HUMAN RESOURCES #1012

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$1,073 and the RTM reduced it by an additional \$15,410 for a total reduction of \$16,483. The overall decrease in this budget is \$19,569 or 5.9%. Personnel Services are down \$5,673 and operating expenses are down \$13,896.

As a result of reviewing the FYE 2016 budget, there was a necessity to reduce expenses in Personal Services. After a review was conducted, it was determined that Human Resources would reduce the position of Risk Prevention Coordinator. As the position was shared with the Emergency Management/ Dispatch, the expenses were distributed proportionately. Human Resources were responsible for 25% of the salary and the remainder was funded by Emergency Management/Dispatch. With this reduction, the responsibilities were redistributed throughout the department. The position will not be back filled in FYE 2017.

In FYE 2017, we will continue to review expenses related to cost center (5290) (2) Labor Relations. This year, we utilized the account to expense unexpected mandatory reporting which was spawned from the Affordable Care Act (ACA). It is our desire to maintain the requested amount as many parts of the ACA remain unknown.

Cost Center 0 - Leadership/General Support

- Maintenance of all records relative to Town personnel via the Human Resources Information System (HRIS).
- Continue high level of service to both internal (employees) and external (general public) customers.
- Prepare a fiscally responsible budget.
- Provide consultation to staff for cost effective and efficient operations.
- Provide training for both compliance and performance enhancement.

Cost Center 1 – Recruiting & Selection

- Responsible for assisting departments with recruitment and hiring of qualified candidates.
- Provide orientation and training for hired, transferred, and promoted employees.
- Assist departments with staffing structure, including the revision and/or creation of applicable job descriptions.

	Actual	Estimate	Anticipated
Function Activities	FYE 2015	FYE 2016	FYE 2017
Authorized Full time positions	267	268	265
Full Time Employees hired	19	14	12
Full Time Employees leaving employment	22	15	12
Part-Time/Seasonal Employees hired	142	130	130

Cost Center 2 – Employee/Labor Relations

- Provide management with effective labor relations training.
- Bring Department Heads together to evaluate current contracts in preparation for negotiations.

Current Status of Collective Bargaining Agreements:

GMEA: July 1, 2015 – June 30, 2016

Telecommunicators: July 1, 2014 – June 30, 2018

AFSCME: July 1, 2013 – June 30, 2016

Police: July 1, 2014 – June 30, 2016

USWA: July 1, 2011 – June 30, 2015

General Wage/Salary Increases	FYE 12	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	Step Increases
GMEA/CILU (Clerical/Professional)	0.00%	0.00%	2.00%	2.00%	2.25%	Pending	2%
Police	0.00%	2.00%	2.00%	2.00%	2%/2.5%	Pending	4%*
Telecommunicators	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2%
USWA (Steelworkers)	0.00%	2.00%	2.00%	2.00%	Pending	Pending	4%
AFSCME (Supervisory)	2.00%	2.75%	0.00%	2.00%	2.00%	Pending	2%
Non-union	0.00%	3.00%	2.50%	2.00%	Pending	Pending	none

*On 4/1/16, Police at top step granted additional \$500

Cost Center 3 – Benefits

- Collaborate with Healthcare consultants to review current experience rating.
- Monitor Healthcare consultant's performance.
- Negotiate rates that are cost effective and provide an excellent benefit package to the employees.
- Work with the actuaries and the retirement board to maintain the health of the plans.
- In house, full time customer service for all employee and retiree' benefit information.

Cost Center 4 – Risk Management

- Keep departments up to date on OSHA, insurance company safety and health requirements and policies which effect the day to day operation of business within the Town of Groton.
- Provide staff support, technical assistance and organizational analysis with recommendations for cost effective change and operation.
- Protect the assets of the Town by recommending the most effective method for reducing identified exposures by either transferring or retaining the risk utilizing the most cost effective approach.
- Recommend methods to reduce identified exposures and accidents. Inform departments of any trends in claims that may need changing procedures.

All 20 Playground Inspections for 2015 went very well. Parks Maintenance has continued to do significant maintenance work, repairs, alterations and/or material changes to the playground equipment and grounds. A moving forward plan has been developed to reduce any potential liability and meet Federal Playground safety guidelines and national safety standards.

	FYE 2015	FYE 2016
Accidents	25	10 to date
	(12 due to actions of other party)	(6 due to actions of other party)
Liability Claims	1	2 to date
	(Case is pending)	(1 - Civil Rights Case) (1-Notice of Lawsuit)
Citizen Injury	5	2 to date
	(1 Claim is pending)	(All claims closed - no payout)
	(Other claims closed - no payout)	
Property Damage	10	4 to date
	(All Claims Closed - no payout)	(All claims Closed - no payout)

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	290,126	290,506	287,494	284,833	284,833	284,833	284,833
Operating Expenses	32,134	42,244	37,001	44,831	44,831	43,758	28,348
Total Appropriation	\$322,260	\$332,750	\$324,495	\$329,664	\$329,664	\$328,591	\$313,181
COST CENTERS							
10120 LEADERSHIP/GEN SUPPT	35,728	38,172	40,446	47,079	47,079	47,079	40,579
10121 RECRUITING & SELECTI	75,867	68,348	69,767	71,244	71,244	70,171	70,171
10122 EMPLOYEE/LABOR RELAT	99,588	115,101	115,650	115,766	115,766	115,766	112,567
10123 BENEFITS	59,112	56,808	56,432	58,026	58,026	58,026	55,065
10124 RISK MANAGEMENT	51,965	54,321	42,200	37,549	37,549	37,549	34,799
Total Cost Centers	\$322,260	\$332,750	\$324,495	\$329,664	\$329,664	\$328,591	\$313,181
FINANCING PLAN							
MISC-UNCLASSIFIED	0	0	151	0	0	0	0
GENERAL FUND	322,260	332,750	324,344	329,664	329,664	328,591	313,181
Total Financing Plan	\$322,260	\$332,750	\$324,495	\$329,664	\$329,664	\$328,591	\$313,181

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	269,663	269,862	264,632	264,592	264,592	264,592	264,592
5109 SALARY ADJUSTMENTS	59	0	2,432	0	0	0	0
5151 SOCIAL SECURITY	20,404	20,644	20,430	20,241	20,241	20,241	20,241
Total Personnel Services	\$290,126	\$290,506	\$287,494	\$284,833	\$284,833	\$284,833	\$284,833
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,536	1,500	1,500	1,500	1,500	1,500	1,500
5210 PROFESS DEVELOP/TRAI	10,543	10,683	9,728	10,208	10,208	10,208	4,948
5220 UTILITIES/FUEL/MILEA	608	937	787	887	887	887	887
5230 PYMNTS/CONTRIBUTIONS	0	0	740	0	0	0	0
5260 REPAIRS & MAINT-FAC/	357	357	420	438	438	438	438
5281 OCCUPATIONAL HEALTH	1,312	3,000	1,645	1,950	1,950	1,950	0
5290 PROFESS/TECHNICAL SE	15,130	23,511	19,925	21,025	21,025	21,025	19,325
5300 MATERIALS & SUPPLIES	1,417	1,250	1,250	1,250	1,250	1,250	1,250
5318 COMPUTER REPLMNT FEE	1,106	1,006	1,006	1,073	1,073	0	0
5400 EQUIP/MACHINRY& FURN	125	0	0	3,000	3,000	3,000	0
5410 COMPUTER EQUIPMENT	0	0	0	3,500	3,500	3,500	0
Total Operating Expenses	\$32,134	\$42,244	\$37,001	\$44,831	\$44,831	\$43,758	\$28,348
GRAND TOTAL	\$322,260	\$332,750	\$324,495	\$329,664	\$329,664	\$328,591	\$313,181

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR HR/RISK MGT	1.00	1.00	1.00	1.00	1.00	1.00
COORD. RISK & EMERG. MGT.	0.25	0.25	0.00	0.00	0.00	0.00
EMPLOYEE BENEFITS COORD	1.00	1.00	1.00	1.00	1.00	1.00
HR COORDINATOR	1.00	1.00	1.00	1.00	1.00	1.00
HUMAN RESOURCES ASST	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	4.25	4.25	4.00	4.00	4.00	4.00
FTE SALARIES & WAGES						
DIRECTOR HR/RISK MGT	91,800	93,425	93,636	93,636	93,636	93,636
COORD. RISK & EMERG. MGT.	15,752	5,006	0	0	0	0
EMPLOYEE BENEFITS COORD	60,777	60,777	60,777	60,777	60,777	60,777
HR COORDINATOR	60,777	60,777	60,777	60,777	60,777	60,777
HUMAN RESOURCES ASST	40,755	44,647	49,403	49,403	49,403	49,403
Total FTE Salaries & Wages	\$269,861	\$264,632	\$264,593	\$264,593	\$264,593	\$264,593

INSURANCE & CLAIMS #1070

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced Admin & Claims \$30,000 and Unemployment by \$8,500. The RTM sustained this change.

The overall increase in this budget is \$1,078 or 0.2%.

The Insurance & Claims function reflects those insurance premiums for coverages that the Town obtained through a bid process. Premiums for property, liability, and errors and omissions exposures are included here. The coverage may be refined during the year to address any changes in the Town's exposure.

Public Official Liability shows an increase of \$32,151 in both FYE 2016 and FYE 2017 due to claims filed with the CT Commission on Human Rights and Opportunities (CHRO) (EEOC). In addition, as the Town restructured positions in both Public Works and the Town Clerk's Office, claims were filed with the State's Unemployment office which increased the FYE 2016 estimate by \$31,000 in the Unemployment cost center.

Cost Center 0 – General Liability

This Function reflects premiums not only for third party damages but property damage to Town owned property as well. Limits for flood and earthquake coverage are also included. The basic property damage deductible is \$10,000. An umbrella liability policy is also used to ride above the limits of the primary general liability policy to provide even broader coverage subject to a major self-insured retention of \$10,000 which is applicable only to exposure not covered on the primary layer. In addition, it reflects the premiums paid for the Police Version of Public Officials coverage. The deductible for this coverage is \$25,000. This will include wrongful entry, wrongful arrest, etc. This cost center also includes boiler coverage for the buildings and pump stations, the crime policy for money and securities, and fiduciary coverage.

The Town had secured two (2) properties and a boiler replacement. General Liability increased \$4,255 which equates to a 1.0% increase.

Cost Center 1 – Motor Vehicle Liability & Physical Damage

Reflects premiums paid on the Town's vehicles. Loaders and tractors are also included under this coverage if they are used on the road. The Town has a \$1,000 deductible on its collision and comprehensive liability coverage on all vehicles with full glass included.

Premiums increased from \$74,755 to \$77,927 an increase of \$3,172 or 4%. This was due largely to the insuring of newer vehicles.

Cost Center 2 – Public Official Liability

Reflects the premium paid to protect Town officials in their decision-making capacity from errors and omissions exposures. Emergency Dispatch "911" coverage for errors and omissions is also included here. This coverage generally serves as additional legal defense coverage. It also includes bonding for the Tax Collector and Treasurer/Accounting Manager. The deductible for Public Official Liability coverage is \$25,000. The deductible for Employment Practice Liability is \$15,000.

Currently, the Town is defending three (3) cases which were filed with the CT Commission on Human Rights and Opportunities (CHRO). An increase of \$32,151 is reflective of having to defend the three cases.

Cost Center 3 – Shellfish Commission

The Town allocates \$4,300 for the Insurance costs for boats and equipment. This expense remains level.

Cost Center 5 – Administration and Claim Payments

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

Year over year this expense remains level at \$30,000.

Cost Center 6 – Unemployment

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

The Town undertook a restructure within two (2) departments and a resignation which contributed to an increase of \$31,000 between FYE 2016 and FYE 2017.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	4,646	8,500	39,500	8,500	8,500	0	0
Operating Expenses	526,073	568,907	560,603	608,485	608,485	578,485	578,485
Total Appropriation	\$530,719	\$577,407	\$600,103	\$616,985	\$616,985	\$578,485	\$578,485

COST CENTERS							
10700 GENERAL LIABILITY	397,712	423,264	393,631	427,519	427,519	427,519	427,519
10701 MV LIA & PHY DAMAGE	69,560	74,755	72,829	77,927	77,927	77,927	77,927
10702 PUBLIC OFFICIAL LIAB	36,588	36,588	59,862	68,739	68,739	68,739	68,739
10703 SHELLFISH COMMISSION	4,281	4,300	4,281	4,300	4,300	4,300	4,300
10705 ADMIN & CLAIM PAYMEN	17,932	30,000	30,000	30,000	30,000	0	0
10706 UNEMPLOYMENT	4,646	8,500	39,500	8,500	8,500	0	0
Total Cost Centers	\$530,719	\$577,407	\$600,103	\$616,985	\$616,985	\$578,485	\$578,485

FINANCING PLAN							
GENERAL FUND	530,719	577,407	600,103	616,985	616,985	578,485	578,485
Total Financing Plan	\$530,719	\$577,407	\$600,103	\$616,985	\$616,985	\$578,485	\$578,485

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5154 UNEMPLOYMENT COMPENS	4,646	8,500	39,500	8,500	8,500	0	0
Total Personnel Services	\$4,646	\$8,500	\$39,500	\$8,500	\$8,500	\$0	\$0
OPERATING EXPENSES							

5280 INSURANCE/RISK MGMT	508,141	538,907	530,603	578,485	578,485	578,485	578,485
5285 BUILDNG & PROPERTY D	432	10,000	10,000	10,000	10,000	0	0
5289 INSURANCE CLAIM PAYM	17,500	15,000	15,000	15,000	15,000	0	0
5290 PROFESS/TECHNICAL SE	0	5,000	5,000	5,000	5,000	0	0
Total Operating Expenses	\$526,073	\$568,907	\$560,603	\$608,485	\$608,485	\$578,485	\$578,485
GRAND TOTAL	\$530,719	\$577,407	\$600,103	\$616,985	\$616,985	\$578,485	\$578,485

SELF-FUNDED PLANS #1071

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced Health Insurance by \$99,638 and OPEB by \$60,000. The RTM sustained these changes. The overall decrease in this budget is \$939,630 or 11.0%.

Cost Center 0 – Employee Benefits

Retirement 5152

An actuarial evaluation is completed annually to measure actuarial gains and losses from the previous year in order to determine recommended employer contributions to the retirement fund. The Retirement Fund's Market Value was \$110 million as of June 30, 2015 up from \$108 million in 2014, a 2% increase. Actuarial liabilities continue to grow as active members earn additional benefits. This growth exceeds reductions to the liability resulting from benefit payments. Liabilities now exceed assets by \$16.6 million down from \$18.1 in 2014. This resulting Funded Ratio of 87.6 % is up from 84.9% in 2014.

Overall, the plan experienced about \$45,000 in net actuarial experience gains which are reflected in the Amortization of Unfunded Liabilities. The primary source was a \$1.1 million gain resulting from the return of the actuarial value of assets exceeding the assumed return or 7.75%. If the \$1.0 million in unrecognized gains were immediately reflected then the contributions would decrease by about \$86,000.

While the market value of investment return for 2014 was 3.6%, the actuarial value was 8.8%, above the assumed 7.75% return which produced this investment gain. The difference is attributable to the smoothing of investment gains/losses over a five year period. Smoothing serves to moderate potential large swings in actuarial losses/gains and required contributions if investment gains and losses were recognized on an annual basis.

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

FYE	2010	2011	2012	2013	2014	2015
Market Value Return	13.50%	18.55%	3.41%	11.60%	15.80%	3.6%
Actuarial Value Return	0.67%	3.24%	2.32%	5.90%	9.36%	8.8%
Actuarial Assumption	8.00%	8.00%	8.00%	8.00%	7.75%	7.75%

The actuarial value of plan assets is now less than the market value resulting in an unrecognized actuarial gain of \$1.0 million, which in contrast to unrecognized losses will have the impact of lowering required contributions.

In addition to the future service contribution, The Town amortizes the excess actuarial liabilities over assets over a period of time. Amortization of these excesses over 24 years results in a \$72,048 decrease in Town contributions from \$2,955,255 to \$2,883,207.

In summary, the retirement plan seems to be stabilizing in terms of the plan's operations and required annual contributions. The plans funded ratio of approximately 86.8% is comparable to the average of the other plans of similar size and asset allocation. This position is attributable to the Town's and the Board of Education's long standing policy of fully funding the plan based on the annual recommended actuarial contribution.

Health Insurance 5153

(\$6,722,585)

Each year, the Town works collaboratively with our health insurance consultant AON. This effort ensures that the renewals received from Anthem are accurately projecting expected claims while providing an analysis of future trends. In addition to the narrative, the chart below illustrates the analysis based on AON's compilation of tabulations for FYE 2017 built off of the January 2016 calculations. It should also be noted that the BOE also utilizes projections from the same document.

The total combined health insurances costs (Line "E") are representative of the following funds: General Fund, Golf Course Fund and the Sewer Operating Fund for FYE 2017 totaling \$6,722,585. This projection is down \$601,778 from FYE 2016 or 8.2% (Line "F"). Expenses are inclusive of the following: cost for retirees and active employees for the self-funded plan, premium cost for retirees the over 65 premium based plan and the Town's contributions to the employees' Health Savings Account (HSA). Consideration should also be given to the fact that there is an application of the employees' contribution toward a portion of the Excess of Fund Balance (Line "G") where reductions will be realized. For FYE 2017, we are projecting a net cost reduction from \$5,021,796 to \$4,159,632 (Line "Q"). The General Fund contribution for active and retired employees will see a decrease from \$4,649,340 in FYE 2016 to \$3,736,587 (Line "R") in 2017.

In addition to The Town's reduction in claims experience rating; the Town recently initiated change in the Health Insurance Consultant which will result in an additional savings in certain line items upwards of \$225,000 (Line "P") in the upcoming year. This action coupled with the claims experience rating will realize a 19.63% decrease in the General Fund Contribution.

		FYE 2014	FYE 2015	FYE 2016	FYE 2017
A	Renewal – Self-Insured	\$6,350,653	\$6,671,466	\$6,737,142	\$6,144,666
B	Premium Based Retiree Coverage	\$607,409	\$573,886	\$504,721	\$525,919
C	Total Renewal	\$6,958,061	\$7,245,352	\$7,241,863	\$6,670,585
D	Health Savings Account Contributions	\$70,500	\$82,500	\$82,500	\$52,000
E	Total Health Insurance Costs	\$7,028,562	\$7,327,852	\$7,324,363	\$6,722,585
F	Percentage Increase in Health Insurance Costs	6.20%	4.26%	-0.05%	-8.22%
G	Fund Balance – Town Portion	\$2,646,007	\$2,738,434	\$2,591,519	\$2,376,369
H	Corridor Amount	\$1,447,426	\$1,528,570	\$1,513,039	\$1,379,992
I	Available Fund Balance	\$1,198,581	\$1,211,864	\$1,078,480	\$996,378
J	Fund Balance Used	\$719,149	\$727,119	\$754,936	\$697,484
K	% of Available Fund Balance Used	60%	60%	70%	70%
L	Total Health Insurance Costs	\$7,028,562	\$7,327,852	\$7,324,363	\$6,722,585
M	Less Fund Balance Used	(\$719,149)	(\$727,119)	(\$754,936)	(\$697,464)
N	Less Employee/Retiree Contributions	(\$1,457,803)	(\$1,592,020)	(\$1,547,631)	(\$1,640,489)
O	Recommended Fund Prior to Savings				\$4,384,632
P	Additional Renewal Savings				-\$225,000
Q	Equals Recommended Contribution - All Funds	\$4,851,609	\$5,008,713	\$5,021,796	\$4,159,632
R	Recommended Contribution – General Fund	\$4,399,034	\$4,537,970	\$4,649,340	\$3,736,587
S	Percentage Increase – General Fund Contribution	-1.80%	3.16%	2.45%	-19.63%

Life Insurance 5158**(\$29,560)**

This amount covers the premium cost for providing life insurance benefits to general fund employees. The cost per \$1,000 of coverage is \$0.155. This rate has remained stable from FYE 2012 and is guaranteed through June 30, 2017.

Worker's Compensation General Fund Contribution 5155**(\$555,004)**

Having completed an actuarial evaluation of the Worker's Compensation Fund, the contribution is a recommendation based on a risk factor. Historically, the Town and the Board of Education have used a recommended contribution based on a 55% risk factor, meaning that there is a 55% chance that the claims will be equal to or less than the estimated. For FYE 2015, it was decided to base the contribution on estimated claims as is the case with the Health Insurance Fund. Contributions also cover the cost of the Third Party Administrator (TPA) hired to manage claims, legal services and excess claims insurance.

The recommended contribution for FYE 2017 based on the July 1, 2015 actuarial evaluation, with expected losses of \$400,030 increased from \$331,610 FYE 2016. As of that date, the Town's portion of the Workers Compensation Fund Balance stood at -\$7,888 down from \$268,302 the previous year. For several years, the recommended contribution has been reduced by amortizing excess fund balance over a three year period. Excess fund balance is determined by subtracting the Incurred but Not Reported Claims (IBNR) from the fund balance. For FYE 2017 this resulted in a fund balance deficit of -\$638,361 with a three year amortization of (\$212,787). Coupled with the recommended contribution results is a contribution of \$612,817 of which \$555,004 moves to the General Fund.

The amount of \$555,004 over \$343,693 is representative of the General Fund's contribution which increased from FYE 2016 to FYE 2017.

Major factors driving the increase are 1.) Injuries requiring surgeries have not only increased in number but have also increased costs; 2.) In FYE 2014, The Town of Groton had three injuries requiring surgery which cost \$186,388 while the Board of Education had two which totaled \$46,326 for a combined total of \$232,714; 3.) In FYE 2015, the Town of Groton experienced five injuries requiring surgery at a cost of \$269,686 and the Board of Education also had five injuries at a cost of \$204,381. The combined total for surgeries in FYE 2015 was \$474,067.

FYE	2012	2013	2014	2015	2016	2017
Claims	\$153,867	\$164,326	\$270,608	\$375,206	TBD	TBD
Total WC Cost	\$221,770	\$222,124	\$340,080	\$453,268	TBD	TBD
Recommended Annual Contribution	\$199,038	\$212,410	\$214,608	\$221,822	\$331,610	\$400,030
WC Fund Bal	\$1,041,537	\$867,902	\$687,797	\$516,027	\$268,302	(\$7,888)
IBNR	\$181,530	\$242,834	\$256,835	\$306,966	\$411,067	\$630,473
Available Assets	\$860,007	\$625,068	\$430,962	\$209,061	(\$142,765)	(\$638,361)
3 Yr. Amortization	\$286,669	\$208,356	\$143,654	\$69,687	(\$47,588)	(\$212,787)
Fund Balance Applied	\$199,038	\$208,356	\$143,654	\$69,687	\$0	\$0
Actual Contribution – All Funds	\$0	\$4,054	\$70,954	\$152,135	\$379,198	\$612,817
Actual Contribution – General Fund	\$0	\$3,676	\$63,846	\$137,837	\$343,693	\$555,004

Cost Center 1 – Retiree Health Benefit

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

Cost Center 2 5159 – Heart & Hypertension

For Police officers hired prior to July 1, 1996, it is presumed that injuries, illness or death due to heart disease or hypertension are job related and therefore are compensable injuries or illnesses. Claims are administered through the Worker's Compensation System. The \$186,608 is annual contribution to the Worker's Compensation Fund based on an actuarial estimate of future liability for current claims. This is a 1.2% reduction from FYE 2016.

Cost Center 3 5170 – Other Post-Employment Benefits (OPEB)

In June 2004, the Governmental Accounting Standards Board (GASB) issued Statement #45 entitled "Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions". Retiree medical plans are required to disclose information about asset and liability levels and disclose historical contribution information. Actuarial valuations are required to determine liability levels and show historical contribution information.

The philosophy behind the statement is that post-employment benefits are part of the compensation that is paid to employees in return for services. Therefore, the cost of these benefits should be recognized while the employees are providing those services rather than after they have retired. This same philosophy has been applied to pension benefits for many years.

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

FYE 2008 was the first year that the Town was required to recognize this liability on its financial statements. The July 1, 2015 valuation set the Town's OPEB liability at approximately \$48.9 million, with an Annual Required Contribution (ARC) of \$4.0 million. These amounts have increased from the July 1, 2014 valuation in which the liability was at \$46.3 million and the ARC was at \$3.6 million. Though GASB does not require that the ARC be funded, it does require an explanation of how the Town intends to fund that obligation.

Anticipating the magnitude of the liability and the potential to reduce future costs by establishing and beginning to contribute to a fund set aside for OPEB benefits, the Town began making general fund contributions for OPEB in FYE 2005. To date \$10.0 million has been contributed into the trust fund that was set up in FYE 2008. The recommended General Fund Contribution to the OPEB Trust Fund for FYE 2017 is \$940,000 with the remainder of \$104,167 being contributed from the Golf Course and Sewer Operating Funds for a total of \$1,044,167.

The net budget impact (NBI) of the \$4.0 million ARC, discussed above, is \$1.3 million since the Town is already contributing towards retiree health benefits. Bond rating agencies will also be looking for adherence to the plan to fund the ARC.

Recently, a random sampling of sixteen (16) OPEB clients was conducted with respect to the funded ratio (Assets divided by Accrued Liability). The funded ratio for the Town of Groton's OPEB program was at 27% as of the July 1, 2015 actuarial valuation, and the ratio is in the top quartile of the sampled group. The average funded ratio was 18% and the median ratio was 15%. As our standing in OPEB funding remains appropriate, we have the ability to reduce this year's funding contribution.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							

Personnel Services	8,688,111	8,503,514	8,503,514	7,723,522	7,723,522	7,563,884	7,563,884

COST CENTERS							

10710 EMPLOYEE BENEFITS	6,598,761	6,353,379	6,353,379	5,758,140	5,758,140	5,677,832	5,677,832
10711 RETIREE HEALTH BENEF	657,558	723,810	723,810	778,774	778,774	759,444	759,444
10712 HEART & HYPERTENSION	219,108	188,612	188,612	186,608	186,608	186,608	186,608
10713 OPEB LIABILITY	1,212,684	1,237,713	1,237,713	1,000,000	1,000,000	940,000	940,000

Total Cost Centers	\$8,688,111	\$8,503,514	\$8,503,514	\$7,723,522	\$7,723,522	\$7,563,884	\$7,563,884

FINANCING PLAN							

STATE GRANTS	3,448	0	0	0	0	0	0
GENERAL FUND	8,684,663	8,503,514	8,503,514	7,723,522	7,723,522	7,563,884	7,563,884

Total Financing Plan	\$8,688,111	\$8,503,514	\$8,503,514	\$7,723,522	\$7,723,522	\$7,563,884	\$7,563,884

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5152 RETIREMENT	2,551,068	2,162,321	2,162,321	2,116,025	2,116,025	2,116,025	2,116,025
5153 HEALTH INSURANCE	3,880,411	3,817,682	3,817,682	3,057,451	3,057,451	2,977,143	2,977,143
5155 WORKER'S COMP	137,837	343,693	343,693	555,004	555,004	555,004	555,004
5158 LIFE INSURANCE	29,445	29,683	29,683	29,660	29,660	29,660	29,660
5159 HEART & HYPERTENSION	219,108	188,612	188,612	186,608	186,608	186,608	186,608
5160 HEALTH-RETIREE-CURRE	657,558	723,810	723,810	778,774	778,774	759,444	759,444
5170 OTHER POSTEMPLOY BEN	1,212,684	1,237,713	1,237,713	1,000,000	1,000,000	940,000	940,000

Total Personnel Services	\$8,688,111	\$8,503,514	\$8,503,514	\$7,723,522	\$7,723,522	\$7,563,884	\$7,563,884

Benefit Allocation by Function and Employee Affiliation

FUNCTION NUMBER & DESCRIPTION	# of FTEs	Non-Union		AFSCME	GMEA	Steelworkers	Police Union	Pol Non-Union	Employee Benefits							TOTAL BENEFITS		
		Town Plan	ICMA						Retirement #5152	ICMA #5152	Health #5153 & #5160	Life #5158	Work. Comp #5155	OPEB #5170	Heart & Hyper. #5159			
GENERAL FUND :																		
1005-TOWN CLERK	5.00	1.00			4.00				\$27,441	\$77,846	\$618	\$11,563	\$19,583		\$137,050			
1010-EXECUTIVE MANAGEMENT	4.00	4.00							\$51,869	\$62,276	\$494	\$9,250	\$15,667		\$139,557			
1011-INFORMATION TECHNOLOGY	7.00	2.00			5.00				\$44,027	\$108,984	\$865	\$16,188	\$27,417		\$197,480			
1012-HUMAN RESOURCES	4.00	2.00	2.00						\$25,934	\$62,276	\$494	\$9,250	\$15,667		\$118,484			
1013-FINANCE	19.00	4.00		2.00	13.00				\$124,345	\$295,813	\$2,348	\$43,938	\$74,417		\$540,861			
1014-EMERGENCY COMMUNICATIONS	14.00	1.00			13.00				\$60,008	\$217,968	\$1,730	\$32,375	\$54,833		\$366,914			
1024-PUBLIC SAFETY	73.00				4.00		66.00	3.00	\$1,117,541	\$1,136,545	\$9,022	\$168,814	\$285,917	\$186,608	\$2,904,446			
1035-PUBLIC WORKS	52.25	7.75		3.00	10.50	31.00			\$326,678	\$813,486	\$6,457	\$120,829	\$204,646		\$1,472,096			
1046-PLANNING & DEVELOPMENT	14.00	5.00			9.00				\$97,403	\$217,968	\$1,730	\$32,375	\$54,833		\$404,309			
1051-HUMAN SERVICES	8.00	1.00			7.00				\$38,297	\$124,553	\$989	\$18,500	\$31,333		\$213,672			
1063-LIBRARY	20.00	2.00	1.00		17.00				\$87,450	\$311,382	\$2,472	\$46,250	\$78,333		\$529,655			
1064-PARKS & RECREATION	19.75	4.00	1.25		10.00	5.50			\$101,706	\$307,490	\$2,441	\$45,672	\$77,354		\$539,359			
GENERAL FUND: SUB-TOTAL: FYE 2017	240.00	33.75	4.25	5.00	92.50	36.50	66.00	3.00	\$2,102,700	\$3,736,587	\$29,660	\$555,004	\$940,000	\$186,608	\$7,563,884			
OTHER FUNDS:																		
2010-GOLF COURSE FUND	6.25	1.00	0.75			4.50			\$34,746	\$105,761	\$773	\$14,453	\$26,042		\$184,260			
2020-SEWER FUND	18.75	3.25			3.50	12.00			\$112,887	\$317,283	\$2,317	\$43,360	\$78,125		\$574,487			
OTHER FUNDS: SUB-TOTAL: FYE 2017	25.00	4.25	0.75	0.00	3.50	16.50	0.00	0.00	\$147,633	\$423,044	\$3,090	\$57,813	\$104,167		\$738,232			
TOTALS - ALL FUNDS-----FYE 2017	265.00	38.00	5.00	5.00	96.00	53.00	66.00	3.00	\$2,250,333	\$4,159,631	\$32,750	\$612,817	\$1,044,167	\$186,608	\$8,302,116			
FYE 2016 Adopted Budget: General & Other									\$2,299,574	\$5,021,796	\$32,750	\$379,198	\$1,365,576	\$188,612	\$9,303,316			
\$ Change from FYE 2016 to FYE 2017									(\$49,241)	(\$862,165)	\$0	\$233,619	(\$321,409)	(\$2,004)	(\$1,001,200)			
% Change from FYE 2016 to FYE 2017									-2.1%	-17.2%	0.0%	61.6%	-23.5%	-1.1%	-10.8%			

FINANCE FUNCTION #1013

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$19,592 and the RTM reduced it further by \$22,993 for a total reduction of \$42,585.

The overall decrease in this budget is \$45,227 or 3.2%. Personnel Services are down \$38,987 and operating expenses are down \$6,240.

A major Leadership initiative for FYE 2016 was a review of the current budget processes and procedures to determine if there were areas that could be improved. Leadership staff spent considerable time reviewing the document and budget calendar to identify areas of possible change. Departments were asked to complete a survey to provide their input of the current processes/procedures and to provide recommendations for potential changes. As a result of the review several changes were implemented in the FYE 2017 budget document. These included a revised table of contents, a reorganization of Departments so that all functions within a single department are grouped together, and a revised narrative section. Our intent was to try and streamline the budget process and create a document that would be more easily read while providing relevant information about each department. With these changes less emphasis was placed on the criteria for the GFOA budget award and as a result the FYE 2017 budget will not be submitted for the award and the funding has been removed from FYE 2017. We will revisit the GFOA budget award program for the FYE 2018 budget.

The FYE 2016 Accounting budget included increasing hours for 2 division employees from 35 to 40 hours per week. All employees in this division now work 40 hours per week. The increase in hours has had a very positive impact on work flow. Employees have been able to better plan their work schedules and complete work at a less frantic pace creating a more efficient and less stressful environment. During FYE 2017 the Accounting division will be deeply involved in the Client First Initiative which will review our financial software and "shadow accounting" and the ability, or the lack thereof, to interface among the various software packages we now use. This initiative aims to find the best fit for all of our software in order to create efficiencies, reduce duplicate entry and shadow accounting. Accounting will also begin ACH payments to vendors during FY 2017. We expect to use less check stock, postage and MICR ink for processing accounts payable checks. This method of payment will also reduce the number of outstanding checks and staff time required for research, vendor contact and re-issue if necessary.

The Assessment office will begin preparations shortly for the next revaluation which will occur on October 1, 2016. The division is working to adopt efficiency measures such as electronically saving certificate of correction documents; eliminating paper property record cards and data collecting permit information electronically with the 2016 Revaluation. Personal Property business declarations will eventually migrate to electronic filings.

The Tax office installed a drop box for tax payments inside the building near the tax window. The green box outside of town hall is no longer used for any payments to the tax division. Early in FYE 2016 the Town was notified by Discover Card that it would be discontinuing the reduced rates programs previously offered to all CT municipalities. As a result Discover Card is no longer available for face to face transactions. Taxpayers can use an on-line system for payment using any debit/credit card or by electronic funds transfer (EFT) from a checking account – both methods include a convenience fee. A terminal & printer is now available in the tax office lobby area to process on-line credit card/ACH payments for taxes & sewer use charges

Cost Center 0 - Leadership/General Support

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

Cost Center 1 - Accounting/Treasury Management

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

Outputs	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Accounts Payable Checks	6,727	7,500	7,500
Payroll Checks	10,214	12,100	12,150
Pension Checks	2,870	2,940	2,950
Effectiveness Goal			
Number of weeks to complete the CAFR	15	15	15
Average number of days after receipt of the statement to complete bank reconciliations	14 days	12 days	12 days

Cost Center 3 – Assessment

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

Outputs	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Real Estate Parcels	12,992	12,978	13,000
Motor Vehicle Accounts (includes Supplemental Motor Vehicle)	36,952	37,037	37,100
Personal Property Accounts	1,973	1,939	1,920
Certificates of Change	4,032	3,500	3,700
Efficiency Goal			
Assessment to Sale Ratio (median ratio of assessments divided by sales prices)	72%	71%	71%

Cost Center 5 – Revenue Collection

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

providing a public access terminal to pay taxes and sewer use charges online, and to review and printout tax accounts onsite or remotely.

Outputs	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Tax Bills – July	44,906	44,822	45,420
Tax Bills – January	6,404	6,514	6,600
Tax Collection Rebills	13,118	14,500	13,750
Real Estate Liens Notices	546	550	525
Real Estate Liens Filed	421	420	415
Real Estate & Sewer Use Demands	329	100	150
Personal Property Liens Filed	177	200	190
Residential Sewer Billing – Annually	5,899	5,961	5,990
Commercial Sewer Billing – Annually	5,340	5,352	5,360
Sewer Use Lien Notices – Residential & Commercial	607	575	592
Landfill Billing – Annually	155	168	168
Efficiency Goal			
Tax Collection Rate	98.3%	98.3%	98.3%

Cost Center 7 – Purchasing

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

Outputs	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Bid Packages Prepared	20	25	25
Purchase Orders Processed	1,396	1,400	1,400
Change Orders Processed	296	275	275
Capital Assets Processed	31	30	30
Efficiency Goal			
Average turnaround in days for conversion of requisitions to purchase Orders	1.31	1.50	1.50
% of Bids/RFP's processed within 4 weeks	90%	85%	85%
% of requisitions converted to purchase orders within 3 days	98.1%	90%	90%

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	1,260,713	1,295,746	1,279,600	1,295,471	1,295,471	1,279,752	1,256,759
Operating Expenses	131,735	126,384	120,811	124,017	124,017	120,144	120,144
Total Appropriation	\$1,392,448	\$1,422,130	\$1,400,411	\$1,419,488	\$1,419,488	\$1,399,896	\$1,376,903
COST CENTERS							
10130 LEADERSHIP/GEN SUPPT	296,551	228,399	228,084	236,837	236,837	220,446	253,888
10131 ACCOUNTING/TREASURY	264,772	332,847	321,446	325,644	325,644	324,901	324,901
10133 ASSESSMENT	334,656	355,110	343,910	351,986	351,986	351,003	351,003
10135 REVENUE COLLECTION	343,286	353,597	352,544	352,658	352,658	351,506	295,071
10137 PURCHASING	153,183	152,177	154,427	152,363	152,363	152,040	152,040
Total Cost Centers	\$1,392,448	\$1,422,130	\$1,400,411	\$1,419,488	\$1,419,488	\$1,399,896	\$1,376,903
FINANCING PLAN							
INTEREST INCOME	100,211	95,000	95,000	95,000	95,000	95,000	95,000
TAX COLLECTION SERVICES	148,819	148,819	148,819	148,819	148,819	148,819	148,819
GIS REVENUE	653	700	650	700	700	700	700
FINANCE DEPT COPIES	971	900	900	900	900	900	900
RETURNED CHECK FEES	1,036	1,400	850	1,000	1,000	1,000	1,000
AIRCRAFT REGISTRATIONS	22,040	21,700	21,700	20,000	20,000	20,000	20,000
DELINQUENT MV FEE	18,709	17,476	18,700	18,709	18,709	18,709	18,709
SALE OF FIXED ASSETS	9,566	5,000	2,262	2,500	2,500	2,500	2,500
GENERAL FUND	1,090,443	1,131,135	1,111,530	1,131,860	1,131,860	1,112,268	1,089,275
Total Financing Plan	\$1,392,448	\$1,422,130	\$1,400,411	\$1,419,488	\$1,419,488	\$1,399,896	\$1,376,903

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	1,125,573	1,184,192	1,166,362	1,188,952	1,188,952	1,188,952	1,147,382
5104 OVERTIME PAY	4,529	5,026	4,506	4,783	4,783	4,783	4,783
5105 LONGEVITY PAY	6,150	6,490	5,965	6,305	6,305	6,305	5,255
5109 SALARY ADJUSTMENTS	34,911	3,900	8,940	0	0	(15,719)	7,168
5112 SICK INCENTIVE	2,853	3,930	2,967	3,369	3,369	3,369	3,369
5116 WAGE CONTINUATION	353	0	0	0	0	0	0
5151 SOCIAL SECURITY	86,344	92,208	90,860	92,062	92,062	92,062	88,802

Total Personnel Services	\$1,260,713	\$1,295,746	\$1,279,600	\$1,295,471	\$1,295,471	\$1,279,752	\$1,256,759

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	52,947	52,940	52,450	51,867	51,867	51,867	51,867
5210 PROFESS DEVELOP/TRAI	5,262	7,370	3,383	6,365	6,365	6,365	6,365
5220 UTILITIES/FUEL/MILEA	92	380	160	380	380	380	380
5230 PYMNTS/CONTRIBUTIONS	4,980	0	0	0	0	0	0
5240 BOARDS & COMMISSIONS	0	200	200	200	200	200	200
5260 REPAIRS & MAINT-FAC/	3,480	3,660	3,683	3,657	3,657	3,657	3,657
5281 OCCUPATIONAL HEALTH	108	125	125	125	125	125	125
5290 PROFESS/TECHNICAL SE	50,710	43,863	42,178	42,342	42,342	42,342	42,342
5300 MATERIALS & SUPPLIES	7,828	12,896	12,162	12,589	12,589	12,589	12,589
5315 VEHICLE REPLACEMENT	573	573	573	0	0	0	0
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	270	267	267	179	179	179	179
5318 COMPUTER REPLMNT FEE	3,808	3,810	3,810	3,873	3,873	0	0
5400 EQUIP/MACHINRY& FURN	286	0	1,520	1,640	1,640	1,640	1,640
5410 COMPUTER EQUIPMENT	1,091	0	0	500	500	500	500

Total Operating Expenses	\$131,735	\$126,384	\$120,811	\$124,017	\$124,017	\$120,144	\$120,144

GRAND TOTAL	\$1,392,448	\$1,422,130	\$1,400,411	\$1,419,488	\$1,419,488	\$1,399,896	\$1,376,903

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF FINANCE	1.00	1.00	1.00	1.00	1.00	1.00
TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
TREASURER/ACCT MGR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
PURCHASING AGENT	1.00	1.00	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00	1.00	1.00
BUDGET ANALYST & COORD.	0.00	0.00	1.00	1.00	1.00	1.00
ASSISTANT ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESS ANALYST ASSOCIATE	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSMENT TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	1.00	1.00	0.00
FINANCIAL ASSISTANT I	3.00	3.00	3.00	3.00	3.00	3.00
FINANCIAL ASSISTANT II	4.00	4.00	3.00	3.00	3.00	3.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	19.00	19.00	19.00	19.00	19.00	18.00
FTE SALARIES & WAGES						
DIRECTOR OF FINANCE	108,000	109,630	110,160	110,160	110,160	110,160
TAX COLLECTOR	81,985	81,985	81,985	81,985	81,985	81,985
TREASURER/ACCT MGR	82,162	82,515	83,805	83,805	83,805	83,805
ASSESSOR	94,167	94,167	95,948	95,948	95,948	95,948
PURCHASING AGENT	84,413	84,413	84,413	84,413	84,413	84,413
ACCOUNTANT	71,279	63,605	64,877	64,877	64,877	64,877
BUDGET ANALYST & COORD.	0	0	57,401	57,401	57,401	57,401
ASSISTANT ASSESSOR	58,504	47,839	55,928	55,928	55,928	55,928
DEPUTY TAX COLLECTOR	51,406	52,363	53,465	53,465	53,465	53,465
ASSESS ANALYST ASSOCIATE	52,434	53,409	53,458	53,458	53,458	53,458
ASSESSMENT TECHNICIAN	50,396	51,336	51,375	51,375	51,375	51,375
ADMINISTRATIVE SECRETARY	40,755	41,364	41,570	41,570	41,570	0
FINANCIAL ASSISTANT I	135,902	138,445	139,350	139,350	139,350	139,350
FINANCIAL ASSISTANT II	212,793	217,842	167,753	167,753	167,753	167,753
OFFICE ASSISTANT II (35)	46,392	47,450	47,465	47,465	47,465	47,465
Total FTE Salaries & Wages	\$1,170,588	\$1,166,362	\$1,188,953	\$1,188,953	\$1,188,953	\$1,147,383

REVALUATION FUND #2120

HIGHLIGHTS & GOALS

**Final Budget Result: During budget deliberations, no changes were made.
The overall decrease in this budget is \$70,000 or 28%.**

This fund was set up in FYE 1999 to accumulate funds on an annual basis in order to pay for the expenses incurred for the State mandated revaluations. In FYE 2005, the Town began setting aside funds annually for the purpose of accumulating funds for aerial mapping using the same methodology they did when they created this fund for future revaluation expenses. Funds are contributed annually so that major fluctuations in appropriations from the General Fund do not materialize in the one or two years prior to the actual date of revaluation, aerial mapping and other related costs.

Tyler Technologies has been contracted to conduct the 2016 interim revaluation and is expected to begin in early 2016. Public relations related to the revaluation process will include news releases, informal hearings, website postings and a public presentation of preliminary results of the project. The project is expected to be finalized in January 2017. The town will also be purchasing Tyler's Field Mobile program. The Field Mobile program will upgrade the process of collecting building permit data by collecting data in the field using tablets. Currently information is recorded on property cards in the field and photos are uploaded to a master folder. Updated building permit data must be manually updated in the office and photos uploaded individually to each property. Photos taken in the field now will be tagged to properties immediately. The use of this software will streamline the work flow and improve data quality,

Cost Center 0 – Property Revaluation

The last state mandated revaluation was effective October 1, 2011 and impacted the mill rate that was adopted for the FYE 2013 budget.

The next revaluation will be effective October 1, 2016 and will impact the FYE 2018 budget. An interim revaluation does not require the physical inspection of every property.

Cost Center 1 – Aerial Mapping

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

Revaluation Fund		Appropriation		Balance
Fiscal Year	Contribution to Fund	Revaluation	Mapping	Cumulative \$\$ at end of fiscal year
2015 Balance				\$ 213,518
2016 Estimate	\$ 100,000	\$ 250,000	\$ -	\$ 63,518
2017 Adopted	\$ 128,250	\$ 180,000	\$ -	\$ 11,768
2018	\$ 170,000	\$ -	\$ -	\$ 181,768
2019	\$ 170,000	\$ -	\$ -	\$ 351,768
2020	\$ 170,000	\$ 50,000	\$ 130,000	\$ 341,768
2021	\$ 170,000	\$ 400,000	\$ -	\$ 111,768
2022	\$ 170,000	\$ 250,000	\$ -	\$ 31,768

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	14,383	250,000	250,000	180,000	180,000	180,000	180,000
Total Appropriation	\$14,383	\$250,000	\$250,000	\$180,000	\$180,000	\$180,000	\$180,000
COST CENTERS							
21200 PROPERTY REVALUATION	0	250,000	250,000	180,000	180,000	180,000	180,000
21201 AERIAL MAPPING	14,383	0	0	0	0	0	0
Total Cost Centers	\$14,383	\$250,000	\$250,000	\$180,000	\$180,000	\$180,000	\$180,000
FINANCING PLAN							
INTEREST INCOME	895	915	1,050	950	950	950	950
PAYMENTS FROM OTHER FUNDS	50,000	100,000	100,000	135,000	135,000	135,000	128,250
FUND BALANCE APPLIED	0	149,085	148,950	44,050	44,050	44,050	50,800
Total Financing Plan	\$50,895	\$250,000	\$250,000	\$180,000	\$180,000	\$180,000	\$180,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5290 PROFESS/TECHNICAL SE	14,383	250,000	249,395	180,000	180,000	180,000	180,000
5410 COMPUTER EQUIPMENT	0	0	605	0	0	0	0

Total Operating Expenses	\$14,383	\$250,000	\$250,000	\$180,000	\$180,000	\$180,000	\$180,000

GRAND TOTAL	\$14,383	\$250,000	\$250,000	\$180,000	\$180,000	\$180,000	\$180,000

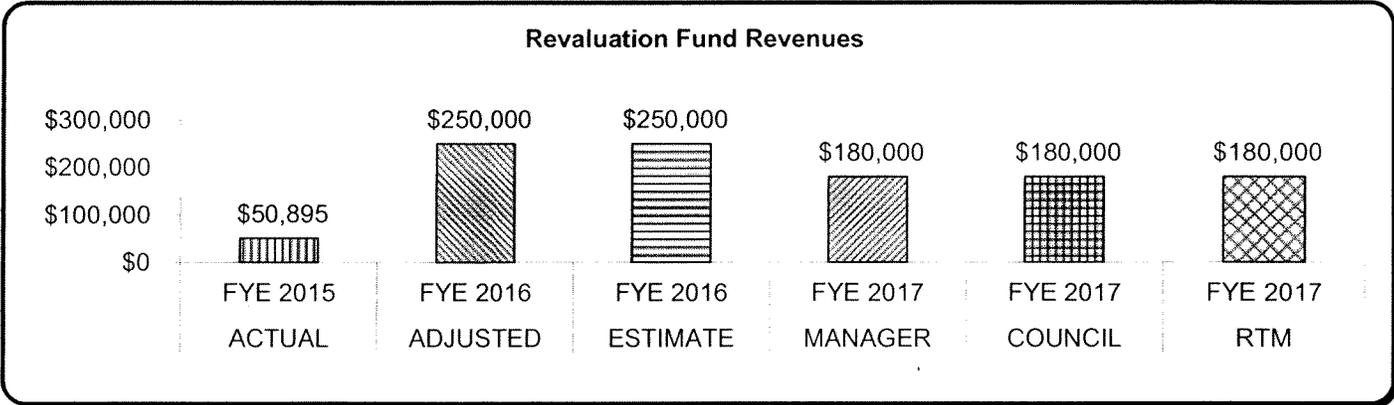
**TOWN OF GROTON, CT
FYE 2017 BUDGET**

REVALUATION FUND REVENUES: #2120

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

Payments From Other Funds - represents the amount that the General Fund will contribute to the operation of this fund for State mandated revaluations of real estate property and costs associated with updating the aerial maps.

	<u>ACTUAL FYE 2015</u>	<u>ADJUSTED FYE 2016</u>	<u>ESTIMATE FYE 2016</u>	<u>MANAGER FYE 2017</u>	<u>COUNCIL FYE 2017</u>	<u>RTM FYE 2017</u>
4412 Interest Income	\$ 895	\$ 915	\$ 1,050	\$ 950	\$ 950	\$ 950
4766 Payments from Other Funds	\$ 50,000	\$ 100,000	\$ 100,000	\$ 135,000	\$ 135,000	\$ 128,250
4999 Fund Balance Applied	\$ 0	\$ 149,085	\$ 148,950	\$ 44,050	\$ 44,050	\$ 50,800
Total	<u>\$ 50,895</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>



Audit Fund Balance as of 6/30/2015	\$ 222,148
Estimated Fund Balance as of 6/30/16	\$ 73,198
Estimated Fund Balance as of 6/30/17	\$ 22,398
Fund Balance as a % of 2017 Expenditures	12.44%

EMERGENCY COMMUNICATIONS #1014

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$3,188 and the RTM further reduced it by \$21,338 for a total reduction of \$24,526.

The overall decrease in this budget is \$61,216 or 4.3%. Personnel Services are down \$39,535 and operating expenses are down \$21,681.

In this budget the current vacancy of Emergency Management Coordinator will remain unfilled. The duties formerly assigned to this position will be split between the Manager and Telecommunicator IV positions.

This budget includes the reclassification of two (2) Telecommunicator III positions to Telecommunicator IV to bring the total number of Telecommunicator IVs back to four. As two current Telecommunicator IIIs will be promoted to Telecommunicator IVs under this proposal, the total number of Telecommunicators will remain the same at thirteen – nine Telecommunicator IIIs and four Telecommunicator IVs.

Telecommunicator IVs are defined as lead workers who have additional duties assigned as needed in addition to the typical duties handled by Telecommunicator IIIs. This will allow some of the duties and assignments formerly handled by the Emergency Management Coordinator to be assigned to the Telecommunicator IVs with the remaining duties handled by the unit's Manager.

We have had great success with our Facebook page and continue to add new "followers" each month. We currently have over 2,500 followers and while most are located in Southeast Connecticut, we reach people throughout the country and even have a number of followers around the world. While we anticipate this may be due to our military family members checking in from around the world, we never anticipated the reach that social media would give us.

While we periodically offer advice and information on a range of family and business preparedness subjects, it seems our weather forecasts and predictions receive the majority of attention with each significant weather event increasing our following as the information is forwarded and shared with others. It truly has allowed us to expand our communications with our "customers" in ways we never anticipated.

Cost Center 5 – Emergency Communications

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

<u>Emergency Communications</u>	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
9-1-1 Telephone Calls Received	17,315	18,000	18,000
Non-Emergency Telephone Calls Received	59,400	58,000	58,000
Total Telephone Calls Received	76,715	76,000	76,000
Law Enforcement Type Events	22,086	22,000	22,000
Fire Type Events	3,100	3,100	3,100
Emergency Medical Type Events	10,767	11,000	11,000
Administrative/Other Type Events	6,882	6,000	6,000
Total Calls for Service	41,835	42,100	42,100
Average Time (Seconds) To Answer 911 Calls	3.8	3.75	3.75
Response Time Dispatch to On-Scene Priority	7:09	6:30	6:30

1 Calls (Min:Sec)			
Total Percentage of 911 Calls Answered In 10 Seconds or Less (State Standard 90%)	99.8%	99.8%	99.8%

Cost Center 8 – Emergency Management

Emergency Management is responsible for planning for and managing disasters and other emergencies.

<u>Emergency Management</u>	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Full EOC Activations	1	2	1
EOC Activations	2	1	1
CERT Activations	0	0	1
Millstone Activations	1	1	0
Statewide Drills	2	1	3
Regional Drills	3	3	3
Local Drills	1	1	2
Hazardous Material Spills	330	330	330

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	1,219,088	1,235,195	1,188,139	1,195,660	1,195,660	1,195,660	1,195,660
Operating Expenses	149,830	181,021	179,733	184,366	183,866	180,678	159,340
Total Appropriation	\$1,368,918	\$1,416,216	\$1,367,872	\$1,380,026	\$1,379,526	\$1,376,338	\$1,355,000
COST CENTERS							
10145 EMERGENCY COMMUNICAT	1,277,166	1,323,723	1,298,712	1,321,794	1,321,294	1,318,106	1,296,768
10148 EMERGENCY MANAGEMENT	91,752	92,493	69,160	58,232	58,232	58,232	58,232
Total Cost Centers	\$1,368,918	\$1,416,216	\$1,367,872	\$1,380,026	\$1,379,526	\$1,376,338	\$1,355,000
FINANCING PLAN							
911 ENHANCEMENT	164,344	165,318	165,318	165,318	165,318	165,318	165,318
NUCLEAR SAFETY DRILL	53,276	37,041	37,041	37,041	37,041	37,041	37,041
EMERGENCY MGMTG (SLA)	19,948	20,019	20,088	20,019	20,019	20,019	20,019
DISPATCH-PARAMEDIC SERV	1,000	1,000	1,000	1,000	1,000	1,000	1,000
N STONINGTON-DISPATCH	52,819	52,819	52,819	52,819	52,819	52,819	52,819
COORD MEDICAL EMERG DIREC	22,176	22,832	22,257	22,257	22,257	22,257	22,257
GIS REVENUE	723	0	0	0	0	0	0
LEASE FEES	27,000	0	27,000	27,000	27,000	27,000	27,000
GENERAL FUND	1,027,632	1,117,187	1,042,349	1,054,572	1,054,072	1,050,884	1,029,546
Total Financing Plan	\$1,368,918	\$1,416,216	\$1,367,872	\$1,380,026	\$1,379,526	\$1,376,338	\$1,355,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	863,155	918,422	866,837	870,955	870,955	870,955	870,955
5104 OVERTIME PAY	230,209	204,000	204,000	208,100	208,100	208,100	208,100
5105 LONGEVITY PAY	7,875	8,260	7,735	8,085	8,085	8,085	8,085
5109 SALARY ADJUSTMENTS	7,879	0	2,882	0	0	0	0
5111 PREMIUM PAY/OUT OF C	18,780	14,200	15,000	16,000	16,000	16,000	16,000
5112 SICK INCENTIVE	6,893	2,000	7,100	7,400	7,400	7,400	7,400
5117 ALLOWANCES	504	500	500	500	500	500	500
5151 SOCIAL SECURITY	83,793	87,813	84,085	84,620	84,620	84,620	84,620
Total Personnel Services	\$1,219,088	\$1,235,195	\$1,188,139	\$1,195,660	\$1,195,660	\$1,195,660	\$1,195,660
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	801	938	950	1,000	1,000	1,000	1,000
5210 PROFESS DEVELOP/TRAI	3,396	5,000	5,000	5,000	5,000	5,000	5,000
5220 UTILITIES/FUEL/MILEA	67,200	72,650	72,250	72,750	72,750	72,750	72,450
5230 PYMNTS/CONTRIBUTIONS	29	0	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	140	2,300	2,300	2,300	2,300	2,300	2,300
5261 SOFTWARE MAINT FEES	8,144	6,500	6,500	6,700	6,700	6,700	5,100
5290 PROFESS/TECHNICAL SE	58,117	82,050	81,150	86,150	85,650	85,650	69,212
5300 MATERIALS & SUPPLIES	4,766	5,200	5,200	5,200	5,200	5,200	2,200
5315 VEHICLE REPLACEMENT	563	638	638	0	0	0	0
5316 VEHICLE MAINT FEE	1,300	1,300	1,300	1,500	1,500	1,500	1,500
5317 VEHICLE FUEL	1,789	1,100	1,100	578	578	578	578
5318 COMPUTER REPLMNT FEE	3,585	3,345	3,345	3,188	3,188	0	0
Total Operating Expenses	\$149,830	\$181,021	\$179,733	\$184,366	\$183,866	\$180,678	\$159,340
GRAND TOTAL	\$1,368,918	\$1,416,216	\$1,367,872	\$1,380,026	\$1,379,526	\$1,376,338	\$1,355,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

9-Jun-2016

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
MANAGER EC/EMER. MGT. DIR	1.00	1.00	1.00	1.00	1.00	1.00
COORD. RISK & EMERG. MGT.	0.75	0.75	0.00	0.00	0.00	0.00
TELECOMMUNICATOR III	11.00	11.00	9.00	9.00	9.00	9.00
TELECOMMUNICATOR IV	2.00	2.00	4.00	4.00	4.00	4.00
Total FTE Personnel	14.75	14.75	14.00	14.00	14.00	14.00
FTE SALARIES & WAGES						
MANAGER EC/EMER. MGT. DIR	93,134	93,883	94,996	94,996	94,996	94,996
COORD. RISK & EMERG. MGT.	47,256	15,017	0	0	0	0
TELECOMMUNICATOR III	648,326	628,731	522,347	522,347	522,347	522,347
TELECOMMUNICATOR IV	129,707	129,205	253,612	253,612	253,612	253,612
Total FTE Salaries & Wages	\$918,422	\$866,836	\$870,955	\$870,955	\$870,955	\$870,955

PUBLIC SAFETY #1024

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$57,232 and the RTM further reduced it by \$113,597 for a total reduction of \$170,829.

The overall decrease in this budget is \$219,237 or 3.2%. Personnel Services are down \$101,360 and operating expenses are down \$117,877.

Our goal is to realize efficiencies while also maintaining core services expected of a modern and progressive municipal law enforcement agency, by streamlining services and addressing responsibilities across all levels of leadership within the police department.

We have implemented programs and have begun to address scheduling issues that impact overtime expenditures, while also maximizing available staffing. We have adopted new approaches with regard to filling supervisor vacancies and eliminating practices that were not in the best overall interests of the department. This is done through ensuring first line supervisor positions are fully staffed, and their duties have recently been re-examined to ensure shift commander positions are staffed by supervisors who have the appropriate training and abilities. Additional factors that will help to reduce long term costs are through recruitment of well qualified candidates and retention of trained and experienced officers. The recent contract award helps to maintain competitiveness within the marketplace as competition for high caliber candidates is keen. In addition, officers within the department have been tasked to provide additional services to the community through the implementation of our Community Enhancement Task Force, as well as re-addressing Community Policing programs and staffing of offices in Mystic, Tern Road (Navy Housing) and soon in the Poquonnock Bridge section. We have also looked at operational costs and purchasing equipment that is more durable and often times, more cost effective. This has been the case through the establishment of *Cruiser* and *Uniform* Committees. In both instances, the officers who are "end users" have been involved in the decision making process, with an eye toward identifying needs and procuring uniforms and equipment that are of high quality, functional, durable, and at a reasonable price point.

Additional efficiencies have been realized by partnering with other state, local and federal law enforcement agencies to address policing issues throughout our region, while also working with community based organizations like "*A Community Speaks Out*" to develop different approaches to complex and multi-faceted issues like we have experienced with opioid addiction and the cascading effects of this disease.

Within the town, we also continue to look to other departments to leverage existing assets to address shortcomings in communications systems and data systems, while leveraging technology and applications like *Facebook* to keep the community informed of what their department is doing on their behalf.

Cost Center 0 – Leadership & General Support

- Update the rules and regulations of the police department.
- Attend various local and intergovernmental meetings, including Town Council, RTM, Planning, Ledge Light Health District, Emergency Communications Users, Steering Committee, Connecticut Police Chiefs Association, Law Enforcement of SE CT, Youth Services Advisory Board, Traffic Authority Meetings.
- Plan, organize, and direct the personnel of the police department to maintain an appropriate level of public safety in the Town of Groton.

- Encourage interaction between the youth of the community and the police through crime prevention and activities such as DARE.
- Retrieve accurate information in a timely fashion, and communicate it to the various segments of the Department.
- Lend administrative and clerical support to the Chief, Deputy Chief and Captain.
- Schedule use of training room and conference room use for police and town government groups, maintain inventory of office supplies for the entire department, process accounts payable, produce monthly management reports, prepare agenda and take minutes for Traffic Authority.
- Record and file all data associated with police activity, and enter all pertinent information into computer database and respond promptly to all requests for police records and statistics.
- Issue shell fishing licenses, process pistol permits, raffle permits, soliciting and vending permits, and make copies of reports for the public.
- Transmit proper paper work to court on criminal and motor vehicle arrests; produce statistical data for budget preparation, and detailed monthly statistics pertaining to patrol activity. Submit uniform crime reporting statistics monthly to State of Connecticut.
- Enter and maintain all warrants, both written and electronic.

<u>FUNCTION ACTIVITIES:</u>	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Shellfish permits issued	411	950	525
Pistol Permits	138	205	180
Vendor Permits	34	27	28
Applicant Fingerprints	482	512	495
Background Checks	181	318	225

Cost Center 1 – Training

- Assure police officers receive recertification training as required by law.
- Provide on-going training to police and auxiliary officer-S on various aspects of police work.
- Conduct background investigations for new officers.
- Provide oversight of the Field Training Program for new officers.

Cost Center 2 – Special Services Bureau

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

<u>FUNCTION ACTIVITIES:</u>	<u>Actual FYE 2015</u>	<u>Estimate FYE 2016</u>	<u>Anticipated FYE 2017</u>
Calls for Service from the community	27,530	27,665	27,665
Instruct DARE program	352	352	198
Encompasses All 5 th & 7 th Grade Classes	198/154	198/154	198/0

Cost Center 3 – Patrol

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

FUNCTION ACTIVITIES:	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Accident Investigations	813	880	860
Criminal Arrests	777	806	815
Motor Vehicle Arrests/Infractions	539/2,274	360/1347	455/1525
DUI Roadblocks	2	2	2

Cost Center 4 – Assembly Safety

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

Cost Center 5 – Alcohol Enforcement

- Through the use of periodic road blocks and extra drunk driving patrols throughout the year, reduce the amount of DUI and related accidents.

Cost Center 6 – Police Canine

- Patrol up to 80 hours of each week.
- Track suspects or missing persons, conduct area searches, building searches, drug searches, and article searches, provide police K9 back up and participate in community public relations events.

Cost Center 8 – Criminal Investigations/Evidence

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

FUNCTION ACTIVITIES:	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Detective Division Criminal Investigations / Search Warrants/ Ex Parte Warrants / Polygraphs	160/25/7/37	183/35/17/20	160/34/17/40
School Resource Officer (SRO) Cases / Arrests	77/19	52/18	60/19
Physical/Sex Assault of Children Sex Assault of Adult Inv.	67	54	62
Drug Arrests	24	28	28
Drug Search & Seizure Warrants	3	4	5
Drug Vehicle / Gun Seizures	0 / 1	0 / 0	3 / 3

Cost Center 9 – Animal Control

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

FUNCTION ACTIVITIES:	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Community education & safety programs	32	54	38
Community oriented meetings	14	18	17
Investigation of Canine / Feline Bites / Other	91/21/0	102/22/1	94/23/1
Capture & impoundments Canine / Feline/ Other	265/190/3	198/205/5	212/202/5
Total Animal Related Investigations	1,344	1,318	1,350
Animal Care & Safety Presentations	5	6	5

Traffic Stop	6,944
EMS-Medical Call	2,404
Admin Assignment	1,476
Animal Complaint	1,316
Suspicious Activity	1,258
Complaint	1,235
Alarm Activation	1,146
MVA	865
Fire	717
Well Being Check	633
Total Top Ten	17,994
Total Calls for Service	27,530

Most frequent calls for service, 07/01/14-06/30/15

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	5,966,992	6,306,329	6,176,899	6,490,698	6,340,698	6,296,566	6,204,969
Operating Expenses	612,175	575,265	560,021	498,988	492,488	479,388	457,388
Total Appropriation	\$6,579,167	\$6,881,594	\$6,736,920	\$6,989,686	\$6,833,186	\$6,775,954	\$6,662,357

COST CENTERS							
10240 LEADERSHIP/GEN SUPPO	557,324	647,197	611,449	634,787	634,787	632,540	632,540
10241 TRAINING	189,469	206,980	187,630	212,574	212,574	212,574	212,574
10242 YOUTH BUREAU	337,519	361,958	346,262	362,083	360,083	360,083	360,083
10243 PATROL	4,722,613	4,831,220	4,806,021	4,953,848	4,800,348	4,747,520	4,649,857
10244 ASSEMBLY SAFETY	35,437	46,746	35,851	38,347	38,347	38,347	38,347
10245 ALCOHOL ENFORCEMENT	11	12,442	10,282	11,237	11,237	11,237	11,237
10246 POLICE CANINE	46,764	33,914	43,706	51,525	50,525	50,525	50,525
10248 CRIMINAL INVEST/EVID	553,898	577,043	563,292	573,750	573,750	571,916	571,916
10249 ANIMAL CONTROL	136,132	164,094	132,427	151,535	151,535	151,212	135,278
Total Cost Centers	\$6,579,167	\$6,881,594	\$6,736,920	\$6,989,686	\$6,833,186	\$6,775,954	\$6,662,357

FINANCING PLAN							
OTHER LICENSES/PERMITS	10,215	14,520	14,635	13,546	13,546	13,546	13,546
COURT FINES	26,002	16,930	20,250	18,250	18,250	18,250	18,250
PARKING TICKETS	770	3,240	425	1,500	1,500	1,500	1,500
FEMA REIMBURSEMENT	5,643	0	0	0	0	0	0
ACCIDENT REPORTS	3,294	1,580	3,875	3,950	3,950	3,950	3,950
MISC-UNCLASSIFIED	4,708	0	0	0	0	0	0
ANIMAL CONTROL FEES	3,308	4,310	3,827	4,150	4,150	4,150	4,150
PAYMENTS FROM OTHER FUNDS	27,107	27,107	27,107	0	0	0	0
GENERAL FUND	6,498,120	6,813,907	6,666,801	6,948,290	6,791,790	6,734,558	6,620,961
Total Financing Plan	\$6,579,167	\$6,881,594	\$6,736,920	\$6,989,686	\$6,833,186	\$6,775,954	\$6,662,357

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	4,520,988	5,151,327	4,884,575	5,170,012	5,170,012	5,170,012	5,170,012
5102 PART TIME PERSONNEL	74,116	97,116	69,526	100,353	100,353	100,353	81,200
5104 OVERTIME PAY	405,089	431,819	371,807	445,247	445,247	445,247	445,247
5105 LONGEVITY PAY	26,285	27,870	23,935	26,600	26,600	26,600	26,600
5106 COLLEGE INCENTIVE PA	88,576	101,599	95,513	103,640	103,640	103,640	103,640
5107 SHIFT REPLACEMENT OT	473,141	318,536	352,701	321,232	321,232	321,232	321,232
5109 SALARY ADJUSTMENTS	66,063	(142,925)	83,910	0	(150,000)	(194,132)	(265,111)
5111 PREMIUM PAY/OUT OF C	56,750	65,663	66,587	67,020	67,020	67,020	67,020
5112 SICK INCENTIVE	29,633	34,753	31,645	37,262	37,262	37,262	37,262
5115 SHIFT PREMIUM	67,094	79,288	70,039	79,288	79,288	79,288	79,288
5116 WAGE CONTINUATION	37,867	0	0	0	0	0	0
5117 ALLOWANCES	24,750	28,075	25,432	28,425	28,425	28,425	28,425
5151 SOCIAL SECURITY	96,640	113,208	101,229	111,619	111,619	111,619	110,154
Total Personnel Services	\$5,966,992	\$6,306,329	\$6,176,899	\$6,490,698	\$6,340,698	\$6,296,566	\$6,204,969
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	7,392	7,450	7,224	7,850	7,850	7,850	7,850
5210 PROFESS DEVELOP/TRAI	26,280	32,400	28,744	31,500	31,500	31,500	31,500
5220 UTILITIES/FUEL/MILEA	46,102	35,350	39,323	36,050	36,050	36,050	36,050
5260 REPAIRS & MAINT-FAC/	18,066	20,479	22,114	21,994	20,994	20,994	20,994
5281 OCCUPATIONAL HEALTH	5,214	5,550	3,465	5,950	5,450	5,450	5,450
5290 PROFESS/TECHNICAL SE	50,348	61,739	58,071	61,272	60,272	60,272	60,272
5300 MATERIALS & SUPPLIES	134,919	101,327	92,277	130,027	126,027	126,027	104,027
5310 VEHICLE OPER/MAINT	151	3,000	833	3,000	3,000	3,000	3,000
5315 VEHICLE REPLACEMENT	49,823	52,880	52,880	0	0	0	0
5316 VEHICLE MAINT FEE	76,500	76,834	76,834	73,975	73,975	73,975	73,975
5317 VEHICLE FUEL	186,576	168,775	168,775	114,270	114,270	114,270	114,270
5318 COMPUTER REPLMNT FEE	9,383	9,481	9,481	13,100	13,100	0	0
5400 EQUIP/MACHINRY& FURN	224	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	1,197	0	0	0	0	0	0
Total Operating Expenses	\$612,175	\$575,265	\$560,021	\$498,988	\$492,488	\$479,388	\$457,388
GRAND TOTAL	\$6,579,167	\$6,881,594	\$6,736,920	\$6,989,686	\$6,833,186	\$6,775,954	\$6,662,357

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

16-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
CHIEF OF POLICE	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY CHIEF	1.00	1.00	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	4.00	4.00	4.00	4.00	4.00	4.00
DETECTIVE LIEUTENANT	1.00	1.00	1.00	1.00	1.00	1.00
PATROL SERGEANT	9.00	9.00	9.00	9.00	9.00	9.00
PATROL OFFICER	41.00	41.00	41.00	41.00	41.00	41.00
DETECTIVE	5.00	5.00	5.00	5.00	5.00	5.00
YOUTH OFFICER	4.00	4.00	4.00	4.00	4.00	4.00
ANIMAL CONTROL OFFICER	1.00	1.00	1.00	1.00	1.00	1.00
ASST. ANIMAL CONTROL OFCR	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (40)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASST. III (40)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	73.00	73.00	73.00	73.00	73.00	73.00
FTE SALARIES & WAGES						
CHIEF OF POLICE	106,650	120,000	120,000	120,000	120,000	120,000
DEPUTY CHIEF	102,704	32,597	97,790	97,790	97,790	97,790
POLICE CAPTAIN	96,794	96,794	96,794	96,794	96,794	96,794
POLICE LIEUTENANT	330,351	325,446	338,584	338,584	338,584	338,584
DETECTIVE LIEUTENANT	82,588	84,963	85,975	85,975	85,975	85,975
PATROL SERGEANT	699,106	702,862	726,283	726,283	726,283	726,283
PATROL OFFICER	2,600,196	2,586,413	2,730,368	2,730,368	2,730,368	2,730,368
DETECTIVE	352,971	363,122	367,446	367,446	367,446	367,446
YOUTH OFFICER	282,376	290,497	293,957	293,957	293,957	293,957
ANIMAL CONTROL OFFICER	61,465	50,197	52,826	52,826	52,826	52,826
ASST. ANIMAL CONTROL OFCR	46,783	19,284	46,604	46,604	46,604	46,604
OFFICE ASSISTANT II (40)	159,715	155,994	156,945	156,945	156,945	156,945
OFFICE ASST. III (40)	55,376	56,406	56,439	56,439	56,439	56,439
Total FTE Salaries & Wages	\$4,977,076	\$4,884,576	\$5,170,012	\$5,170,012	\$5,170,012	\$5,170,012

PUBLIC WORKS #1035

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$369,862. The RTM sustained this action.

The overall decrease in this budget is \$612,477 or 9.2%. Personnel Services are down \$464,162 and operating expenses are down \$148,315.

It is the intent of the department to incorporate the goals set by the elected representatives while employing the industry's best practices. To accomplish this, Public Works relies heavily on its workforce to uphold its responsibility to represent the public interest in infrastructure management and construction.

The Focus:

Prioritize training by providing the most updated methods fiscally available. Also incorporate cross training to increase productivity.

Highlight critical key performance indicators and develop relevant metrics.
Establish accountability at all levels.

Engage administrators/operational personnel and administrators wherever possible.
Arm our workforce with the necessary tools to complete the tasks.

Customer service to our taxpayers sits at the top of our priorities and our services must be delivered in the most cost effective way without affecting the quality of our product. Here we need to be responsive and timely to all inquiries. With this, we will utilize the opportunity to communicate and educate our taxpayers on the department's mission.

Cost Center 0 – Leadership & General Support

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

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

Collaborates with Town Treasurer/Accounting Manager on financial issues such as project budgets and projected cash flows. Staff is also responsible for the preparation of and the resolution of various payrolls, requisition and accounts payable issues.

Cost Center 1 – Engineering

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

The Engineering Division also provides answers to questions from our residents pertaining to the location, and identifying in the field, the Town's property line, drainage locations, answers to whether the tree in front of their property is the responsibility of the Town and in limited cases will provide information on private property survey issues.

Cost Center 2 – Public Buildings

This Division provides ongoing maintenance, repair and custodial services for over thirty-nine (39) Town-owned buildings and structures, totaling 402,060 sf, allowing Town employees, Groton residents, and the general public to have access to clean and safe public buildings.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
SF of Facilities Maintained	440,600	402,060	402,060
SF of Facilities Leased to Others	23,432	23,432	23,432

Cost Center 5 – Roads & Streets

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

The Roads & Streets Division is responsible for maintaining: 187 lane miles of roadway and 73 miles of underground storm systems

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Street Sweeping Lane Miles	372	372	372
Trees Removed	9	6	5

Cost Center 6 – Snow & Ice Control

"Winter operations are at best an emergency and at the worst, a disaster" (Handbook of Municipal Administrative and Engineering, William S. Foster, Editor 1978)

A major snowstorm can stop business, hinder emergency operations, and place pedestrians and motorists in harm's way. Even with excellent information, budgeting for snow removal can be difficult. Winters and snow levels vary widely. To minimize the impact of a major snow year on the Department's budget, we budget by looking back at the past 5 years, throwing out the high and low and averaging the 3 remaining years. Our goals are to clear all roads in a timely matter to get emergency services to where they are needed, keep schools open and reduce traffic accidents and injuries.

This is accomplished by our policy to have bare pavement in travel lanes before release from the storm (min, max push back to gutter for snow melt), 8 miles per route, 100 minutes per route and sidewalks cleared the next day. The department had 23 snow removal/ice call-outs in FYE 2015. We are estimating 9 in FYE 2016 and anticipate 12 for FYE 2017.

Cost Center 7 – Street Lighting

The Town owns all of the streetlights in the Eversource (formerly CL&P) area of service. In this service area, the Department is responsible not only for the electricity, but also for the maintenance of the streetlights. In the Groton Utilities service area, the utility owns the streetlights and is responsible for the maintenance. Thus, only the electricity for the operation of these lights is funded

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Town Owned Lights	1,373	1,373	1,373
GU Owned Lights in Town (Includes MC)	1,093	1,093	1,093
GU Owned Lights in the City/GLP	948	984	948

Cost Center 8 – Post Closure Maintenance

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

Post-closure care activities consist of monitoring and maintaining the waste containment systems and monitoring groundwater to ensure that waste is not escaping and polluting the surrounding environment. The required post-closure care period is 30 years from site closure, but this can be shortened or extended by the director of an approved state program as necessary to ensure protection of human health and the environment.

Specific post-closure care requirements consist of maintaining the integrity and effectiveness of the:

- Final Cover System
- Leachate Collection System
- Groundwater Monitoring System
- Methane Gas Monitoring System

Any use of the land during this period must not disturb the integrity or operation of any of the waste containment systems or the monitoring systems.

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

Cost Center 9 – Residential Transfer Station

The Flanders Road site is comprised of about 167 acres of which about 6 acres are allocated for the transfer station.

The transfer station site is designed to maintain a smooth traffic flow pattern, increase the sorting area for bulky wastes, and allow better sorting of additional wastes. Brush and yard waste, leaves, appliances and scrap metal are separated in the outdoor materials storage area. Jersey barriers are used to allow flexible sizes of the areas separating the various types of materials and wastes. Sizes of the storage areas can be adjusted with seasonal fluctuations in quantity of materials dropped off.

Other improvements include construction of a two-story office building with the bottom floor used for consumer electronics and fluorescent light bulb collection and storage, a building for waste oil, oil filter, and antifreeze, an attendant shelter and a material storage area.

Cost Center A – Fleet Maintenance

The Fleet staff makes repairs to all Town owned light vehicles, heavy equipment and construction equipment, including Police vehicles, so that staff can operate programs and provide services at a level of optimum effectiveness and efficiency. The division also maintains vehicles from Groton Long Point, Ledge Light Health District, Board of Education, Southeastern Connecticut Regional Resource Recovery Authority, the Groton Housing Authority, several fire districts and ambulance services as well as the City of Groton Police Department. The services provided to the other organizations are billed for labor and parts to the individual organization.

Cost Center B – Vacated School Structures

Programs funds to provide caretaker functions for facilities that are turned over to the Town from the Board of Education and programs funds for final disposition of the facility to include sale or demolition.

Cost Center C – Utilities

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

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

21-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	3,617,354	3,741,082	3,589,749	3,730,389	3,628,673	3,263,532	3,276,920
Operating Expenses	2,930,121	2,881,305	2,879,341	2,973,552	2,751,099	2,746,378	2,732,990
Total Appropriation	\$6,547,475	\$6,622,387	\$6,469,090	\$6,703,941	\$6,379,772	\$6,009,910	\$6,009,910

COST CENTERS							
10350 LEADERSHIP/GEN SUPPT	495,737	683,369	600,880	616,637	615,637	249,123	417,597
10351 ENGINEERING	464,933	500,368	495,201	487,361	487,361	486,588	434,890
10352 PUBLIC BUILDINGS	1,156,538	1,208,765	1,031,861	1,191,827	1,092,781	1,092,443	1,092,443
10355 ROADS & STREETS	1,880,447	1,838,188	1,868,064	1,860,502	1,664,095	1,662,857	1,616,496
10356 SNOW/ICE CONTROL	492,397	271,246	271,246	309,812	285,096	285,096	285,096
10357 STREET LIGHTING	266,812	272,726	300,623	271,223	271,223	271,223	270,035
10358 POST CLOSURE MAINT/M	143,905	98,219	99,305	105,314	105,314	105,314	105,314
10359 RESIDENTIAL TRANSFER	370,250	446,401	439,188	445,658	444,658	444,447	386,220
1035A FLEET MAINTENANCE	456,523	459,435	532,013	522,838	522,338	521,550	521,550
1035B VACATED SCHOOL STRUC	121,862	120,628	120,579	212,441	210,941	210,941	202,941
1035C UTILITIES	698,071	723,042	710,130	680,328	680,328	680,328	677,328
Total Cost Centers	\$6,547,475	\$6,622,387	\$6,469,090	\$6,703,941	\$6,379,772	\$6,009,910	\$6,009,910

FINANCING PLAN							
FEMA REIMBURSEMENT	28,246	0	14,772	0	0	0	0
MUNICIPAL PROJECT GRANT	1,168,576	1,240,819	1,240,819	1,240,819	1,240,819	1,240,819	1,240,819
HIGHWAY ILLUMINATION	1,812	1,619	1,619	1,619	1,619	1,619	1,619
TOWN HIGHWAY AID	377,392	377,392	380,167	380,167	380,167	380,167	380,167
SNOW/ICE CONTROL SVCS	66,278	32,467	26,105	32,467	32,467	32,467	32,467
SALE OF FIXED ASSETS	7,100	0	0	0	0	0	0
MISC-UNCLASSIFIED	5,908	5,000	3,663	5,000	5,000	5,000	5,000
DISPOSAL FEES	146,624	162,830	150,123	130,000	130,000	130,000	130,000
LEASE FEES	120,473	123,290	123,290	124,236	124,236	124,236	124,236
GENERAL FUND	4,625,066	4,678,970	4,528,532	4,789,633	4,465,464	4,095,602	4,095,602
Total Financing Plan	\$6,547,475	\$6,622,387	\$6,469,090	\$6,703,941	\$6,379,772	\$6,009,910	\$6,009,910

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

21-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	2,966,936	3,299,105	3,069,245	3,211,966	3,211,966	3,211,966	3,009,482
5104 OVERTIME PAY	287,862	179,510	174,869	209,032	185,316	185,316	184,971
5105 LONGEVITY PAY	22,810	23,568	18,050	18,720	18,720	18,720	17,485
5109 SALARY ADJUSTMENTS	16,375	(47,450)	52,419	0	(75,000)	(440,141)	(207,077)
5111 PREMIUM PAY/OUT OF C	25,812	26,917	26,667	26,967	26,967	26,967	26,967
5112 SICK INCENTIVE	3,287	5,361	5,243	4,590	4,590	4,590	4,590
5116 WAGE CONTINUATION	26,748	0	0	0	0	0	0
5117 ALLOWANCES	17,411	12,801	11,651	17,241	14,241	14,241	14,241
5119 SALARY REIMBURSEMENT	0	(31,700)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
5151 SOCIAL SECURITY	250,113	272,970	256,605	266,873	266,873	266,873	251,261
Total Personnel Services	\$3,617,354	\$3,741,082	\$3,589,749	\$3,730,389	\$3,628,673	\$3,263,532	\$3,276,920
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	5,849	6,389	4,950	6,625	6,625	6,625	6,625
5210 PROFESS DEVELOP/TRAI	8,055	8,915	10,012	10,325	9,325	9,325	9,325
5220 UTILITIES/FUEL/MILEA	1,103,884	1,152,376	1,136,132	1,182,741	1,182,741	1,182,741	1,170,553
5230 PYMNTS/CONTRIBUTIONS	3,546	6,498	6,498	6,561	6,561	6,561	6,561
5260 REPAIRS & MAINT-FAC/	119,830	157,132	149,758	253,463	156,963	156,963	156,963
5261 SOFTWARE MAINT FEES	4,886	4,908	4,908	6,908	6,908	6,908	6,908
5281 OCCUPATIONAL HEALTH	55,598	69,832	65,025	70,332	66,832	66,832	66,832
5290 PROFESS/TECHNICAL SE	643,559	607,010	630,745	662,961	622,961	622,961	621,761
5300 MATERIALS & SUPPLIES	437,444	260,509	244,819	286,639	268,186	268,186	268,186
5310 VEHICLE OPER/MAINT	10	0	0	0	0	0	0
5315 VEHICLE REPLACEMENT	111,616	110,548	110,548	0	0	0	0
5316 VEHICLE MAINT FEE	255,750	271,809	271,809	266,900	266,900	266,900	266,900
5317 VEHICLE FUEL	164,048	151,389	151,389	103,176	103,176	103,176	103,176
5318 COMPUTER REPLMNT FEE	5,113	4,469	4,469	4,721	4,721	0	0
5400 EQUIP/MACHINRY& FURN	10,268	69,521	87,875	112,200	49,200	49,200	49,200
5410 COMPUTER EQUIPMENT	665	0	404	0	0	0	0
Total Operating Expenses	\$2,930,121	\$2,881,305	\$2,879,341	\$2,973,552	\$2,751,099	\$2,746,378	\$2,732,990
GRAND TOTAL	\$6,547,475	\$6,622,387	\$6,469,090	\$6,703,941	\$6,379,772	\$6,009,910	\$6,009,910

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

21-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PUBLIC WORKS	0.75	0.75	0.75	0.75	0.75	0.75
ASSIST DIR PUBLIC WORKS	1.00	1.00	1.00	1.00	1.00	1.00
SUPER TECHNICAL SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SUSTAINABILITY PROJ/MANAG	1.00	1.00	1.00	1.00	1.00	1.00
SUPERVISOR, ADMIN PW	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER	0.00	0.00	1.00	1.00	1.00	1.00
GRANT WRITER	1.00	1.00	1.00	1.00	1.00	0.00
PROJECT MGMT SPECIALIST	3.00	3.00	2.00	2.00	2.00	2.00
ENGINEERING TECH II	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR I	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR II	1.00	1.00	0.00	0.00	0.00	0.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT I	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	1.50	1.50	1.50	1.50	1.50	0.50
PUBLIC BLDG & FLEET SUPV	1.00	1.00	1.00	1.00	1.00	1.00
FOREMAN	3.00	3.00	3.00	3.00	3.00	3.00
PUBLIC WORKS SUPER R&S	1.00	1.00	1.00	1.00	1.00	1.00
FLOOR LEADER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF EQUIPMENT MECHANIC	3.00	3.00	3.00	3.00	3.00	3.00
CERTIFIED MAINT TECH II	3.00	3.00	1.00	1.00	1.00	1.00
SKILLED BUILDING TECH	0.00	0.00	2.00	2.00	2.00	2.00
LANDFILL OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
HEAVY EQUIP OPERATOR	3.00	3.00	3.00	3.00	3.00	3.00
MAINTENANCE WORKER	1.00	1.00	1.00	1.00	1.00	1.00
MAINTAINER	2.00	2.00	2.00	2.00	2.00	1.00
EQUIPMENT OPERATOR	14.00	14.00	14.00	14.00	14.00	14.00
CUSTODIAN	1.00	1.00	1.00	1.00	1.00	1.00
SOLID WASTE INSPECTOR	1.00	1.00	1.00	1.00	1.00	0.00
Total FTE Personnel	53.25	53.25	52.25	52.25	52.25	48.25
FTE SALARIES & WAGES						
DIRECTOR OF PUBLIC WORKS	86,524	86,524	86,524	86,524	86,524	86,524
ASSIST DIR PUBLIC WORKS	87,500	89,223	89,250	89,250	89,250	89,250
SUPER TECHNICAL SERVICES	93,368	93,368	93,368	93,368	93,368	93,368
SUSTAINABILITY PROJ/MANAG	83,141	83,141	84,413	84,413	84,413	84,413
SUPERVISOR, ADMIN PW	66,053	67,313	68,580	68,580	68,580	68,580
CIVIL ENGINEER PE	83,354	85,229	85,229	85,229	85,229	85,229
CIVIL ENGINEER	0	0	60,985	60,985	60,985	60,985
GRANT WRITER	55,000	25,000	60,000	60,000	60,000	0
PROJECT MGMT SPECIALIST	186,691	149,110	126,825	126,825	126,825	126,825
ENGINEERING TECH II	69,315	70,604	70,679	70,679	70,679	70,679
INSPECTOR I	64,054	65,245	65,292	65,292	65,292	65,292
INSPECTOR II	69,315	50,355	0	0	0	0
MATERIAL CONTROL SPEC	57,598	58,669	58,715	58,715	58,715	58,715
FINANCIAL ASSISTANT I	46,584	41,087	43,848	43,848	43,848	43,848
FINANCIAL ASSISTANT II	57,598	31,218	51,753	51,753	51,753	51,753
OFFICE ASSISTANT II (35)	69,875	69,247	69,700	69,700	69,700	22,235
PUBLIC BLDG & FLEET SUPV	86,321	86,321	86,321	86,321	86,321	86,321
FOREMAN	191,597	192,222	194,056	194,056	194,056	194,056
PUBLIC WORKS SUPER R&S	82,969	82,969	82,969	82,969	82,969	82,969
FLOOR LEADER	71,893	73,051	73,051	73,051	73,051	73,051
EQUIPMENT MECHANIC	62,482	63,488	63,488	63,488	63,488	63,488
CHIEF EQUIPMENT MECHANIC	187,307	190,322	192,553	192,553	192,553	192,553
CERTIFIED MAINT TECH II	184,301	93,920	62,423	62,423	62,423	62,423

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

21-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
SKILLED BUILDING TECH	0	0	97,092	97,092	97,092	97,092
LANDFILL OPERATOR	62,482	63,488	63,488	63,488	63,488	63,488
HEAVY EQUIP OPERATOR	180,090	182,989	183,296	183,296	183,296	183,296
MAINTENANCE WORKER	56,739	57,653	57,653	57,653	57,653	57,653
MAINTAINER	87,054	67,418	82,781	82,781	82,781	41,176
EQUIPMENT OPERATOR	755,058	743,244	750,808	750,808	750,808	750,808
CUSTODIAN	52,568	53,414	53,414	53,414	53,414	53,414
SOLID WASTE INSPECTOR	52,568	53,414	53,414	53,414	53,414	0
Total FTE Salaries & Wages	\$3,289,396	\$3,069,246	\$3,211,967	\$3,211,967	\$3,211,967	\$3,009,482

SEWER OPERATING #2020

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$1,433. The RTM further reduced this function by \$649,567 for a total reduction of \$651,000. The overall decrease in this budget is \$868,056 or 12.5%. Personnel Services are down \$28,697 and operating expenses are down \$839,359.

The proposed residential rate is \$30 per month which is a \$1 increase over FYE 16 and for industrial/commercial units the new rate is \$0.0478 an increase of \$.0016 per cubic foot of water consumed. This budget was developed with the goal of cost effectively ensuring the waste water treatment system continues to comply with the National Pollution Discharge Elimination System (NPDES) permit while managing the costs of operating and maintaining infrastructure of various ages and conditions ranging from new and pristine to antiquated and in need of replacement.

Cost Center 0 – Leadership & General Support

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

Cost Center 2 – Renewal & Replacement

Properly fund the replacement of existing equipment and collection system components. The WPCD has developed a ten-year capital improvement program to address the issues related to aging infrastructure and equipment and obsolescence. Increased funding has been provided this year to mitigate the effects of obsolete components and equipment associated with aging systems at the treatment plant and in the collection system.

Cost Center 3 – Waste Water Treatment

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

Cost Center 4 – Waste Water Collection

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

Cost Center 5 – Debt Service

Provides for repayment of principal and interest associated with the cost of the Fort Hill Homes rehabilitation project. Debt service for the project's fourth year payment is \$476,637.50 as stated in the long term debt repayment schedule. Decreasing payments will continue annually until final payment is made in FYE 2029.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	2,097,577	2,115,981	2,115,991	2,097,284	2,087,284	2,087,284	2,087,284
Operating Expenses	3,496,217	4,828,712	4,743,839	4,688,653	4,640,353	4,638,920	3,989,353
Total Appropriation	\$5,593,794	\$6,944,693	\$6,859,830	\$6,785,937	\$6,727,637	\$6,726,204	\$6,076,637
COST CENTERS							
20200 LEADERSHIP/GEN SUPPT	1,188,021	1,229,560	1,184,404	1,153,002	1,149,002	1,147,569	1,147,569
20202 RENEWAL & REPLACEMEN	410,781	1,582,705	1,511,012	1,407,635	1,407,635	1,407,635	758,068
20203 WASTE WATER TREATMEN	2,348,522	2,336,087	2,464,171	2,201,905	2,154,605	2,154,605	2,154,605
20204 WASTE WATER COLLECTI	1,156,232	1,305,728	1,209,630	1,546,257	1,539,257	1,539,257	1,539,257
20205 DEBT SERVICE	490,238	490,613	490,613	477,138	477,138	477,138	477,138
Total Cost Centers	\$5,593,794	\$6,944,693	\$6,859,830	\$6,785,937	\$6,727,637	\$6,726,204	\$6,076,637
FINANCING PLAN							
INTEREST INCOME	1,267	1,125	1,240	1,200	1,200	1,200	1,200
SALE OF FIXED ASSETS	0	0	4,500	0	0	0	0
MISC-UNCLASSIFIED	0	0	35,150	0	0	0	0
SEWER USE CHARGES	5,796,587	6,155,019	5,942,777	6,203,104	6,003,004	6,003,004	6,003,004
CIP FUND BALANCE APPLIED	0	650,000	650,000	0	650,000	650,000	0
FUND BALANCE APPLIED	0	138,549	226,163	581,633	73,433	72,000	72,433
Total Financing Plan	\$5,797,854	\$6,944,693	\$6,859,830	\$6,785,937	\$6,727,637	\$6,726,204	\$6,076,637

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,186,147	1,243,812	1,216,327	1,262,448	1,262,448	1,262,448	1,262,448
5104 OVERTIME PAY	139,191	139,432	152,783	142,236	132,236	132,236	132,236
5105 LONGEVITY PAY	8,415	7,913	8,290	8,455	8,455	8,455	8,455
5109 SALARY ADJUSTMENTS	14,628	0	8,260	0	0	0	0
5111 PREMIUM PAY/OUT OF C	16,237	13,120	16,561	15,546	15,546	15,546	15,546
5112 SICK INCENTIVE	1,245	578	2,730	2,753	2,753	2,753	2,753
5116 WAGE CONTINUATION	23	0	0	0	0	0	0
5117 ALLOWANCES	2,320	2,030	4,220	2,200	2,200	2,200	2,200
5151 SOCIAL SECURITY	101,179	108,449	106,173	109,674	109,674	109,674	109,674
5152 RETIREMENT	167,772	115,592	115,592	112,887	112,887	112,887	112,887
5153 HEALTH INSURANCE	353,058	360,228	360,228	317,283	317,283	317,283	317,283
5155 WORKER'S COMP	10,723	26,629	26,629	43,360	43,360	43,360	43,360
5158 LIFE INSURANCE	2,291	2,300	2,300	2,317	2,317	2,317	2,317
5170 OTHER POSTEMPLOY BEN	94,348	95,898	95,898	78,125	78,125	78,125	78,125
Total Personnel Services	\$2,097,577	\$2,115,981	\$2,115,991	\$2,097,284	\$2,087,284	\$2,087,284	\$2,087,284
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	945	2,960	922	610	610	610	610
5210 PROFESS DEVELOP/TRAI	10,752	22,546	13,514	17,966	17,966	17,966	17,966
5220 UTILITIES/FUEL/MILEA	640,783	710,662	688,810	681,263	681,263	681,263	681,263
5230 PYMNTS/CONTRIBUTIONS	550,268	554,511	557,286	507,794	507,794	507,794	507,794
5260 REPAIRS & MAINT-FAC/	118,699	248,142	311,122	180,662	180,662	180,662	180,662
5261 SOFTWARE MAINT FEES	18,359	19,287	19,228	20,084	20,084	20,084	20,084
5280 INSURANCE/RISK MGMT	59,792	59,792	56,015	66,468	66,468	66,468	66,468
5281 OCCUPATIONAL HEALTH	15,232	27,439	27,438	27,769	27,769	27,769	27,769
5290 PROFESS/TECHNICAL SE	648,745	672,725	637,512	667,860	633,860	633,860	633,860
5300 MATERIALS & SUPPLIES	327,522	299,530	321,375	330,208	318,208	318,208	318,208
5315 VEHICLE REPLACEMENT	39,405	40,608	40,608	37,172	37,172	37,172	37,172
5316 VEHICLE MAINT FEE	17,500	18,250	18,250	19,750	19,750	19,750	19,750
5317 VEHICLE FUEL	17,536	15,713	15,713	9,949	9,949	9,949	9,949
5318 COMPUTER REPLMNT FEE	1,309	1,309	1,309	1,433	1,433	0	0
5400 EQUIP/MACHINRY& FURN	216,884	293,217	223,024	453,677	453,677	453,677	453,677
5410 COMPUTER EQUIPMENT	2,248	2,100	2,100	7,700	5,400	5,400	5,400
5450 DEBT SERVICE	490,238	490,613	490,613	476,638	476,638	476,638	476,638
5460 RESERVE FUND/EQUIPME	320,000	1,319,000	1,319,000	1,151,000	1,151,000	1,151,000	501,433
5499 CONTINGENCY	0	30,308	0	30,650	30,650	30,650	30,650
Total Operating Expenses	\$3,496,217	\$4,828,712	\$4,743,839	\$4,688,653	\$4,640,353	\$4,638,920	\$3,989,353
GRAND TOTAL	\$5,593,794	\$6,944,693	\$6,859,830	\$6,785,937	\$6,727,637	\$6,726,204	\$6,076,637

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PUBLIC WORKS	0.25	0.25	0.25	0.25	0.25	0.25
ASSIST DIR PUBLIC WORKS	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
LABORATORY TECH	1.00	1.00	1.00	1.00	1.00	1.00
WPCF TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50	0.50	0.50
MAINTENANCE SUPER WPCD	1.00	1.00	1.00	1.00	1.00	1.00
OPERATIONS SUPER WPCD	1.00	1.00	1.00	1.00	1.00	1.00
OPERATOR WPCD	2.00	2.00	4.00	4.00	4.00	4.00
MECHANIC WPCD	5.00	4.00	5.00	5.00	5.00	5.00
SHIFT OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
MECH/OPERATOR TRAINEE	2.00	3.00	0.00	0.00	0.00	0.00
Total FTE Personnel	18.75	18.75	18.75	18.75	18.75	18.75
FTE SALARIES & WAGES						
DIRECTOR OF PUBLIC WORKS	28,841	28,841	28,841	28,841	28,841	28,841
ASSIST DIR PUBLIC WORKS	90,015	90,015	90,041	90,041	90,041	90,041
CIVIL ENGINEER PE	83,353	85,229	85,229	85,229	85,229	85,229
LABORATORY TECH	63,676	64,702	64,702	64,702	64,702	64,702
WPCF TECHNICIAN	69,239	70,527	70,679	70,679	70,679	70,679
MATERIAL CONTROL SPEC	57,598	58,669	58,669	58,669	58,669	58,669
OFFICE ASSISTANT II (35)	23,292	21,797	22,235	22,235	22,235	22,235
MAINTENANCE SUPER WPCD	64,235	71,260	65,520	65,520	65,520	65,520
OPERATIONS SUPER WPCD	84,413	34,269	81,000	81,000	81,000	81,000
OPERATOR WPCD	126,082	128,004	242,663	242,663	242,663	242,663
MECHANIC WPCD	306,641	254,080	312,895	312,895	312,895	312,895
SHIFT OPERATOR	68,791	71,827	72,695	72,695	72,695	72,695
CHIEF MECHANIC	66,213	67,279	67,279	67,279	67,279	67,279
MECH/OPERATOR TRAINEE	111,423	169,827	0	0	0	0
Total FTE Salaries & Wages	\$1,243,813	\$1,216,327	\$1,262,448	\$1,262,448	\$1,262,448	\$1,262,448

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

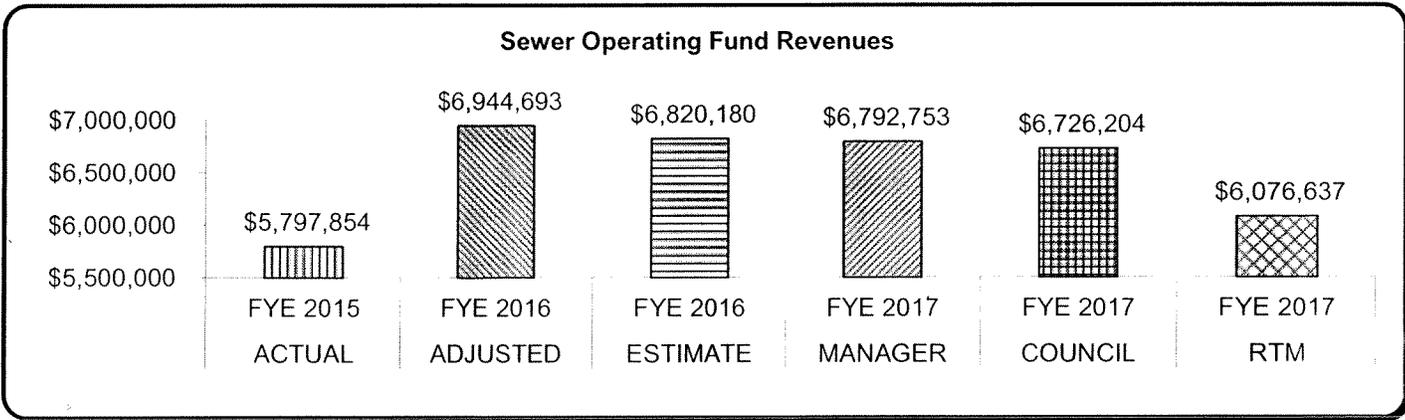
SEWER OPERATING FUND REVENUES: #2020

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

Sewer Use Charges - users of the sanitary sewer services are assessed a sewer use charge. The proposed residential rate is \$31 per month per unit which is a \$2 increase over FYE 16 and for industrial/commercial units the new rate is \$0.0494 and increase of \$.0032 per cubic foot of water consumed.

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

	<u>ACTUAL FYE 2015</u>	<u>ADJUSTED FYE 2016</u>	<u>ESTIMATE FYE 2016</u>	<u>MANAGER FYE 2017</u>	<u>COUNCIL FYE 2017</u>	<u>RTM FYE 2017</u>
4412 Interest Income	\$ 1,267	\$ 1,125	\$ 1,240	\$ 1,200	\$ 1,200	\$ 1,200
4735 Sewer Use Charges	\$ 5,796,587	\$ 6,155,019	\$ 5,942,777	\$ 6,003,004	\$ 6,003,004	\$ 6,003,004
4801A CIP Fund Balance Applied	\$ 0	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 0
4999 Fund Balance Applied	\$ 0	\$ 138,549	\$ 226,163	\$ 138,549	\$ 72,000	\$ 72,433
Total	\$ 5,797,854	\$ 6,944,693	\$ 6,820,180	\$ 6,792,753	\$ 6,726,204	\$ 6,076,637



Audit Fund Balance as of 6/30/2015	\$ 2,511,263
Estimated Fund Balance as of 6/30/16	\$ 2,285,100
Estimated Fund Balance as of 6/30/17	\$ 2,212,667
Fund Balance as a % of 2017 Expenditures	36.41%

SOLID WASTE #2030

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, there were no changes.

The overall decrease in this budget is \$842,478 or 35.9%.

Cost Center 0 – Leadership & General Support

Payments to General Fund for services provided, such as billing, accounts receivable and program management.

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

As a member of the Southeastern Connecticut Regional Resources Recovery Authority (SCRARRA), municipal solid waste generated within the Town is directed to the Waste-to-Energy Facility located on Route 12, in Preston CT. SCRARRA has maintained the \$58 per ton tipping fee at their Preston Facility. The \$2 per ton subsidy that the town has provided in recent years is being discontinued in FYE 17; as a result the full \$58 tipping fee will be passed on to the end user. Private haulers, subdivisions, public works departments and large businesses can dispose of the waste at this facility under a permit that is assigned to the Town. SCRARRA then bills the Town for the waste as the agreement is between the Town and SCRARRA. The Town's Finance Department then bills the hauler, subdivision, public works departments or large business. All private haulers and large businesses must post a payment bond.

Cost Center 9 – Commercial Municipal Solid Waste & Disposal

Provides for collection and disposal of MSW and recyclables from commercial and industrial facilities in the Town (excludes City of Groton, Groton Long Point, and federal and state properties). As of July 1, 2015 this program was discontinued.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	3,108,251	2,346,842	1,807,759	1,504,364	1,504,364	1,504,364	1,504,364
Total Appropriation	\$3,108,251	\$2,346,842	\$1,807,759	\$1,504,364	\$1,504,364	\$1,504,364	\$1,504,364
COST CENTERS							
20300 LEADERSHIP/GEN. SUPP	967,381	217,452	236,105	7,424	7,424	7,424	7,424
20302 RESIDENTIAL/GOV. MSW	1,063,199	1,114,550	1,511,406	1,496,940	1,496,940	1,496,940	1,496,940
20309 COMMER. MSW COL. & D	1,077,671	1,014,840	60,248	0	0	0	0
Total Cost Centers	\$3,108,251	\$2,346,842	\$1,807,759	\$1,504,364	\$1,504,364	\$1,504,364	\$1,504,364
FINANCING PLAN							
INTEREST INCOME	966	1,005	350	380	380	380	380
MISC-UNCLASSIFIED	0	0	284,154	0	0	0	0
DISPOSAL FEES	928,418	1,192,992	1,416,744	1,467,342	1,467,342	1,467,342	1,467,342
COMMERCIAL COLLECTIONS	1,255,170	1,125,975	107,428	0	0	0	0
SCRRRA TRANS SUB/E-WASTE	17,452	15,702	15,702	15,702	15,702	15,702	15,702
FUND BALANCE APPLIED	906,245	11,168	0	20,940	20,940	20,940	20,940
Total Financing Plan	\$3,108,251	\$2,346,842	\$1,824,378	\$1,504,364	\$1,504,364	\$1,504,364	\$1,504,364

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	1,513	2,100	364	100	100	100	100
5220 UTILITIES/FUEL/MILEA	1,467,702	1,414,806	1,467,342	1,467,342	1,467,342	1,467,342	1,467,342
5230 PYMNTS/CONTRIBUTIONS	1,022,455	272,455	272,455	29,498	29,498	29,498	29,498
5261 SOFTWARE MAINT FEES	0	8,057	3,818	0	0	0	0
5290 PROFESS/TECHNICAL SE	616,581	649,424	63,780	7,424	7,424	7,424	7,424

Total Operating Expenses	\$3,108,251	\$2,346,842	\$1,807,759	\$1,504,364	\$1,504,364	\$1,504,364	\$1,504,364

GRAND TOTAL	\$3,108,251	\$2,346,842	\$1,807,759	\$1,504,364	\$1,504,364	\$1,504,364	\$1,504,364

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

SOLID WASTE FUND REVENUES: #2030

	<u>FYE 2016</u>	<u>FYE 2017</u>
SCRRA Tipping Fee	\$ 58.00/ton	\$ 58.00/ton

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

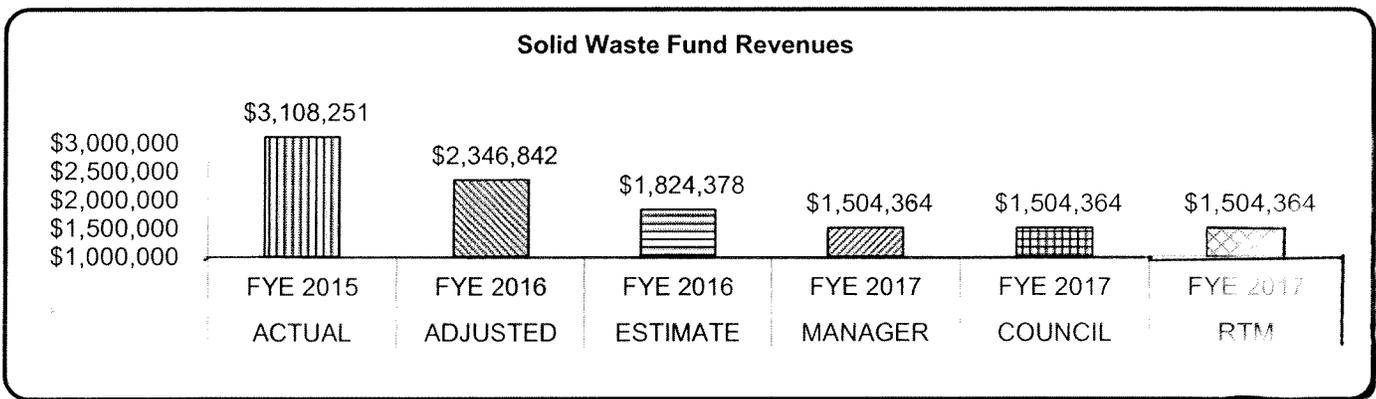
Disposal Fees - includes payments from private haulers for MSW delivered to Preston (includes City of Groton, Navy) and for waste from the Transfer Station diverted to the Waste-to-Energy facility for more cost effective disposal.

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

SCRRA Transport Subsidy/E-Waste - represents subsidy received due to the distance Groton is from the Waste Energy Plant in Preston.

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

	<u>ACTUAL</u>	<u>ADJUSTED</u>	<u>ESTIMATE</u>	<u>MANAGER</u>	<u>COUNCIL</u>	<u>RTM</u>
	<u>FYE 2015</u>	<u>FYE 2016</u>	<u>FYE 2016</u>	<u>FYE 2017</u>	<u>FYE 2017</u>	<u>FYE 2017</u>
4412 Interest Income	\$ 966	\$ 1,005	\$ 350	\$ 380	\$ 380	\$ 380
4733 Misc.-Unclassified	\$ 0	\$ 0	\$ 284,154	\$ 0	\$ 0	\$ 0
4740 Disposal Fees	\$ 928,418	\$ 1,192,992	\$ 1,416,744	\$ 1,467,342	\$ 1,467,342	\$ 1,467,342
4753 Commercial Collections	\$ 1,255,170	\$ 1,125,975	\$ 107,428	\$ 0	\$ 0	\$ 0
4769 SCRRA Trsp Subsidy/E-Waste	\$ 17,452	\$ 15,702	\$ 15,702	\$ 15,702	\$ 15,702	\$ 15,702
4999 Fund Balance Applied	\$ 906,245	\$ 11,168	\$ 0	\$ 20,940	\$ 20,940	\$ 20,940
Total	\$ 3,108,251	\$ 2,346,842	\$ 1,824,378	\$ 1,504,364	\$ 1,504,364	\$ 1,504,364



Audit Fund Balance as of 6/30/2015	\$ 587,471
Estimated Fund Balance as of 6/30/16	\$ 604,090
Estimated Fund Balance as of 6/30/17	\$ 583,150
Fund Balance as a % of 2017 Expenditures	38.76%

Fleet Reserve #6040

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the RTM reduced this function by \$77,762. The overall decrease in this budget is \$113,082 or 7.1%.

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

New for FYE 2017, in an effort to replenish this fund, we are no longer including vehicle purchase fees in department functions. Vehicle purchase fees only are now budgeted in Function 1077, Contribution to Other Funds. Town department's budgets will continue to include amounts for maintenance and fuel.

This year's contribution from the general fund is \$585,724. This amount represents 75% of the recommended general fund vehicle replacement fees. The amounts budgeted for maintenance, fuel and vehicle replacements are transferred to the Fleet Reserve Fund and are included in the Financing plan as "Payments from Other Funds". The costs and revenues associated with vehicle maintenance and fuel of Outside Agencies are captured in a special revenue fund.

Cost Center 0 – Vehicle Replacement

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

Cost Center 1 – Vehicle Maintenance

Town (General Fund and Other Fund) departments and divisions have accounts included in their budgets (line item #5316 - parts) that are developed for each vehicle that is assigned to them. This budget is developed using historical maintenance and repair data for each vehicle.

	Actual 2015	Estimate 2016	Anticipated 2017
Work orders processed	1143	1250	1325
Preventative Maintenance	268	275	310
Unscheduled	875	725	750
Outside Agencies	169	175	190

Cost Center 2 – Vehicle Fuel

The current motor fuels are diesel and gasoline and are dispensed from the key controlled pumps located at the Town Hall Annex. Each vehicle has a unique code that is entered into the pump along with authorized employee number. Fleet Division Staff project consumption for the next fiscal year based on actual usage the previous year. The Purchasing Division of the Finance Department is responsible for purchasing the fuel. Although other outside agencies and subdivisions fuel at the Annex, the fuel is not purchased from this cost center. Town (General Fund and Other Fund) departments and divisions have accounts included in their budgets (line item #5317 - fuel) that are developed for each vehicle that is assigned to them. This budget is developed using historical fuel usage data for each vehicle.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							

Operating Expenses	1,256,257	1,589,985	1,586,907	1,561,270	1,554,665	1,554,665	1,476,903
Total Appropriation	\$1,256,257	\$1,589,985	\$1,586,907	\$1,561,270	\$1,554,665	\$1,554,665	\$1,476,903

COST CENTERS							

60400 VEHICLE REPLACEMENT	428,467	772,559	769,688	903,516	896,911	896,911	819,149
60401 VEHICLE MAINTENANCE	371,869	398,632	398,432	393,350	393,350	393,350	393,350
60402 VEHICLE FUEL	455,921	418,794	418,787	264,404	264,404	264,404	264,404
Total Cost Centers	\$1,256,257	\$1,589,985	\$1,586,907	\$1,561,270	\$1,554,665	\$1,554,665	\$1,476,903

FINANCING PLAN							

INTEREST INCOME	1,764	1,915	1,950	1,925	1,925	1,925	1,925
SALE OF FIXED ASSETS	6,601	9,000	5,100	0	0	0	0
MISC-UNCLASSIFIED	256	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	1,236,687	1,147,847	1,147,847	1,348,891	1,348,891	1,248,891	1,213,167
FUND BALANCE APPLIED	10,949	431,223	432,010	210,454	203,849	303,849	261,811
Total Financing Plan	\$1,256,257	\$1,589,985	\$1,586,907	\$1,561,270	\$1,554,665	\$1,554,665	\$1,476,903

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	0	200	236	250	250	250	250
5220 UTILITIES/FUEL/MILEA	455,921	418,794	418,787	264,404	264,404	264,404	264,404
5230 PYMNTS/CONTRIBUTIONS	65,000	0	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	59,782	43,770	43,770	43,189	43,189	43,189	43,189
5290 PROFESS/TECHNICAL SE	1,266	3,565	658	1,065	1,065	1,065	1,065
5310 VEHICLE OPER/MAINT	312,087	354,862	354,662	350,161	350,161	350,161	350,161
5420 VEHICLES	362,201	768,794	768,794	902,201	895,596	895,596	817,834

Total Operating Expenses	\$1,256,257	\$1,589,985	\$1,586,907	\$1,561,270	\$1,554,665	\$1,554,665	\$1,476,903

GRAND TOTAL	\$1,256,257	\$1,589,985	\$1,586,907	\$1,561,270	\$1,554,665	\$1,554,665	\$1,476,903

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

FLEET RESERVE FUND REVENUES: #6040

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

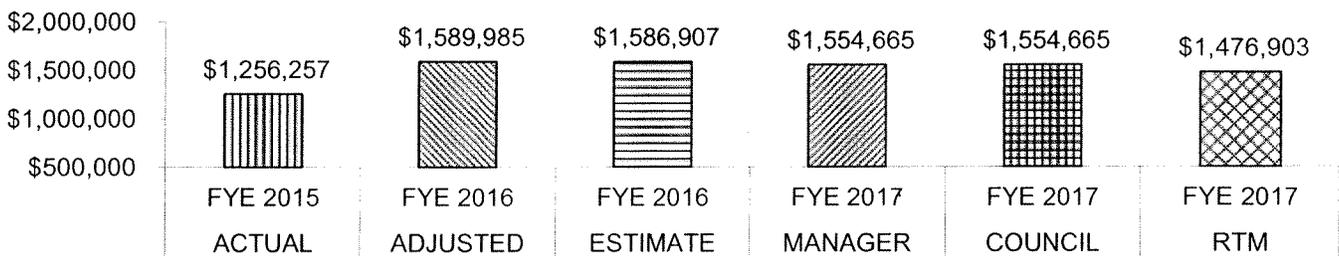
Sale of Fixed Assets – represents revenues generated from the sale of obsolete equipment.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4412 Interest Income	\$ 1,764	\$ 1,915	\$ 1,950	\$ 1,925	\$ 1,925	\$ 1,925
4731 Sale of Fixed Assets	\$ 6,601	\$ 9,000	\$ 5,100	\$ 0	\$ 0	\$ 0
4733 Misc. - Unclassified	\$ 256	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4766 Payments from Other Funds	\$ 1,236,687	\$ 1,147,847	\$ 1,147,847	\$ 1,348,891	\$ 1,248,891	\$ 1,213,167
4999 Fund Balance Applied	\$ 10,949	\$ 431,223	\$ 432,010	\$ 203,849	\$ 303,849	\$ 261,811
Total	\$ 1,256,257	\$ 1,589,985	\$ 1,586,907	\$ 1,554,665	\$ 1,554,665	\$ 1,476,903

Fleet Reserve Fund Revenues



Audit Fund Balance as of 6/30/2015	\$ 901,290
Estimated Fund Balance as of 6/30/16	\$ 469,280
Estimated Fund Balance as of 6/30/17	\$ 207,469
Fund Balance as a % of 2017 Expenditures	14.05%

FYE 2017 FLEET FUND - Programmed Vehicle Replacement Schedule

	Adjusted Replacement Price	Department	Year	Make	Model	In Service	Years in Service	Years Past Due			
\$2,521,433	\$39,762	Police-Patrol	2011	FORD	CR VIC	2013	4	0	Vehicles & Equipment due/overdue for replacement		
	\$162,083	PW Rds & Sts 231-GRO	2002	STERLING	LT9500	2002	15	0			
	\$29,184	OPDS Bldg Insp 228-GRO	2003	CHEVY	BLAZER	2003	14	-2			
	\$24,596	Parks & Rec Parks	2004	TORO	328D	2004	13	-3			
	\$37,892	Parks & Rec Golf Course	2004	TORO	5400D	2005	12	-4			
	\$23,040	Parks & Rec Golf Course	2001	CUSHMAN	Truckster	2002	15	-3			
	\$28,587	Parks & Rec Golf Course	2006	TORO	2000	2007	10	-2			
	\$33,759	Parks & Rec Golf Course	2006	TORO	3250D	2007	10	-2			
	\$15,084	Parks & Rec Golf Course	2009	JDEERE	1200	2010	7	-1			
	\$17,084	PW Rds & Sts	2007	LEEBOY	8515	2007	10	0			
	\$29,084	Emergency Comm 98-GRO	2003	CHEV	BLAZER	2003	14	-2			
	\$28,084	Police-Admin 317-SFV	2003	FORD	CR VIC	2004	13	-1			
	\$28,084	Police-Admin 875-SVS	2003	FORD	CR VIC	2004	13	-1			
	\$29,084	Police -Admin 761-PSL	2001	FORD	CR VIC	2001	16	-4			
	\$29,584	Police-Admin 944-SEM	2003	FORD	CR VIC	2003	14	-2			
	\$40,684	Police-Patrol 5-GRO	2011	FORD	CR VIC	2013	4	0			
	\$57,084	Police-Patrol 93-GRO	1995	CHEVY	VAN	1996	21	-1			
	\$26,084	Engineering 139-GRO	2000	FORD	E150	2000	17	-5			
	\$26,084	Facilities 104-GRO	2001	FORD	E150	2001	16	-4			
	\$26,084	Facilities 107-GRO	2001	FORD	E150	2001	16	-4			
	\$217,550	PW Rds & Sts 166-GRO	2006	SCHWARZE	A8000	2006	11	-1			
	\$28,160	PW Fleet 419-GRO	2003	FORD	F150	2003	14	-2			
	\$28,366	PW Solid Waste 229-GRO	2005	FORD	F250	2004	13	-1			
	\$20,084	Parks & Rec 119-GRO	1994	CHEVY	S10	1994	23	-11			
	\$28,084	Parks & Rec 78-GRO	2003	CHEVY	VENTURE	2003	14	-2			
	\$43,504	Parks & Rec Parks 112-GRO	2001	FORD	F550	2001	16	-1			
	\$29,684	Parks & Rec Parks	2007	TORO	328D	2007	10	0			
	\$39,084	Parks & Rec Golf Course	2008	TORO	3500D	2009	8	0			
	\$42,084	Parks & Rec Golf Course	2008	TORO	3250D	2009	8	0			
	\$22,084	Parks & Rec Golf Course	2006	TORO	3200	2007	10	0			
	\$56,084	Parks & Rec Golf Course	2008	TORO	5410D	2009	8	0			
	\$84,084	Parks & Rec Golf Course	2004	TORO	580	2005	12	-2			
\$72,084	Parks & Rec Golf Course	1994	FORD	1920	1995	22	-2				
\$27,084	PW WPCF 40-GRO	2002	FORD	F250	2003	14	-2				
\$67,084	PW Rds & Sts Excavator (refurbish)	1987	J Deere	690D	1987	30	-5				
\$167,484	PW Rds & Sts 199-GRO chassis only	1987	INTL	S2674	2006	11	-6				
\$817,834	\$30,000	Police-Patrol 1-GRO	2011	CHEVY	TAHOE	2012	5	0	Vehicles to be replaced		
	\$36,000	Police-Patrol 10-GRO	2011	FORD	CR VIC	2013	4	0			
	\$36,000	Police-Patrol 16-GRO	2011	FORD	CR VIC	2013	4	0			
	\$36,000	Police-Patrol 18-GRO	2011	FORD	CR VIC	2013	4	0			
	\$36,000	Police-Patrol 20-GRO	2006	FORD	CR VIC	2006	11	-3			
	\$23,000	Facilities 412-GRO	2006	FORD	ESCAPE HYB	2006	11	-3			
	\$121,000	PW Rds & Sts 59-GRO chassis only	1998	INTL	4900	1998	19	-4			
	\$121,000	PW Rds & Sts 117-GRO chassis only	1997	INTL	4900	1997	20	-5			
	\$251,000	PW Rds & Sts 163-GRO	2002	FREIGHT	Broombear	2002	15	-5			
	\$82,500	Parks & Rec Src 38573	2002	FORD	E450	2002	15	0			
	The Senior Center Bus will be covered under a Federal Transportation Grant that will cover 80% of the cost of the vehicle.										
	\$9,000	Parks & Rec Golf Course	2006	TORO	5040	2007	10	-6			
\$12,834	Parks & Rec Golf Course	2004	TORO	3250D	2005	12	-1				
\$23,500	PW WPCF 142-GRO	1999	CHEVY	S10	2000	17	-5				

PLANNING & DEVELOPMENT SERVICES #1046

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council added \$99,800 to account 5290 and cut \$2,161 for a computer replacement contribution. The RTM sustained these changes.

The overall increase in this budget is \$148,029 or 11.7%. Personnel Services are up \$2,044 and operating expenses are up \$145,985.

The Office of Planning and Development Services (OPDS) is comprised of three divisions: Planning, Inspection Services, and Economic and Community Development. OPDS provides town staff support to land use commissions, long term planning, building inspection, zoning, wetland and blight code enforcement, economic and business development, community development and to the general public concerning land use and development. The office acts as a liaison with Federal, State and local agencies, carries out various development and conservation activities, provides staff assistance to the Town Manager's Office, other Town departments and political subdivisions as needed. The department mission is to encourage the sound and orderly use of land and the conservation of energy and resources, the economic and environmental well-being of the community, and to ensure the safe occupation of buildings, structures, and uses.

The reorganization of the department's management structure during FYE 2016 has been a success and we are operating more efficiently and are clearly focused on our goals for the upcoming year. For FYE 2017 our major initiatives will be to improve economic and business development, while improving the Town of Groton's sense of place and community character. The major initiative by the Planning Division will be to complete the majority of the re-writing of the entire Zoning Regulations. In order to complete this in a timely fashion, outside experts will be hired to lead this effort. The Economic and Community Development Division will expand our marketing and outreach efforts. This will be completed by the development of promotional material, the expansion of our social media presence, and the promotion of Groton's quality of life, business friendly attitude, and economic incentives. The Inspection Services Division will focus on an update to their current fee schedule to make it consistent with surrounding municipalities and to adhere to best practices. The entire division will continue to offer excellent service and assistance to businesses and homeowners.

Cost Center 0 – Leadership & General Support

Provides leadership and direction on the current and future focus of the department. Ensures all divisions are working towards common goals and towards creating a better Groton. Oversees the management of the department, and is the lead public spokesperson for the department. Responsible for directing the planning, development, and economic development priorities. Responsible for preparing the department annual budget, as well as financial and grant administration. Responsible for assuring that land is developed in a well-planned orderly fashion, and is consistent with the development vision of Groton.

- During FYE 2016 the department worked closely with a large Focus Group and outside experts to analyze the Groton economic market and to complete a comprehensive audit of the Zoning and Subdivision regulations.
- FYE 2017 will focus on implementing the recommendations of the market analysis, the regulatory audit, and promoting a business friendly atmosphere and development process for the Town of Groton.

- The Office of Planning and Development Services will initiate a LEAN analysis of department procedures in FYE 2017 to eliminate wasted time and effort in all department processes including application review and approval.

Cost Center 1 – Development and Plan Review

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

- During FY 2017, working in conjunction with the process to re-write our regulations, we will identify areas in the review process that can be eliminated or review time can be reduced through regulatory and process reforms.
- Reviews and processes referrals, permit tracking, and permit review for the Planning and Inspection Services divisions, and processes inquiries. Serves as the lead in the coordination of various agency reviews and assisting homeowners, developers and others with policy and regulatory matters.
- Reviews development applications and construction plans for compliance with appropriate planning, zoning, and environmental regulations, building code, fire protection code, and handicapped requirements. Reviews completed site plans, subdivisions, inland wetland permits, and stormwater management plans for compliance with associated approvals.
- Supports various municipal land use boards and commissions.

Cost Center 2 – Inspection Services

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

- In FYE 2017 Inspection Services will update their fee schedule to create an easily used, clear set of fees for all construction applications and projects.
- Assist homeowners, contractors, developers, architects and engineers with all related code requirements and interpretations during permitting and construction.
- Inspection of all building and site construction to ensure compliance with all applicable local and state codes, i.e., building, property maintenance, rental housing code, historic district regulations, etc.

Cost Center 3 – Enforcement

The department works towards voluntary compliance for most enforcement issues unless life safety or egregious environmental issues are involved.

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

Cost Center 4 – Community Development

Responsible for the development and rehabilitation of the town's housing stock with a focus on meeting the town's affordable housing needs. Supports small business development activities.

- Explore and pursue new funding sources for housing administration and small business and community development opportunities.

- Staff Community Development Advisory Committee (CDAC), Neighborhood Revitalization Zone (NRZ) Committee, and Fair Rent Commission.
- Oversee and coordinate the Housing Rehabilitation Program for the Town.

Cost Center 5 – Economic Development/Marketing

Serve as the Town of Groton point of contact to the business community. Market and promote the town to grow business and economic development.

- During FYE 2016 the division worked with the State of Connecticut Department of Economic and Community Development to secure funding to assist in the marketing and development of the Mystic Education Center for economic development opportunities. This marketing effort will happen during FYE 2016 and FY 2017.
- Included in the FYE 2017 division budget is a project to work with outside experts to create an independent economic development webpage for better marketing, promotion, and awareness of Groton development opportunities. This was listed as a very high priority in the market analysis.
- During FYE 2017 the division will utilize the recommendations from the town wide-market analysis to better administer the town's program for business retention and business outreach. Provide staff support to the Economic Development Commission and others as necessary.
- The FYE 2017 budget includes funding to complete a town-wide directory and signage program to have a clear and consistent way of providing directory and informational signage for the Town of Groton. This is an important economic development priority.
- A goal for FYE 2017 is to revise the town's development policy to distribute economic development assistance funds as well as streamlining and reworking incentive policies to ensure equitable and consistent application.
- The economic development staff will prepare new promotional materials and demographic information based upon the information and recommendations of the market analysis that will be used to assist in marketing Groton's locational and business attributes.
- The division will continue to participate in regional and statewide initiatives advancing projects important to Groton and the region.

Cost Center 6 – Long Range Planning

Responsible for implementing the community's vision and goals for the physical, economic and social future of the town. The focus this year is to adopt the Plan of Conservation and Development update and begin implementation of the recommendations. A priority of this document is to enhance community character and create a sense of place in Groton.

- During FYE 2017 the major new department budget request is to re-write the zoning regulations and plan for the future development of a mixed-use corridor along sections of Route 1. This was the highest priority project from the market analysis and regulatory audit.
- The division requested funding in FYE 2017 to complete an analysis of a section of the Route 1 corridor to focus our redevelopment efforts.
- The division will utilize the new information from the market analysis to complete updates and re-writes to core planning documents, i.e., Zoning Regulations, Plan of Conservation and Development; Town-wide Conservation Plan.
- Utilizing existing staff, during FYE 2016 and for FYE 2017, the division will prepare and implement special studies/initiatives of particular functional or geographic significance specifically of the Mystic Village and the Poquonnock Bridge areas.

Cost Center 8 – Land Use & Development Commission Support

The department is responsible for providing direct technical and administrative staff support to Groton's 14 land use and development agencies, boards and commissions. The land use agencies are the key boards and commissions in town that are adopting new plans and regulatory changes, as well as approving most plans for development. These are the plans and documents that create the character of Groton, and set the foundation for the long and short term development of our community.

- Staff prepares agendas, staff reports, supporting materials, minutes, and meeting follow-up for the Economic Development Commission, Planning Commission, Zoning Commission, Inland Wetlands Agency, Conservation Commission, Historic District Commission, Zoning Board of Appeals, Harbor Management Commission, Building Code Board of Appeals, Housing Code Board of Appeals, Property Maintenance Code Board of Appeals, Fair Rent Commission, Community Development Advisory Committee, Neighborhood Revitalization Zone Committee.
- Attend meetings, on an as-needed basis, of numerous groups and committees of local, regional, and state significance.
- OPDS has requested funding for FYE 2017 to assist in the educational and professional development of boards and commissions. This will be done through the attendance of seminars and/or for having subject matter experts come to town meetings to review specific topics of interest.
- The OPDS division through our staff and limited budget does provides operating funds directly related to commission activities including funds for legal advertising, and professional development for commissioners, etc.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	949,389	1,126,437	1,083,032	1,129,581	1,128,481	1,128,481	1,128,481
Operating Expenses	178,463	142,898	149,456	289,944	191,244	288,883	288,883
Total Appropriation	\$1,127,852	\$1,269,335	\$1,232,488	\$1,419,525	\$1,319,725	\$1,417,364	\$1,417,364
COST CENTERS							
10460 LEADERSHIP/GEN SUPPT	145,877	280,985	289,201	275,666	275,466	275,466	275,466
10461 PLAN REVIEW	164,186	210,680	178,685	198,278	196,778	196,778	196,778
10462 INSPECTION SERVICES	208,469	303,402	301,625	301,150	300,050	299,352	299,352
10463 ENFORCEMENT	67,746	67,838	67,535	68,731	68,731	68,731	68,731
10464 COMMUNITY DEVELOPMEN	43,252	85,593	85,694	82,526	82,526	82,301	82,301
10465 ECON DEV/MARKETING	97,747	221,430	211,656	254,755	232,755	257,442	257,442
10466 LONG RANGE PLANNING	274,990	31,760	29,760	175,952	100,952	174,827	174,827
10468 LAND USE & DEV COM S	125,585	67,647	68,332	62,467	62,467	62,467	62,467
Total Cost Centers	\$1,127,852	\$1,269,335	\$1,232,488	\$1,419,525	\$1,319,725	\$1,417,364	\$1,417,364
FINANCING PLAN							
BLDG AND RELATED PERMITS	317,645	210,130	334,370	251,640	251,640	251,640	271,640
BLDG PERMITS-EDUC FEE	306	180	322	242	242	242	242
STATE LAND USE-PLNG	114	175	175	175	175	175	175
STATE GRANTS	8,349	0	0	0	0	0	0
PLANNING APPLICATION FEES	15,065	12,000	12,000	12,000	12,000	12,000	12,000
MAPS/COPIES/DOCUMENTS	1,016	750	600	500	500	500	500
MISC-UNCLASSIFIED	11	0	0	0	0	0	0
GENERAL FUND	785,346	1,046,100	885,021	1,154,968	1,055,168	1,152,807	1,132,807
Total Financing Plan	\$1,127,852	\$1,269,335	\$1,232,488	\$1,419,525	\$1,319,725	\$1,417,364	\$1,417,364

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	857,934	1,003,564	962,509	1,010,110	1,010,110	1,010,110	1,010,110
5104 OVERTIME PAY	12,063	12,112	9,177	12,046	10,946	10,946	10,946
5105 LONGEVITY PAY	3,572	3,781	2,748	3,010	3,010	3,010	3,010
5109 SALARY ADJUSTMENTS	0	3,000	7,335	0	0	0	0
5110 REGULAR PART TIME	9,568	23,948	24,153	23,993	23,993	23,993	23,993
5112 SICK INCENTIVE	51	0	150	150	150	150	150
5116 WAGE CONTINUATION	420	0	0	0	0	0	0
5117 ALLOWANCES	19	0	0	0	0	0	0
5151 SOCIAL SECURITY	65,762	80,032	76,960	80,272	80,272	80,272	80,272
Total Personnel Services	\$949,389	\$1,126,437	\$1,083,032	\$1,129,581	\$1,128,481	\$1,128,481	\$1,128,481
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	13,168	20,400	20,750	29,650	25,650	25,650	25,650
5210 PROFESS DEVELOP/TRAI	13,283	18,930	17,890	21,015	19,515	19,515	19,515
5220 UTILITIES/FUEL/MILEA	3,258	3,740	3,925	3,670	3,370	3,370	3,370
5260 REPAIRS & MAINT-FAC/	970	1,915	970	1,020	1,020	1,020	1,020
5261 SOFTWARE MAINT FEES	0	0	553	560	560	560	560
5281 OCCUPATIONAL HEALTH	799	1,025	1,025	1,200	1,200	1,200	1,200
5290 PROFESS/TECHNICAL SE	117,475	75,300	78,564	218,444	125,944	225,744	225,744
5300 MATERIALS & SUPPLIES	9,231	4,730	4,230	5,250	4,850	4,850	4,850
5315 VEHICLE REPLACEMENT	4,365	4,303	4,303	0	0	0	0
5316 VEHICLE MAINT FEE	2,700	2,624	2,624	2,125	2,125	2,125	2,125
5317 VEHICLE FUEL	8,281	6,908	6,908	4,849	4,849	4,849	4,849
5318 COMPUTER REPLMNT FEE	3,196	3,023	3,023	2,161	2,161	0	0
5400 EQUIP/MACHINRY& FURN	897	0	3,431	0	0	0	0
5410 COMPUTER EQUIPMENT	840	0	1,260	0	0	0	0
Total Operating Expenses	\$178,463	\$142,898	\$149,456	\$289,944	\$191,244	\$288,883	\$288,883
GRAND TOTAL	\$1,127,852	\$1,269,335	\$1,232,488	\$1,419,525	\$1,319,725	\$1,417,364	\$1,417,364

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR PLANNING & DEV	1.00	1.00	1.00	1.00	1.00	1.00
ASST DIR PLANNING & DEV	1.00	1.00	1.00	1.00	1.00	1.00
ECON & COM DEV MANAGER	1.00	1.00	1.00	1.00	1.00	1.00
MGR INSPECTION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER I	0.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - ENVIRONMENTAL	1.00	0.00	0.00	0.00	0.00	0.00
PLANNER II - NEIGHBORHOOD	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - LAND	1.00	1.00	1.00	1.00	1.00	1.00
ECONOMIC DEVEL SPECIALIST	1.00	1.00	1.00	1.00	1.00	1.00
SENIOR BUILDING INSPECTOR	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR II - CODE	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.00	2.00	2.00	2.00	2.00	2.00
OFFICE ASSISTANT III (35)	1.00	0.00	0.00	0.00	0.00	0.00
OFFICE ASST. III (40)	0.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	14.00	14.00	14.00	14.00	14.00	14.00
FTE SALARIES & WAGES						
DIR PLANNING & DEV	105,500	107,093	107,093	107,093	107,093	107,093
ASST DIR PLANNING & DEV	82,162	90,090	91,843	91,843	91,843	91,843
ECON & COM DEV MANAGER	76,535	86,578	90,041	90,041	90,041	90,041
MGR INSPECTION SERVICES	87,656	89,013	89,409	89,409	89,409	89,409
PLANNER I	0	37,864	60,433	60,433	60,433	60,433
PLANNER II - ENVIRONMENTAL	74,188	0	0	0	0	0
PLANNER II - NEIGHBORHOOD	74,188	75,857	75,857	75,857	75,857	75,857
PLANNER II - LAND	74,188	75,857	75,857	75,857	75,857	75,857
ECONOMIC DEVEL SPECIALIST	72,140	47,374	64,154	64,154	64,154	64,154
SENIOR BUILDING INSPECTOR	75,016	76,411	76,504	76,504	76,504	76,504
INSPECTOR II - CODE	61,181	62,318	63,568	63,568	63,568	63,568
INSPECTOR II	61,596	62,747	63,983	63,983	63,983	63,983
OFFICE ASSISTANT II (35)	93,164	94,900	94,931	94,931	94,931	94,931
OFFICE ASSISTANT III (35)	55,376	0	0	0	0	0
OFFICE ASST. III (40)	0	56,406	56,439	56,439	56,439	56,439
Total FTE Salaries & Wages	\$992,890	\$962,507	\$1,010,112	\$1,010,112	\$1,010,112	\$1,010,112

HUMAN SERVICES #1051

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$1,269 and the RTM reduced it by an additional \$13,540 for a total reduction of \$14,809.

The overall decrease in this budget is \$26,692 or 4.4%. Personnel Services are down \$10,314 and operating expenses are down \$16,378.

The goal of the Human Services department is to offer those in need in the Groton community a combination of Department-sponsored and community-based services based upon expressed need and respective eligibility criteria, thus providing opportunities for vulnerable individuals and families to become contributing members within the Town's social and economic base.

Through its three divisions, (Groton Social Services, Groton Youth and Family Services, Groton Family Support Center,) the Human Services Department provides guidance, support, advocacy, counseling, financial assistance and emergency resources to eligible persons in the Groton community who are in need of short-term, temporary help to achieve stability and self-sufficiency. All services are provided at the Human Services Building, with the exception of some counseling and support services which are offered in local schools or clients' homes; prevention programs are also offered at separate locations.

Itinerant services such as the State DSS Mobile Office, the TVCCA WIC Program, MASH (family homeless shelter), SNAP (Food Stamps) and the United Way Mobile Food Pantry routinely use the facilities at the Human Services Building in an effort to bring regionally-based services to those in need. The Department actively seeks and invites such services to participate at the local level and continually assesses community needs to ascertain what the Department and/or other area programs might be provided to fill identified service gaps. Groton Community Meals, a local soup kitchen initially created by the Department and the local faith community, utilizes storage space in the Human Services Building and shares refrigerators and freezers with the Groton Food Locker.

Financial assistance to clients is based upon respective eligibility criteria for various department based local, regional and State programs. Over \$100,000 is annually donated to the department's direct assistance programs and donations of food, clothing, diapers/baby formula, personal incidentals, household cleaning products, students' backpacks, holiday toys, bikes and gift cards totaling over \$350,000 are managed and disbursed by department staff.

The proposed FYE 17 budget maintains the Department's existing level of service. Department staffing has remained stable for several years with eight full time employees and one part-time employee (Counselor II). The Department also has a contractual Clinical Consultant who provides weekly clinical supervision to the department's two full-time and one part-time Counselor II's.

The Department receives two annual grants from the State Department of Education based upon its provision of intervention and prevention-focused (Youth Services Bureau) services for youth: Youth Enhancement Grant at \$3,697 and Youth Services Bureau (YSB) funding at \$29,859. The Department's Youth Services Advisory Committee, which meets every other month throughout the school year, is a requirement for YSB grant funding by the State DOE. Monies from the Enhancement Grant offset some of the Department's purchases of program supplies; monies from the regular DOE grant supplant a small portion of the Counselors' salaries.

Cost Center 0 – Leadership & General Support

This cost center includes the salaries for the Director, the Financial Assistant II and the Office Assistant II. It also covers the Director's membership in CT Local Administrators of Social Services (CLASS) and CT Association of Municipal Agents for the Elderly (CAMA), lease and maintenance fees for color printer, shredder and copier, contributions to the Town's Computer Replacement and Vehicle maintenance and fuel costs, the Department's postage and printing costs and general office supplies. Staff vehicle mileage is consistently low because the car is used primarily for local trips in New London County. However, the car is routinely utilized for making weekly trips to pick up donations from the Gemma Moran United Way Food Center in New London, Panera Bread in Waterford and BJ's in Waterford. The Department does not reimburse employees for use of their own vehicles and therefore, the staff car is used regularly for home and school visits, meetings, group activities, community events, etc. There were 172 staff car trips in FYE 2015 and we are estimating 185 for FYE 2016.

Cost Center 1 – Case Management & Financial Assistance

The Social Workers represent the Department at community events throughout the year, facilitate "Family Forum" programs on GMTV-2, help produce the Department's annual holiday distributions and assist veterans, seniors, the disabled and income-eligible Groton residents via a myriad of local, regional and State programs, including Groton Emergency Energy Fund, Operation Fuel, Project Warm-Up, Groton Utilities Energy Assistance Program, TVCCA/State Energy Assistance Program, the Emergency Food and Shelter Program (formerly FEMA), the State Tax Relief Program for Elderly and Totally Disabled Renters (Renters' Rebate), the Spicer Fund, the Perkins Fund and the Department's Donations Trust Fund. Emergency food, personal incidentals and household cleaning products are provided by the Social Workers via the Groton Food Locker, which is housed in the basement of the Human Services Building and managed by Human Services staff. The non-profit fiduciary for the Food Locker (since the 1960's) is the Mystic Congregational Church. The donations (totaling over \$350,000 annually) of food, clothing, diapers/baby formula, personal incidentals, household cleaning products, store gift cards, students' backpacks, etc., are directly disbursed to eligible clients by the Social Workers.

This cost center previously included a line item for evictions (\$1500) to cover the transport to Willimantic Waste of one (1) mobile home, removed from its lot in an eviction action. Dismantling/disposal expenses for the mobile home would be covered by Public Works. In the past two years, no mobile homes have been transported. In years past, the Department covered eviction expenses, including moving and storage fees, for all Groton evictions but new State laws have limited municipal involvement in evictions to storage only. The Town has a storage unit at its Transfer Station where it stores evicted tenants' possessions for 15 days prior to disposal. Mobile homes used to be stored and demolished at the Town Landfill but are now removed immediately to Willimantic Waste.

	FYE 15	FYE 16
Average Monthly (duplicated) Caseload per Social Worker	73	79
Total Unduplicated Cases FY	880	890
Renters Rebate Applications	614	625
TVCCA/State Energy Assistance Apps	192	220
Evictions Processed	47	50

*Total #'s for 3 Social Workers combined

Cost Center 4 – Crisis Intervention & Short Term Counseling

Includes the salaries for the Department’s full-time (1) and part-time (1, 20 hours/week) Counselors II who provide intervention and prevention services via Groton Youth and Family Services (GYFS) for children ages 5-18 who reside in Groton. Short-term counseling is offered as well as crisis intervention and preliminary screenings (ADD, ADHD, abuse, suicidal ideation) for children at risk. Prevention services are collaborative and community-based, year-round activities, such as the Groton Sailing Program, that focuses on skills-building, communications and interpersonal relationships for identified, at-risk youth. The f/t GYFS Counselor is directly involved with the Sailing Program including mentoring students on and off the water. Both Counselors also work with assigned youth referred by local Police and School officials to the Groton Juvenile Review Board (JRB). The Counselors are involved with their colleagues in the Department’s holiday distribution programs and other community events throughout the year. The part-time Counselor teams up with the Department Director to coordinate the Department’s Annual Child Abuse Prevention Initiative, which includes a poster contest for all Groton Third Graders focusing on feeling safe in their homes, schools and community; twelve winning posters appear in the Department’s “Drawing Wisdom From Kid’s Calendar,” which is circulated throughout the Town and region.

The Department receives two annual grants from the State Department of Education based upon its provision of intervention and prevention services for youth: Youth Enhancement Grant at \$3,697 and Youth Service Bureau funding at \$29,859.

	FYE 15	FYE 16
Average Monthly Caseload F/T Counselor	13	15
Average Monthly Caseload P/T Counselor	7	8
Total YFS Cases	54	62
Total JRB Cases	15	20
Youth Participating in Sailing Program	37	37

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

Includes the salary for the Department’s full-time Counselor II with the Groton Family Support Center (FSC) who provides parenting advice and support to parents/guardians through office visits and home visits; the Counselor teaches parents/guardians how to advocate for their children’s best interests at school PPT’s, some of which are attended by the Counselor; the Counselor networks with DCF, DDS, DSS and other area agencies with the goal of stabilizing families and promoting healthy, safe and nurturing relationships between children and their parents/guardians. The Counselor facilitates Family Forums on GMTV-2 regarding parenting/family issues, is the lead instructor in Active Parenting classes offered by the Department, co-mentors youth in the Groton Sailing Program (year-round) and also facilitates support groups including Grandparents Raising Grandchildren (monthly group) and the Moms’ Craft Group (weekly group during school year). The Counselor is involved in community and Department programs throughout the year, including the annual holiday distributions of food and toys, and the current Counselor also serves as the Chairperson of the Groton Juvenile Review Board (JRB), which meets on a monthly basis.

	FYE 15	FYE 16
Counselor’s Average (duplicated) Monthly Caseload	13	15
Total FSC (unduplicated) Cases	35	40
Participants in Grandparents Raising Grandchildren Group	30	30
Parenting Program Participants	25	30

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	569,192	581,185	565,712	570,871	570,871	570,871	570,871
Operating Expenses	24,897	23,053	18,801	21,484	21,484	20,215	6,675
Total Appropriation	\$594,089	\$604,238	\$584,513	\$592,355	\$592,355	\$591,086	\$577,546

COST CENTERS							
10510 LEADERSHIP/GEN SUPPT	219,641	222,159	222,062	221,268	221,268	219,999	218,859
10511 CASE MGMT/FIN ASSIST	196,703	199,242	180,250	189,542	189,542	189,542	189,542
10514 CRISIS INTER/COUNSEL	110,558	113,640	112,926	112,556	112,556	112,556	103,256
10515 SUPPORT SERV/COM ED/	67,187	69,197	69,275	68,989	68,989	68,989	65,889
Total Cost Centers	\$594,089	\$604,238	\$584,513	\$592,355	\$592,355	\$591,086	\$577,546

FINANCING PLAN							
MISC STATE REVENUE	0	7,455	7,026	7,026	7,026	7,026	7,026
TVCCA-SUPP HOUS PROG	9,000	9,000	9,000	9,000	9,000	9,000	9,000
YOUTH SERVICE BUREAU	31,737	31,737	29,859	29,859	29,859	29,859	29,859
MISC-UNCLASSIFIED	1,520	0	270	0	0	0	0
LEASE FEES	400	550	550	550	550	550	550
GENERAL FUND	551,432	555,496	537,808	545,920	545,920	544,651	531,111
Total Financing Plan	\$594,089	\$604,238	\$584,513	\$592,355	\$592,355	\$591,086	\$577,546

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5101 REGULAR FULL TIME	490,578	498,724	479,203	491,916	491,916	491,916	491,916
5105 LONGEVITY PAY	3,430	4,165	4,165	3,745	3,745	3,745	3,745
5109 SALARY ADJUSTMENTS	1,936	2,400	8,282	0	0	0	0
5110 REGULAR PART TIME	33,810	34,549	33,810	34,591	34,591	34,591	34,591
5112 SICK INCENTIVE	100	50	50	50	50	50	50
5151 SOCIAL SECURITY	39,338	41,297	40,202	40,569	40,569	40,569	40,569

Total Personnel Services	\$569,192	\$581,185	\$565,712	\$570,871	\$570,871	\$570,871	\$570,871
OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	2,972	2,852	2,100	2,852	2,852	2,852	2,852
5210 PROFESS DEVELOP/TRAI	130	130	130	130	130	130	130
5260 REPAIRS & MAINT-FAC/	619	619	619	619	619	619	619
5281 OCCUPATIONAL HEALTH	162	0	0	0	0	0	0
5290 PROFESS/TECHNICAL SE	12,401	12,400	12,400	12,400	12,400	12,400	0
5300 MATERIALS & SUPPLIES	1,859	3,500	1,500	3,500	3,500	3,500	2,360
5315 VEHICLE REPLACEMENT	193	193	193	0	0	0	0
5316 VEHICLE MAINT FEE	400	300	300	450	450	450	450
5317 VEHICLE FUEL	507	393	393	264	264	264	264
5318 COMPUTER REPLMNT FEE	1,166	1,166	1,166	1,269	1,269	0	0
5609 EVICTIONS	4,488	1,500	0	0	0	0	0

Total Operating Expenses	\$24,897	\$23,053	\$18,801	\$21,484	\$21,484	\$20,215	\$6,675

GRAND TOTAL	\$594,089	\$604,238	\$584,513	\$592,355	\$592,355	\$591,086	\$577,546

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF HUMAN SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SOCIAL WORKER II	3.00	3.00	3.00	3.00	3.00	3.00
COUNSELOR II	2.00	2.00	2.00	2.00	2.00	2.00
FINANCIAL ASSISTANT II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	8.00	8.00	8.00	8.00	8.00	8.00
FTE SALARIES & WAGES						
DIR OF HUMAN SERVICES	96,794	96,794	96,794	96,794	96,794	96,794
SOCIAL WORKER II	178,760	162,609	175,267	175,267	175,267	175,267
COUNSELOR II	118,352	121,015	121,015	121,015	121,015	121,015
FINANCIAL ASSISTANT II	50,398	51,336	51,375	51,375	51,375	51,375
OFFICE ASSISTANT II (35)	46,584	47,450	47,465	47,465	47,465	47,465
Total FTE Salaries & Wages	\$490,888	\$479,203	\$491,916	\$491,916	\$491,916	\$491,916

HUMAN SERVICES ASSISTANCE FUND #7320

HIGHLIGHTS & GOALS

The overall decrease in this budget is \$5,000 or 12.5%. During budget deliberations, there were no changes.

These funds are used to provide resources which enable the Department of Human Services to meet the emergency needs of eligible clients who are experiencing short term financial hardship and to provide resources for the Department in the areas of child abuse prevention, parenting workshops, support groups and community based activities for at-risk children and youth.

Cost Center 0 – Elihu Spicer Trust

The Spicer Trust Fund was established in 1979 as a result of a stipulated judgment from Superior Court which required the Town of Groton to establish a trust fund in the amount of \$196,995 for the “benefit, maintenance and support of the poor residents of the Town of Groton and such other residents as said Town is or may be legally liable to support.” The interest and/or principal of the fund are used to assist residents in need whose income falls within 175% of the Federal Poverty Level (Example- Family of 4, \$43,000). The balance of this fund was \$28,122 as of 06/30/15. The fund is utilized separately or in combination with other Department resources to meet clients’ needs. The maximum annual Spicer Fund benefit per client household is \$300. During FYE 16 budget deliberations, the Town Council was notified that the Spicer Fund was anticipated to be completely depleted during 2015-16. Subsequently, the Council voted to add \$22,000 to the Spicer Fund from the General Fund. This action was sustained by the RTM. The added monies, coupled with lower than anticipated expenses in FYE 15 and 16 has given the Spicer Fund perhaps one more year of availability.

	FYE 15	FYE 16
Clients Served/Anticipated	77	80
Total Assistance Provided (Rent, Utilities, Misc.)	\$20,404	\$25,000

Cost Center 2 – Flora Perkins Trust

The Flora Perkins Trust was established in 2000, when the Town received a check from the Estate of Flora F. Perkins for \$144,079.36, resulting from Mrs. Perkins’ *“love for young children and (her) concern that they be properly fed and cared for.”* Mrs. Perkins made her bequest to Groton Youth and Family Services *“for use in the furtherance of its charitable objectives.”* By action of the Town Council, the Town immediately re-gifted \$44,000 to the then-fledgling Boys and Girls Club of SE CT. In 2001 the Town received a check in the amount of \$8,017.25, “representing the final distribution of the residue and remainder of the (Perkins) Estate.” The balance of this fund was \$61,175 as of 6/30/15.

The Perkins Trust appropriation supplants program funding that is no longer available to Human Services via the General Fund. Approximately \$3,500 - \$4,000 is spent annually from the Perkins Fund for the Department’s Child Abuse Prevention activities, including printing a calendar, “Drawing Wisdom from Kids,” which features artwork created by Groton third grade students and seeks to educate and inform the public about keeping kids safe in our homes, schools and community.

The Perkins Fund acts as a back-up to the Spicer Fund, adhering to the same eligibility criteria and assistance levels as Spicer and offering financial assistance as needed to Groton families with children.

	FYE 2015	FYE 2016
Printing 2016 Child Abuse Prevention Calendar	\$3,183	\$4,000
Clients Served	6	20
Total Assistance Provided	\$1,600	\$6,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	25,027	40,000	38,000	35,000	35,000	35,000	35,000
Total Appropriation	\$25,027	\$40,000	\$38,000	\$35,000	\$35,000	\$35,000	\$35,000
COST CENTERS							
73200 ELIHU SPICER TRUST	20,040	30,000	28,000	25,000	25,000	25,000	25,000
73202 FLORA PERKINS TRUST	4,987	10,000	10,000	10,000	10,000	10,000	10,000
Total Cost Centers	\$25,027	\$40,000	\$38,000	\$35,000	\$35,000	\$35,000	\$35,000
FINANCING PLAN							
INTEREST INCOME	142	115	220	115	115	115	115
DONATIONS	14,100	2,000	3,150	2,000	2,000	2,000	2,000
PAYMENTS FROM OTHER FUNDS	0	22,000	22,000	0	0	0	0
FUND BALANCE APPLIED	10,785	15,885	12,630	32,885	32,885	32,885	32,885
Total Financing Plan	\$25,027	\$40,000	\$38,000	\$35,000	\$35,000	\$35,000	\$35,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5201 POSTAGE/PRINT/ADVERT	3,238	4,000	4,000	4,000	4,000	4,000	0
5290 PROFESS/TECHNICAL SE	0	1,250	1,250	1,250	1,250	1,250	6,290
5300 MATERIALS & SUPPLIES	150	1,500	1,500	1,500	1,500	1,500	460
5601 TRANSPORTATION	0	200	200	200	200	200	200
5611 BURIALS	0	150	150	150	150	150	150
5616 UTILITIES	869	10,750	10,750	10,750	10,750	10,750	10,750
5617 RENTALS	20,577	18,500	18,500	15,500	15,500	15,500	15,500
5619 FOOD/CLOTHING	0	2,000	1,000	1,000	1,000	1,000	1,000
5620 DOCTOR FEES	0	150	150	150	150	150	150
5621 PRESCRIPTIONS	0	1,500	500	500	500	500	500
5622 MISC/SOCIAL SERVICES	193	0	0	0	0	0	0

Total Operating Expenses	\$25,027	\$40,000	\$38,000	\$35,000	\$35,000	\$35,000	\$35,000
GRAND TOTAL	\$25,027	\$40,000	\$38,000	\$35,000	\$35,000	\$35,000	\$35,000

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

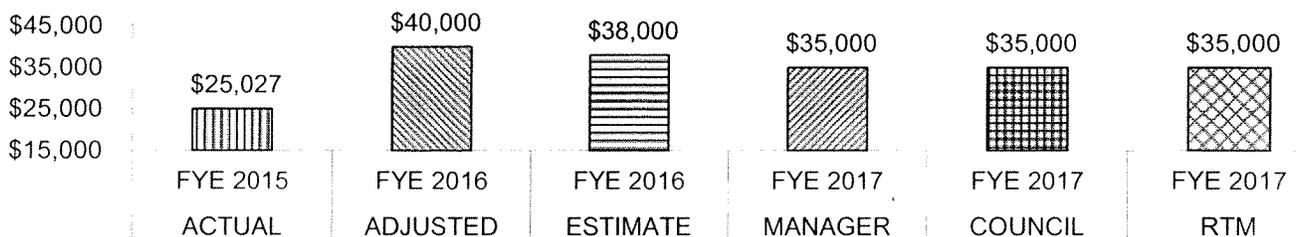
HUMAN SERVICE ASSISTANCE FUND: #7320

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

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

	<u>ACTUAL FYE 2015</u>	<u>ADJUSTED FYE 2016</u>	<u>ESTIMATE FYE 2016</u>	<u>MANAGER FYE 2017</u>	<u>COUNCIL FYE 2017</u>	<u>RTM FYE 2017</u>
4412 Interest Income	\$ 142	\$ 115	\$ 220	\$ 115	\$ 115	\$ 115
4750 Donations	\$ 14,100	\$ 2,000	\$ 3,150	\$ 2,000	\$ 2,000	\$ 2,000
4766 Payments from Other Funds	\$ 0	\$ 22,000	\$ 22,000	\$ 0	\$ 0	\$ 0
4999 Fund Balance Applied	\$ 10,785	\$ 15,885	\$ 12,630	\$ 32,885	\$ 32,885	\$ 32,885
Total	\$ 25,027	\$ 40,000	\$ 38,000	\$ 35,000	\$ 35,000	\$ 35,000

Human Service Assistance Fund



Audit Fund Balance as of 6/30/2015	\$ 89,297
Estimated Fund Balance as of 6/30/16	\$ 76,667
Estimated Fund Balance as of 6/30/17	\$ 43,782
Fund Balance as a % of 2017 Expenditures	125.09%

GROTON PUBLIC LIBRARY #1063

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$14,434 and the RTM reduced it another \$26,954 for a total reduction of \$41,388.

The overall decrease in this budget is \$53,843 or 3.2%. Personnel Services are down \$35,569 and operating expenses are down \$18,274.

The Library's proposed FYE 2017 budget will provide the basic services and materials required by our community. The budget proposes level funding for books, audiobooks, eBooks, DVDs and programming for children, teens and adults. Minor adjustments continue to be made in the operating budget to best reflect expenses. Personnel costs rise with negotiated pay increases.

Looking Forward, Giving Back, the renovation project that will transform the interior of the building, is the Library's major initiative this year. Work is scheduled to begin in the spring of 2016. A combination of funds from a Public Library Construction Grant from the Connecticut State Library, matching funds in the FYE 2016 CIP Budget and \$102,656 raised through grants from local foundations and individual donors will allow us to triple the size of our local history room, build a modern, centrally-located computer lab, renovate the public computer area and complete several maintenance projects.

Cost Center 0 – Leadership & General Support

Responsible for forming and implementing library policies, developing the budget and overseeing the provision of library services.

FYE 2016	Groton	Average CT Towns 25000 to 50000	Average Statewide
Library's Municipal Appropriation as a % of Municipal Revenues	1.17%	1.27%	1.24%
Visits per Service Hour	67.3	59.8	38.8
Circulation per Service Hour	100	81	53

Cost Center 2 – Circulation & Technical Services

Secures and processes all library materials, equipment and supplies and circulates all library materials using the Integrated Library System. Last year, nearly 10,000 books and 1,700 non-print materials such as DVDs, music CDs and books on CD were added to the Library's collection.

The Library had **223,263 visitors and circulated 330,158 items** last year. Our residents visited the library at a rate of 5.6 visits per capita; the national average is 4.7. They borrowed 8.2 items per person; the national average is 7.7.

Cost Center 3 – Audio Visual & Video Services

Groton Municipal Television (GMTV) is a service of the Groton Public Library. GMTV airs on Comcast and Thames Valley Communication cable television channel 2. Programs are also available on demand on the Town's website. **GMTV produced 145 programs and broadcast 5,135 hours of programming last year.** Televising Town Council meetings and Representative Town meetings provides residents access to town government. Programming such as "Welcome to Groton", "@your Library", "Ledge Light Healthwatch", "Family Forum", "Senior Beat" and "Military Neighbors" offers valuable information about town resources and activities.

Cost Center 5 – Public Services

Selects and maintains a collection of materials to support the self-directed education and life-enrichment activities of children, teens and adults, supports Groton's school curriculum and offers research assistance for individuals and groups. The division also provides cultural and instructive experiences through events, programs and partnerships for residents of all ages.

Library programs were attended by 23,653 people last year. Staff conducted 349 children's programs attended by 14,827 children; 522 adult programs attended by 7,320 adults; and 136 teen programs attended by 1,506 teens. **Nearly 1500 nonprofit groups also used the Library's meeting rooms.**

The internet was used by 81,000 people and 271,561 people accessed the Library website. Computer classes on Word, Excel, PowerPoint, email, digital photography, Windows 8, iPads and using Library resources were attended by 790 people. Staff also answered 37,492 reference questions.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	1,401,842	1,470,134	1,451,355	1,460,169	1,460,169	1,460,169	1,434,565
Operating Expenses	266,278	233,709	216,956	231,219	231,219	216,785	215,435
Total Appropriation	\$1,668,120	\$1,703,843	\$1,668,311	\$1,691,388	\$1,691,388	\$1,676,954	\$1,650,000
COST CENTERS							
10630 LEADERSHIP/GEN SUPPT	191,142	192,486	195,711	194,821	194,821	183,237	183,237
10632 CIRCULATION/TECHNICA	491,643	515,763	498,710	518,731	518,731	518,731	511,786
10633 AV/VIDEO SVCS	160,234	136,416	130,632	132,640	132,640	129,790	129,790
10635 PUBLIC SERVICES	825,101	859,178	843,258	845,196	845,196	845,196	825,187
Total Cost Centers	\$1,668,120	\$1,703,843	\$1,668,311	\$1,691,388	\$1,691,388	\$1,676,954	\$1,650,000
FINANCING PLAN							
LIBRARY FINES	19,001	20,000	20,000	20,000	20,000	20,000	20,000
LIBR LOST & DAMAGED	3,537	3,400	3,400	3,400	3,400	3,400	3,400
LIBRARY FEES	17,591	17,500	16,000	16,500	16,500	16,500	16,500
LIBRARY COPIER FEES	6,339	6,200	6,200	6,200	6,200	6,200	6,200
MISC-UNCLASSIFIED	0	0	1,500	0	0	0	0
GENERAL FUND	1,621,652	1,656,743	1,621,211	1,645,288	1,645,288	1,630,854	1,603,900
Total Financing Plan	\$1,668,120	\$1,703,843	\$1,668,311	\$1,691,388	\$1,691,388	\$1,676,954	\$1,650,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,122,127	1,171,991	1,166,223	1,174,040	1,174,040	1,174,040	1,174,040
5102 PART TIME PERSONNEL	151,750	172,514	157,514	167,492	167,492	167,492	150,945
5104 OVERTIME PAY	3,598	3,417	3,350	4,282	4,282	4,282*	4,282
5105 LONGEVITY PAY	7,700	8,015	8,015	7,140	7,140	7,140	7,140
5109 SALARY ADJUSTMENTS	5,116	5,100	10,716	0	0	0	(7,791)
5110 REGULAR PART TIME	12,989	0	0	0	0	0	0
5112 SICK INCENTIVE	2,029	3,100	2,400	3,450	3,450	3,450	3,450
5151 SOCIAL SECURITY	96,533	105,997	103,137	103,765	103,765	103,765	102,499
Total Personnel Services	\$1,401,842	\$1,470,134	\$1,451,355	\$1,460,169	\$1,460,169	\$1,460,169	\$1,434,565
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	8,070	10,000	8,740	8,800	8,800	8,800	8,800
5210 PROFESS DEVELOP/TRAI	2,600	3,155	2,137	3,365	3,365	3,365	3,365
5220 UTILITIES/FUEL/MILEA	457	500	300	450	450	450	450
5230 PYMNTS/CONTRIBUTIONS	0	225	225	225	225	225	225
5260 REPAIRS & MAINT-FAC/	0	3,000	1,500	3,000	3,000	3,000	3,000
5261 SOFTWARE MAINT FEES	730	1,000	700	1,254	1,254	1,254	1,254
5290 PROFESS/TECHNICAL SE	26,558	28,945	21,945	26,225	26,225	26,225	24,875
5300 MATERIALS & SUPPLIES	173,152	173,350	167,875	172,850	172,850	172,850	172,850
5315 VEHICLE REPLACEMENT	875	875	875	0	0	0	0
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	507	471	471	316	316	316	316
5318 COMPUTER REPLMNT FEE	11,791	11,888	11,888	14,434	14,434	0	0
5400 EQUIP/MACHINRY& FURN	41,002	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	236	0	0	0	0	0	0
Total Operating Expenses	\$266,278	\$233,709	\$216,956	\$231,219	\$231,219	\$216,785	\$215,435
GRAND TOTAL	\$1,668,120	\$1,703,843	\$1,668,311	\$1,691,388	\$1,691,388	\$1,676,954	\$1,650,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF LIBRARY SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
MGR OF LIBRARY PUBLIC SVC	1.00	1.00	1.00	1.00	1.00	1.00
MGR LIB TECH SVCS & CIRC	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARIAN II	7.00	7.00	7.00	7.00	7.00	7.00
LIBRARIAN I - CIRCULATION	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARIAN I - PUBLIC SERV	1.00	1.00	1.00	1.00	1.00	1.00
MUNICIPAL VIDEO SPECIALST	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARY ASSISTANT I	2.00	2.00	2.00	2.00	2.00	2.00
MUNICIPAL VIDEO TECH	1.00	1.00	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASST (35)	1.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL ASSISTANT II	0.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
Total FTE Personnel	20.00	20.00	20.00	20.00	20.00	20.00
FTE SALARIES & WAGES						
DIR OF LIBRARY SERVICES	92,319	94,165	94,165	94,165	94,165	94,165
MGR OF LIBRARY PUBLIC SVC	74,493	74,893	75,983	75,983	75,983	75,983
MGR LIB TECH SVCS & CIRC	79,004	80,584	80,584	80,584	80,584	80,584
LIBRARIAN II	429,046	437,018	438,679	438,679	438,679	438,679
LIBRARIAN I - CIRCULATION	49,774	50,700	51,722	51,722	51,722	51,722
LIBRARIAN I - PUBLIC SERV	48,285	48,870	50,837	50,837	50,837	50,837
MUNICIPAL VIDEO SPECIALST	68,538	70,080	70,080	70,080	70,080	70,080
LIBRARY ASSISTANT I	75,523	77,769	79,248	79,248	79,248	79,248
MUNICIPAL VIDEO TECH	43,616	41,373	41,396	41,396	41,396	41,396
ADMINISTRATIVE ASST (35)	52,434	0	0	0	0	0
FINANCIAL ASSISTANT II	0	48,419	48,946	48,946	48,946	48,946
OFFICE ASSISTANT II (35)	139,751	142,350	142,396	142,396	142,396	142,396
Total FTE Salaries & Wages	\$1,152,783	\$1,166,222	\$1,174,038	\$1,174,038	\$1,174,038	\$1,174,038

CONNECTICARD #3310

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$1,275 and the RTM sustained this change.

The overall increase in this budget is \$19,271 or 41.6%. Personnel Services are up \$491 and operating expenses are up \$18,780.

This fund provides for the disbursement of state aid received by the Town through its participation in the Connecticard program. **Connecticard allows residents of any town in the state to use their library cards to borrow materials from any participating library.** Funds received can only be used for general library purposes.

Connecticard funds are used to pay for maintenance fees for the integrated library system (ILS) which is shared by the Waterford, Mystic & Noank, Bill Memorial and Groton Public libraries. Funding for annual maintenance fees for other software applications used by the public is also included.

State funding for the Connecticard program continues to decline and future funding is uncertain. For many years, funds were accumulated in this account in anticipation of requiring funds for a new ILS. The decision to remain with the existing ILS yielded a significant cost savings. The current priority is to update selected technology; using the fund balance for this purpose is proposed in the budget.

As part of a State Library rebranding effort, Connecticard has been renamed **borrowIT CT**.

Impact of Funding Changes to Connecticard (now called borrowIT CT) Since 2011				
Year	Actual Funding (after rescissions)	% Reduction from 2011	% Reduction from Previous Year	Groton Grant
2011	\$ 1,226,028			\$44,000
2012	\$ 1,000,000	18%	18%	\$35,200
2013	\$ 1,000,000	18%	0%	\$36,900
2014	\$ 1,000,000	18%	0%	\$28,565
2015	\$ 950,000	23%	5%	\$32,705
2016	\$ 855,000	30%	10%	\$29,000

Cost Center 0 – Connecticard

The budget increase reflects technology updates included in the 5410 account for Computer Equipment. Equipment requests include: a server to support the integrated library system replacing a server purchased 2006; an interactive touchscreen and two iPads for the computer lab; a portable interactive touchscreen for use in the public meeting rooms and children's room; a laptop for use in programs and outreach; and five barcode scanners to replace outdated models currently used with the ILS.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	13,177	13,645	13,382	14,136	14,136	14,136	14,136
Operating Expenses	31,551	32,721	30,459	52,776	52,776	51,501	51,501
Total Appropriation	\$44,728	\$46,366	\$43,841	\$66,912	\$66,912	\$65,637	\$65,637
COST CENTERS							
33100 CONNECTICARD	44,728	46,366	43,841	66,912	66,912	65,637	65,637
Total Cost Centers	\$44,728	\$46,366	\$43,841	\$66,912	\$66,912	\$65,637	\$65,637
FINANCING PLAN							
INTEREST INCOME	271	300	216	250	250	250	250
STATE GRANTS	500	1,200	1,087	900	900	900	900
CONNECTICARD GRANT	32,705	32,000	29,000	28,500	28,500	28,500	28,500
FUND BALANCE APPLIED	11,252	12,866	13,538	37,262	37,262	35,987	35,987
Total Financing Plan	\$44,728	\$46,366	\$43,841	\$66,912	\$66,912	\$65,637	\$65,637

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

PERSONNEL SERVICES							

5102 PART TIME PERSONNEL	12,241	12,675	12,431	13,131	13,131	13,131	13,131
5151 SOCIAL SECURITY	936	970	951	1,005	1,005	1,005	1,005

Total Personnel Services	\$13,177	\$13,645	\$13,382	\$14,136	\$14,136	\$14,136	\$14,136
OPERATING EXPENSES							

5261 SOFTWARE MAINT FEES	24,290	28,673	26,411	25,125	25,125	25,125	25,125
5290 PROFESS/TECHNICAL SE	840	840	840	840	840	840	840
5318 COMPUTER REPLMNT FEE	1,208	1,208	1,208	1,275	1,275	0	0
5400 EQUIP/MACHINRY& FURN	928	2,000	2,000	2,000	2,000	2,000	2,000
5410 COMPUTER EQUIPMENT	4,285	0	0	23,536	23,536	23,536	23,536

Total Operating Expenses	\$31,551	\$32,721	\$30,459	\$52,776	\$52,776	\$51,501	\$51,501
GRAND TOTAL	\$44,728	\$46,366	\$43,841	\$66,912	\$66,912	\$65,637	\$65,637

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

CONNECTICARD FUND REVENUES: #3310

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

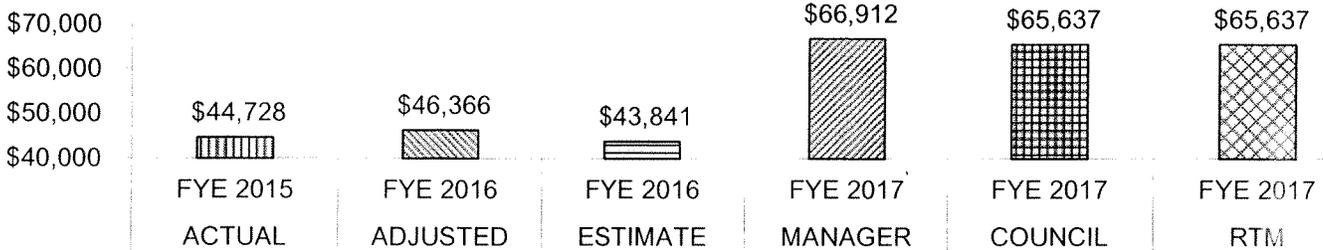
State Grants - Each public library shall be eligible to receive a state grant of \$1,200 providing the requirements of CGS 11-24b are met.

Connecticard - a Grant which reimburses the Library for services rendered to nonresidents. This grant may be used for general library purposes and no portion of the money shall revert to the General Fund.

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

	<u>ACTUAL FYE 2015</u>	<u>ADJUSTED FYE 2016</u>	<u>ESTIMATE FYE 2016</u>	<u>MANAGER FYE 2017</u>	<u>COUNCIL FYE 2017</u>	<u>RTM FYE 2017</u>
4412 Interest Income	\$ 271	\$ 300	\$ 216	\$ 250	\$ 250	\$ 250
4507 State Grants	\$ 500	\$ 1,200	\$ 1,087	\$ 900	\$ 900	\$ 900
4745 Connecticard Grant	\$ 32,705	\$ 32,000	\$ 29,000	\$ 28,500	\$ 28,500	\$ 28,500
4999 Fund Balance Applied	\$ 11,252	\$ 12,866	\$ 13,538	\$ 37,262	\$ 35,987	\$ 35,987
Total	\$ 44,728	\$ 46,366	\$ 43,841	\$ 66,912	\$ 65,637	\$ 65,637

Connecticard Fund Revenues



Audit Fund Balance as of 6/30/2015	\$ 74,973
Estimated Fund Balance as of 6/30/16	\$ 61,435
Estimated Fund Balance as of 6/30/17	\$ 25,448
Fund Balance as a % of 2017 Expenditures	38.77%

PARKS & RECREATION #1064

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by \$31,786 and the RTM sustained this action.

The overall decrease in this budget is \$148,493 or 8.4%. Personnel Services are down \$48,571 and operating expenses are down \$99,922.

This Department consists of Recreation Services, Senior Services, Parks and Forestry Divisions. The goal of the department is to promote and encourage health and wellness, social equity, conservation of the community's natural resources and create a sense of community through community events. Recreation programs and facilities offer opportunities for enrichment for children through adults. Senior Services encourage independent living by providing transportation services, wellness programming, maintaining community connections and nutritional meals.

To provide a clearer picture of the cost of delivering recreational services to the community, the portion of full-time salaries that had been included in Recreation & Senior Activities (3240) has been moved to 1064. To offset this move, direct program expenses for Senior programs have been moved to 3240, to be consistent with the model used for the Recreation division. This change will reduce the impact on the General Fund.

Cost Center 0 – Leadership & General Support

Responsible for providing administrative support for the four divisions of the department. Work with various organizations, boards and outside groups and agencies in the delivery of service. Provide a quality customer experience through a process of continually accessing customer service, using surveys, evaluations and focus groups.

In 2015 the Senior Center raised \$7,400 through sponsorships, donations and fundraising. The Recreation division raised \$23,000 in sponsorships. The goal for next year is to increase sponsorship money.

Cost Center 1 – Summer Playground Program

Staff summer playground sites for children ages 5-13, a pre-camp experience for younger children and a camp for children with special needs. Specialty Camps (sports, science, etc.) for teens contains only the portion of the full-time staff salaries allocated to the Summer Camp program. All other program expenses are contained in the Recreation & Senior Activities Fund (cost center 32402).



"My son grew more confidence in one week than I have seen in years. Donny didn't push him. Just encouraged gently. I was very impressed with Donny. We will be back next year!!"

- Parent of Skateboard Camper

One of our goals for next year is to analyze our summer day camp program. The review would include what changes to make to increase enrollment and what options could be offered if the program was dropped.

Cost Center 2 – Programs & Events



272 runners competed in the first annual Mystic Irish 5K Road Race on March 20, 2015 including 53 from outside of CT.

Contains the portion of full-time staff salaries associated with providing recreational programs throughout the year. All other program expenses are contained in the Recreation & Senior Activities Fund (cost center 32401). Develop programs that meet the communities need for recreational, sports, social and cultural opportunities.

Cost Center 3 – Special Needs Program

Provide programs to meet the unique needs of citizens with special needs. Contains only the portion of full-time staff salaries associated with providing recreational programs for people with special needs throughout the year. All other program expenses are contained in the Recreation & Senior Activities Fund (cost center 32403).



Groton's unified golf team of Chrissy Post and Lisa Thomasco won a Silver medal at the Special Olympic World Games in LA in July. The team practices at Shennecossett Golf Course.



Groton Senior Center staff served 18,328 meals in 2015.

Cost Center 4 – Senior Food Concession

The food concession provides affordable, healthy food to seniors. It includes part-time office/accounting support associated with the Senior Food Concession. Other part-time personnel and operating costs are contained in the Special Revenue Fund 3240. Food, supplies and equipment expenses are contained in Recreation & Senior Activities Fund (cost center 32406).

Cost Center 5 – Senior Transportation Program

Supports senior independent living by providing essential transportation for medical, grocery shopping and banking appointments. Provides training for drivers to promote safe operation of vehicles. This year Groton received a Transportation grant for \$44,000 from the state for transportation services for medical transportation out of service area. Staff also wrote a grant to cover 80% (\$60,000) of replacing a van.

One goal for next year is to improve the reliability and frequency of the transportation by shifting part time driver hours to regular part time. The center will also be proposing placing ads on the side of the vans to generate additional revenue.



Rides provided to local seniors in 2015

Cost Center 6 – Senior Programs & Services



Groton Senior Center's fitness programs include Yoga, Cardio Fit, Tai Chi, Zumba Gold, Heart Healthy Fitness, Strength Training, and more.

Contains the portion of full-time staff salaries associated with providing various programs for seniors and general Senior Center operations. All program expenses are contained in the Recreation & Senior Activities (cost center 32405).

Encourage and develop physical, mental and social well-being of seniors through various programs and wellness services. Create opportunities to keep seniors connected to the community through outreach activities. Support the Senior Citizen Club in their programs and services.

The center became the first in Connecticut to have the Senior Learning Network program. SLN was provided by grants from Senior Resources and Charter Oak Community Giving.



Groton Seniors at the Fields of Fire ropes course in Mystic

Cost Center 7 – Senior Trips

Contains the portion of full-time staff salaries associated with providing senior trips throughout the year. All other program expenses are contained in the Recreation & Senior Activities (cost center 32404).

Cost Center 8 – Parks Maintenance

Protects and maintains the town's investment in public parks, recreational facilities and open space. Work includes: athletic field maintenance, landscaping, tree care and trail maintenance. Provides landscaping to numerous municipal building and non-park properties. Works with Groton Public Schools in maintenance of some of their properties.



Poquonnock Plains Park

Outputs	FYE2014	FYE2015	FYE2016
Facilities Maintained	74	76	76
Acres Maintained	145	151	151
Number of Acres	1,266	1,266	1,281

This past year scheduled use of athletic fields increased 100 hours, 2.5% over the previous year.

Median Operating expenditures/ acre maintained: Groton Parks and Recreation - \$4,207, Nationally - \$8,605

Cost Center A – Community Events

Offers community-focused events that bring citizens and families together, including annual community wide celebrations:

- Fourth of July Parade
- Thames River Fireworks at Fort Griswold
- Groton's Fall Festival
- Holiday Lights Parade



2015 4th of July Parade

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	1,421,829	1,484,739	1,439,962	1,458,738	1,458,738	1,425,710	1,436,168
Operating Expenses	274,297	287,105	286,760	219,913	196,399	197,641	187,183
Total Appropriation	\$1,696,126	\$1,771,844	\$1,726,722	\$1,678,651	\$1,655,137	\$1,623,351	\$1,623,351
COST CENTERS							
10640 LEADERSHIP/GEN SUPPT	218,137	222,529	224,655	220,398	220,298	183,512	216,115
10641 SUMMER PLAYGROUND PR	0	0	0	15,651	15,651	15,651	15,651
10642 PROGRAMS & EVENTS	248,216	255,798	258,270	302,807	302,807	302,807	302,807
10643 SPECIAL NEEDS PROGRA	14,451	15,718	15,651	15,651	15,651	15,651	15,651
10644 SR FOOD CONCESSION	43,526	59,295	59,870	60,917	60,917	60,917	60,917
10645 SR TRANSPORTATION PR	164,192	168,038	164,229	161,539	161,539	161,539	155,074
10646 SR PROGRAMS & SERVIC	374,321	379,711	369,995	303,515	283,601	283,601	280,703
10648 PARKS MAINTENANCE	611,570	636,611	602,630	565,908	562,408	562,408	542,668
1064A COMMUNITY EVENTS	21,713	34,144	31,422	32,265	32,265	37,265	33,765
Total Cost Centers	\$1,696,126	\$1,771,844	\$1,726,722	\$1,678,651	\$1,655,137	\$1,623,351	\$1,623,351
FINANCING PLAN							
BOE-FHS/GRND MOWING	53,408	55,010	55,010	56,660	56,660	56,660	56,660
SENIOR CTR FEES	50,295	50,000	55,000	2,500	2,500	2,500	2,500
PARK CONCESSION & RENTALS	0	1,500	0	0	0	0	0
PARK & RECREATION RENTALS	2,375	3,000	1,000	2,400	2,400	2,400	1,500
MISC-UNCLASSIFIED	87	0	0	0	0	0	0
LEASE FEES	3,410	4,200	4,800	5,000	5,000	5,000	5,000
PAYMENTS FROM OTHER FUNDS	100,000	0	0	0	0	0	0
GENERAL FUND	1,486,551	1,658,134	1,610,912	1,612,091	1,588,577	1,556,791	1,557,691
Total Financing Plan	\$1,696,126	\$1,771,844	\$1,726,722	\$1,678,651	\$1,655,137	\$1,623,351	\$1,623,351

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,087,520	1,118,618	1,080,892	1,135,821	1,135,821	1,135,821	1,135,821
5102 PART TIME PERSONNEL	113,968	128,542	113,515	55,204	55,204	55,204	46,734
5103 SEASONAL PERSONNEL	29,910	43,200	43,481	55,152	55,152	55,152	45,120
5104 OVERTIME PAY	9,775	10,265	11,790	12,140	12,140	12,140	8,640
5105 LONGEVITY PAY	5,458	5,814	5,814	6,123	6,123	6,123	6,123
5109 SALARY ADJUSTMENTS	3,102	2,925	9,725	0	0	(33,028)	0
5110 REGULAR PART TIME	69,752	68,007	68,416	88,694	88,694	88,694	88,694
5111 PREMIUM PAY/OUT OF C	361	400	2,000	250	250	250	250
5112 SICK INCENTIVE	397	50	663	1,100	1,100	1,100	1,100
5116 WAGE CONTINUATION	3,235	0	0	0	0	0	0
5117 ALLOWANCES	1,220	1,380	1,380	1,380	1,380	1,380	1,380
5151 SOCIAL SECURITY	97,131	105,538	102,286	102,874	102,874	102,874	102,306
Total Personnel Services	\$1,421,829	\$1,484,739	\$1,439,962	\$1,458,738	\$1,458,738	\$1,425,710	\$1,436,168
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	6,336	8,420	8,475	8,475	8,475	8,475	8,175
5210 PROFESS DEVELOP/TRAI	4,939	7,429	5,682	6,429	6,429	6,429	6,179
5220 UTILITIES/FUEL/MILEA	6,464	6,800	6,500	6,600	6,600	6,600	6,400
5230 PYMNTS/CONTRIBUTIONS	0	19,914	19,914	19,914	0	0	0
5240 BOARDS & COMMISSIONS	0	100	0	100	0	0	0
5260 REPAIRS & MAINT-FAC/	1,901	5,670	4,130	3,060	3,060	3,060	3,060
5261 SOFTWARE MAINT FEES	0	3,100	3,100	3,100	3,100	3,100	3,100
5281 OCCUPATIONAL HEALTH	2,704	2,668	2,472	2,668	2,668	2,668	2,668
5290 PROFESS/TECHNICAL SE	64,927	45,215	44,865	26,690	26,690	31,690	26,642
5300 MATERIALS & SUPPLIES	58,461	80,450	77,040	69,920	69,920	69,920	65,260
5310 VEHICLE OPER/MAINT	18,325	7,900	13,900	13,900	10,400	10,400	10,400
5315 VEHICLE REPLACEMENT	21,606	21,192	21,192	0	0	0	0
5316 VEHICLE MAINT FEE	20,500	23,653	23,653	25,000	25,000	25,000	25,000
5317 VEHICLE FUEL	56,421	51,242	51,242	30,299	30,299	30,299	30,299
5318 COMPUTER REPLMNT FEE	3,251	3,352	3,352	3,758	3,758	0	0
5400 EQUIP/MACHINRY& FURN	8,462	0	1,114	0	0	0	0
5410 COMPUTER EQUIPMENT	0	0	129	0	0	0	0
Total Operating Expenses	\$274,297	\$287,105	\$286,760	\$219,913	\$196,399	\$197,641	\$187,183
GRAND TOTAL	\$1,696,126	\$1,771,844	\$1,726,722	\$1,678,651	\$1,655,137	\$1,623,351	\$1,623,351

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

15-Jun-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PARKS & REC	1.00	1.00	1.00	1.00	1.00	1.00
MGR GOLF COURSE & PARKS	0.25	0.25	0.25	0.25	0.25	0.25
MGR RECREATION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SR CENTER SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
REC SUPER MARKETING/EVENT	0.75	0.75	1.00	1.00	1.00	1.00
PROGRAM SUPER SR CENTER	1.75	1.75	2.00	2.00	2.00	2.00
PROGRAM SUPER REC	1.25	1.25	2.00	2.00	2.00	2.00
OFFICE ASST/MAIL COURIER	1.00	1.00	1.00	1.00	1.00	1.00
FOOD SERVICE SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASSISTANT III (35)	1.00	1.00	1.00	1.00	1.00	1.00
FOREMAN	1.00	1.00	0.00	0.00	0.00	0.00
FLOOR LEADER	0.00	0.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDKEEPER	2.00	2.00	1.00	1.00	1.00	1.00
MAINTAINER	2.50	2.50	2.50	2.50	2.50	2.50
Total FTE Personnel	19.50	19.50	19.75	19.75	19.75	19.75
FTE SALARIES & WAGES						
DIRECTOR OF PARKS & REC	99,323	100,845	101,309	101,309	101,309	101,309
MGR GOLF COURSE & PARKS	20,305	20,577	20,711	20,711	20,711	20,711
MGR RECREATION SERVICES	77,535	79,086	79,086	79,086	79,086	79,086
SR CENTER SUPERVISOR	72,862	73,448	74,319	74,319	74,319	74,319
REC SUPER MARKETING/EVENT	38,580	39,507	53,649	53,649	53,649	53,649
PROGRAM SUPER SR CENTER	94,535	96,661	110,522	110,522	110,522	110,522
PROGRAM SUPER REC	71,098	72,697	116,316	116,316	116,316	116,316
OFFICE ASST/MAIL COURIER	42,174	42,985	43,839	43,839	43,839	43,839
FOOD SERVICE SUPERVISOR	40,755	41,289	41,570	41,570	41,570	41,570
OFFICE ASSISTANT II (35)	139,751	142,350	142,396	142,396	142,396	142,396
OFFICE ASSISTANT III (35)	48,454	49,355	49,384	49,384	49,384	49,384
FOREMAN	68,493	22,075	0	0	0	0
FLOOR LEADER	0	0	57,524	57,524	57,524	57,524
EQUIPMENT MECHANIC	62,482	63,488	63,488	63,488	63,488	63,488
GROUNDKEEPER	111,423	113,218	56,609	56,609	56,609	56,609
MAINTAINER	121,475	123,312	125,099	125,099	125,099	125,099
Total FTE Salaries & Wages	\$1,109,245	\$1,080,893	\$1,135,821	\$1,135,821	\$1,135,821	\$1,135,821

Shennecossett Golf Course #2010

HIGHLIGHTS & GOALS

During budget deliberations, the Town Council reduced this fund by \$548 for the computer replacement contribution. The RTM sustained this action. The overall decrease in this budget is \$19,517 or 1.6%. Personnel Services are down \$12,515 and operating expenses are down \$7,002.

The golf course fund operates as a special revenue fund which provides a 5.25% return to the General Fund. Revenue from the course pays for all employee wages and benefits, post-employment benefits, insurance, and all operating expenses.

Cost Center 0 – Grounds Maintenance

Maintain the golf course in the best possible condition while utilizing sound fiscal and environmental stewardship practices. Assess relationship between golf course conditioning and pace of play. Improve aspects of the course (bunkers, teeing areas, etc.) as budget and revenue allows. This year we continued making investments in the golf course that improved the pace of play.



The bunkers at holes 10 and 11 were replaced, improving the conditions on the course. Conditions of traps is the number one complaint among players surveyed over last three seasons. These projects have restored bunkers back to original design intent. Future plans include restoring 6 bunkers on hole 13.

Cost Center 1 – Customer Service

Provide a quality golf experience through a process of continually assessing customer service delivery. Implementing various operational practices that reflect the needs of changing golfer expectations towards the goal of increasing rounds played.

Goal for next year is to expand the amount of youth playing golf through a new cooperative program with the physical education department. With enhanced email marketing capabilities, next year we will be able to further develop our marketing.

88.12

Percent of customers rated their level of satisfaction with pro-shop staff and their service as "Very Satisfied" or "Satisfied."

Cost Center 2 – Leadership/General Support

Costs associated with the support of golf course operation, including insurance, cost allocation, and credit card processing fees.

An ongoing goal is to of 10% of the course



build a fund balance operating costs.

Shennecossett Golf Course is a Certified Audubon Cooperative Sanctuary; initially certified in 2005 and recertified every other year since then. The certification demonstrates the courses environmental stewardship with regards to environmental planning, chemical use reduction and safety, wildlife and habitat management, water quality management and conservation, and outreach and education.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	718,662	766,547	745,407	754,282	754,032	754,032	754,032
Operating Expenses	412,330	443,853	445,716	442,399	437,399	436,851	436,851
Total Appropriation	\$1,130,992	\$1,210,400	\$1,191,123	\$1,196,681	\$1,191,431	\$1,190,883	\$1,190,883
COST CENTERS							
20100 GROUNDS MAINTENANCE	736,771	795,433	774,672	796,895	791,645	791,097	791,097
20101 CUSTOMER SERVICE	262,933	278,341	279,496	267,633	267,633	267,633	267,633
20102 LEADERSHIP/GEN SUPPT	131,288	136,626	136,955	132,153	132,153	132,153	132,153
Total Cost Centers	\$1,130,992	\$1,210,400	\$1,191,123	\$1,196,681	\$1,191,431	\$1,190,883	\$1,190,883
FINANCING PLAN							
MISC-UNCLASSIFIED	781	0	0	0	0	0	0
SEASON MEMBERSHIPS	286,752	283,118	288,829	297,494	297,494	297,494	297,494
GREENS FEES	625,968	710,191	667,532	672,207	672,207	672,207	672,207
CART RENTALS	198,663	204,185	213,707	215,844	215,844	215,844	215,844
LEASE FEES	34,800	36,000	36,000	36,000	36,000	36,000	36,000
Total Financing Plan	\$1,146,964	\$1,233,494	\$1,206,068	\$1,221,545	\$1,221,545	\$1,221,545	\$1,221,545

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	342,225	394,599	399,685	400,086	400,086	400,086	400,086
5102 PART TIME PERSONNEL	36,095	38,235	38,235	38,875	38,875	38,875	38,875
5103 SEASONAL PERSONNEL	33,238	41,240	40,040	44,185	44,185	44,185	44,185
5104 OVERTIME PAY	30,044	43,800	37,000	37,350	37,350	37,350	37,350
5105 LONGEVITY PAY	2,533	2,588	2,588	2,633	2,633	2,633	2,633
5109 SALARY ADJUSTMENTS	2,099	0	1,373	0	0	0	0
5111 PREMIUM PAY/OUT OF C	50	500	250	500	250	250	250
5116 WAGE CONTINUATION	23,735	0	(18,000)	0	0	0	0
5117 ALLOWANCES	5,533	6,110	6,110	6,110	6,110	6,110	6,110
5151 SOCIAL SECURITY	35,270	40,320	38,807	40,283	40,283	40,283	40,283
5152 RETIREMENT	54,035	37,471	37,471	37,231	37,231	37,231	37,231
5153 HEALTH INSURANCE	117,686	120,076	120,076	105,761	105,761	105,761	105,761
5154 UNEMPLOYMENT COMPENS	331	0	164	0	0	0	0
5155 WORKER'S COMP	3,575	8,876	8,876	14,453	14,453	14,453	14,453
5158 LIFE INSURANCE	764	767	767	773	773	773	773
5170 OTHER POSTEMPLOY BEN	31,449	31,965	31,965	26,042	26,042	26,042	26,042
Total Personnel Services	\$718,662	\$766,547	\$745,407	\$754,282	\$754,032	\$754,032	\$754,032
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,721	1,750	1,750	2,000	2,000	2,000	2,000
5210 PROFESS DEVELOP/TRAI	3,455	3,315	2,640	3,390	3,390	3,390	3,390
5220 UTILITIES/FUEL/MILEA	140,545	130,740	142,000	117,266	117,266	117,266	117,266
5230 PYMNTS/CONTRIBUTIONS	63,175	65,326	65,326	59,680	59,680	59,680	59,680
5260 REPAIRS & MAINT-FAC/	692	500	530	500	500	500	500
5261 SOFTWARE MAINT FEES	546	3,350	2,944	3,360	3,360	3,360	3,360
5280 INSURANCE/RISK MGMT	20,003	20,896	20,932	22,080	22,080	22,080	22,080
5281 OCCUPATIONAL HEALTH	1,285	2,363	2,363	2,363	2,363	2,363	2,363
5290 PROFESS/TECHNICAL SE	61,854	68,419	68,419	65,291	65,291	65,291	65,291
5300 MATERIALS & SUPPLIES	53,533	67,300	67,300	70,300	67,300	67,300	67,300
5310 VEHICLE OPER/MAINT	11,627	14,000	14,000	15,000	14,000	14,000	14,000
5315 VEHICLE REPLACEMENT	51,489	54,477	54,477	68,260	68,260	68,260	68,260
5316 VEHICLE MAINT FEE	2,000	2,512	2,512	2,450	2,450	2,450	2,450
5318 COMPUTER REPLMNT FEE	405	405	405	548	548	0	0
5400 EQUIP/MACHINRY& FURN	0	0	0	1,000	0	0	0
5410 COMPUTER EQUIPMENT	0	0	118	0	0	0	0
5499 CONTINGENCY	0	8,500	0	8,911	8,911	8,911	8,911
Total Operating Expenses	\$412,330	\$443,853	\$445,716	\$442,399	\$437,399	\$436,851	\$436,851
GRAND TOTAL	\$1,130,992	\$1,210,400	\$1,191,123	\$1,196,681	\$1,191,431	\$1,190,883	\$1,190,883

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
FULL TIME EMPLOYEE (FTE) ANALYSIS						
MGR GOLF COURSE & PARKS	0.75	0.75	0.75	0.75	0.75	0.75
GOLF PROFESSIONAL	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF GROUNDSKEEPER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDSKEEPER	2.00	2.00	2.00	2.00	2.00	2.00
MAINTAINER	0.50	0.50	0.50	0.50	0.50	0.50
Total FTE Personnel	6.25	6.25	6.25	6.25	6.25	6.25
FTE SALARIES & WAGES						
MGR GOLF COURSE & PARKS	60,914	61,731	62,133	62,133	62,133	62,133
GOLF PROFESSIONAL	68,656	68,656	68,656	68,656	68,656	68,656
CHIEF GROUNDSKEEPER	65,332	66,385	66,385	66,385	66,385	66,385
EQUIPMENT MECHANIC	62,482	63,488	63,488	63,488	63,488	63,488
GROUNDSKEEPER	111,423	113,218	113,218	113,218	113,218	113,218
MAINTAINER	25,791	26,207	26,207	26,207	26,207	26,207
Total FTE Salaries & Wages	\$394,599	\$399,685	\$400,086	\$400,086	\$400,086	\$400,086

**TOWN OF GROTON, CT
FYE 2017 BUDGET**

GOLF COURSE FUND REVENUES: #2010

Revenues for FYE 2017 golf course operations reflect the 2016 calendar year rates.

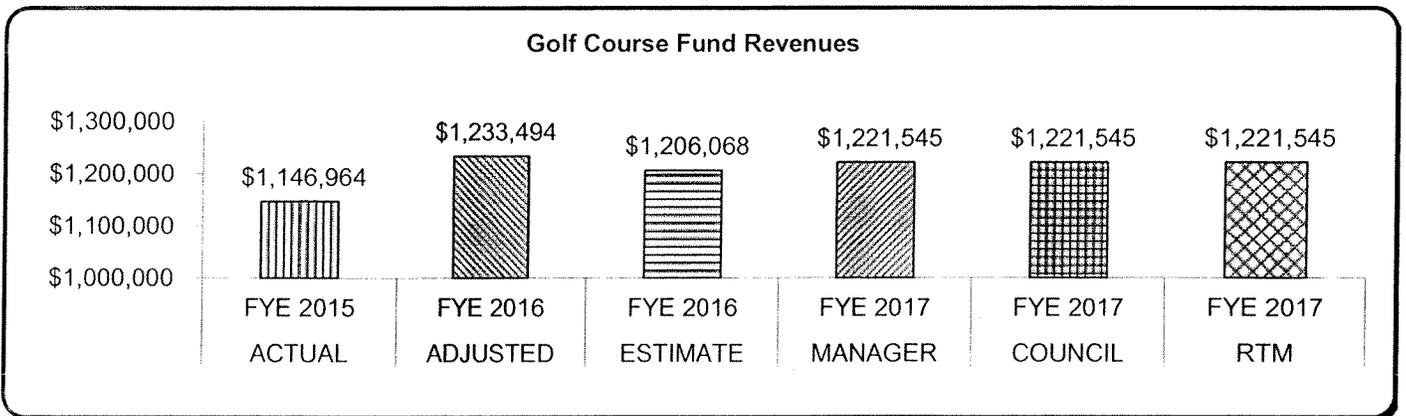
Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from \$305 for a youth pass to \$3,140 for a non-resident family pass.

Greens Fees - represents the cost of one round of nine or eighteen holes of golf. The rates range from a \$20 youth rate to a \$48 rate for weekend non-resident eighteen holes. Additionally, there are Twilight and Winter rates of \$21 - \$33.

Cart Rentals - cart rentals are fixed at \$18 per person for eighteen holes, \$13 per person for nine holes, and \$13 per person for senior citizens before 9:00 a.m.

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4733 Misc-Unclassified	\$ 781	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4736 Season Memberships	\$ 286,752	\$ 283,118	\$ 288,829	\$ 297,494	\$ 297,494	\$ 297,494
4737 Greens Fees	\$ 625,968	\$ 710,191	\$ 667,532	\$ 672,207	\$ 672,207	\$ 672,207
4738 Cart Rentals	\$ 198,663	\$ 204,185	\$ 213,707	\$ 215,844	\$ 215,844	\$ 215,844
4741 Lease Fees	\$ 34,800	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
Total	\$ 1,146,964	\$ 1,233,494	\$ 1,206,068	\$ 1,221,545	\$ 1,221,545	\$ 1,221,545



Audit Fund Balance as of 6/30/2015	\$ 35,346
Estimated Fund Balance as of 6/30/16	\$ 50,291
Estimated Fund Balance as of 6/30/17	\$ 80,953
Fund Balance as a % of 2017 Expenditures	6.80%

Rec & Senior Activities #3240

HIGHLIGHTS & GOALS

The overall increase in this budget is \$33,899 or 3.2%. Personnel Services are down \$14,671 and operating expenses are up \$48,570. During budget deliberations, there were no changes.

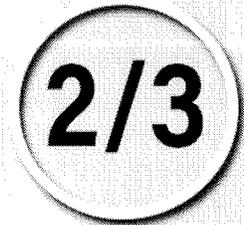
The Recreation and Senior Activities Fund provides programs funded entirely by registration fees. All expenses except salaries for Recreation programs and Senior Center programs, food concession and trips are paid from this fund.

To provide a clearer picture of the cost of delivering recreational services to the community, the portion of full-time salaries that had been included in Recreation & Senior Activities (3240) has been moved to 1064. Direct program expenses for Senior programs have been moved to 3240, to be consistent with the model used for the Recreation division.

Cost Recovery Rate for Groton Parks and Recreation is 58.5%, National average 45.6%

Cost Center 1 – Recreation Programs

Provides programs that meet the community's need for recreational, sports, social and cultural opportunities. Contains all expenses, except full-time salaries, directly related to running programs (instructor salaries, material fees, etc.).



Recreation program registrations are processed online. New software updates will soon make the process even easier for customers.

Outputs	<u>FYE</u> 2014	<u>FYE</u> 2015	<u>FYE</u> 2016 (est)
Number of programs	460	592	613
Number of enrollments	5,261	6,978	6,945
Cost Recovery Rate (1064+3240 combined)	56.0%	67.4%	66.1%



Groton Parks and Recreation collaborates with the Groton Board of Education to host summer camps at Groton public schools, 2 of which are sites of the free summer food program.

Cost Center 2 – Summer Camp

Staffs summer camp sites for children ages 5-13, a pre-school camp experience for younger children and an adventure camp for teens. Contains all expenses, except full-time salaries, directly related to the cost of running camps (camp staff wages, material fees, etc.).

Outputs	<u>FYE</u> <u>2014</u>	<u>FYE</u> <u>2015</u>	<u>FYE</u> <u>2016</u> <u>(est)</u>
Number of camps	53	54	44
Number of enrollments	2,300	2,902	2,228
Effectiveness Goal			
Cost Recovery Rate (1064+3240)	80.2%	95.9%	86.8%

Cost Center 3 – Special Needs Programs

Provides year-round programs to meet the unique needs of citizens with special needs. Contains all expenses, except full-time salaries, directly related to the cost of running specialized programs (instructor wages, material fees, etc.).



"Participating in Groton Parks and Rec adaptive programs has been helpful with Kevin's recovery. Physically he's getting stronger and more coordinated. Emotionally he's gaining confidence while learning to do things again in a fun, safe environment."

- Betty Hambidge, parent

Outputs	<u>FYE 2014</u>	<u>FYE 2015</u>	<u>FYE 2016</u> <u>(est)</u>
Number of programs	40	46	55
Number of enrollments	604	623	677
Effectiveness Goal			
Cost Recovery Rate (1064+3240 combined)	61.2%	69.5%	69.1%

Cost Center 4 – Senior Trips



"We really like that GSC has partnered with Groton Utilities. We feel special getting to go on these hikes (with GU) that normally we would not have access to."

- OATS group member after a hiking excursion

Funds day, overnight and multi-day trips. Trips are open to the public and family trips, as well as senior specific trips, are planned. This past year the center added Outdoor Adventure Travel. These trips focus on the more adventuresome senior and including hiking, snowshoeing, ropes course and zip lines and much more. The goal was to attract younger seniors to the center.

Outputs	<u>FYE</u> <u>2014</u>	<u>FYE</u> <u>2015</u>	<u>FYE</u> <u>2016</u>
Number of trips	37	37	40
Number of enrollments	1013	939	1188
Effectiveness Goal			
Cost Recovery Rate (3240 only)	99.7%	118.0%	89.6%

Cost Center 5 – Senior Programs

Accredited by 
National Institute of
Senior Centers

The Groton Senior Center is accredited by the National Institute of Senior Centers.

Provides programs and services to meet the varied interests of seniors with a focus on recreation, health, educational, fitness and intergenerational programs. Works with area foundations and agencies to obtain grants to support new programming.

This year we added two grant funded programs, the Senior Learning Network, a skype education program funded by Senior Resources and Charter Oak Community Giving and Arthritis Walk with Ease program

funded by the Groton Parks Foundation.

One of the department goals is to improve organizational efficiency and improve customer service by changing the software system to reduce registration time and offer online registrations. 23% of seniors surveyed said they would utilize online registration.

The department is also proposing to assume production responsibility of “Lifelines” the Senior Center newsletter. This will allow the department to generate additional revenue through the sale of ads. The Senior Center is also looking to diversify programs to attract younger “boomers”.

Outputs	<u>FYE 2014</u>	<u>FYE 2015</u>	<u>FYE 2016</u>
Number of programs	309	341	350
Number of enrollments	2,548	2,909	3,062
Effectiveness Goal			
Enrollments per program (1064+3240 combined)	8.25	8.53	8.75
Cost Recovery Rate	22.7%	27.3%	30.1%

Cost Center 6 – Senior Food Concession

Provides affordable and healthy food to seniors. Revenue collected pays for the food, supplies and equipment expenses plus part-time office/accounting support associated with the Senior Food Concession. This past year we increased the number of meals sold by (138 average/month) by adding a “Grab and Go” option, allowing customers to take a meal with them.

Our goal for next year is to continue to increase food revenue by diversifying options (ex. smoothie bar) and increase the number of people utilizing the center.



Groton Seniors enjoy daily meals and special events at the Coastal Cafe inside the Groton Senior Center.

Outputs	<u>FYE 2014</u>	<u>FYE 2015</u>	<u>FYE 2016</u>
Number of meals	16,576	18,328	19,500
Effectiveness Goal			
Cost Recovery Rate (1064+3240 combined)	62.8%	69.4%	70.1%

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Personnel Services	524,927	538,461	534,258	523,790	523,790	523,790	523,790
Operating Expenses	543,395	505,370	486,683	553,940	553,940	553,940	553,940
Total Appropriation	\$1,068,322	\$1,043,831	\$1,020,941	\$1,077,730	\$1,077,730	\$1,077,730	\$1,077,730
COST CENTERS							
32401 RECREATION PROGRAMS	591,838	485,845	499,561	460,683	460,683	460,683	460,683
32402 SUMMER CAMP	182,352	210,662	196,966	182,962	182,962	182,962	182,962
32403 SPECIAL NEEDS PROG	74,554	84,541	79,279	81,999	81,999	81,999	81,999
32404 SENIOR TRIPS	70,944	96,690	96,050	82,464	82,464	82,464	82,464
32405 SENIOR PROGRAMS	54,479	57,846	47,592	162,935	162,935	162,935	162,935
32406 SENIOR FOOD CONCESSI	94,155	108,247	101,493	106,687	106,687	106,687	106,687
Total Cost Centers	\$1,068,322	\$1,043,831	\$1,020,941	\$1,077,730	\$1,077,730	\$1,077,730	\$1,077,730
FINANCING PLAN							
SENIOR TRIPS	83,714	87,000	84,000	87,000	87,000	87,000	87,000
SENIOR PROGRAMS	62,002	60,000	70,000	118,000	118,000	118,000	118,000
SR CENTER FUNDRAISING	7,187	6,000	7,700	12,000	12,000	12,000	10,000
SR CTR FOOD CONCESSION	95,559	113,000	87,000	105,000	105,000	105,000	93,000
SPECIAL NEEDS PROGRAMS	61,822	58,600	65,550	65,500	65,500	65,500	65,500
RECREATION PROGRAMS	498,661	500,975	577,000	500,975	500,975	500,975	590,000
SUMMER CAMP	174,900	212,600	171,000	183,000	183,000	183,000	183,000
MISC-UNCLASSIFIED	182	0	0	0	0	0	0
FUND BALANCE APPLIED	84,295	5,656	0	6,255	6,255	6,255	0
Total Financing Plan	\$1,068,322	\$1,043,831	\$1,062,250	\$1,077,730	\$1,077,730	\$1,077,730	\$1,146,500

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	62,759	68,071	69,621	0	0	0	0
5102 PART TIME PERSONNEL	248,628	241,754	245,462	306,314	306,314	306,314	306,314
5103 SEASONAL PERSONNEL	155,217	168,872	159,335	158,322	158,322	158,322	158,322
5104 OVERTIME PAY	152	0	0	0	0	0	0
5109 SALARY ADJUSTMENTS	0	0	375	0	0	0	0
5110 REGULAR PART TIME	20,552	21,498	21,498	21,928	21,928	21,928	21,928
5116 WAGE CONTINUATION	535	0	0	0	0	0	0
5151 SOCIAL SECURITY	37,084	38,266	37,967	37,226	37,226	37,226	37,226
Total Personnel Services	\$524,927	\$538,461	\$534,258	\$523,790	\$523,790	\$523,790	\$523,790
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	21,883	20,230	22,000	25,200	25,200	25,200	25,200
5210 PROFESS DEVELOP/TRAI	486	3,150	5,000	3,000	3,000	3,000	3,000
5220 UTILITIES/FUEL/MILEA	22,168	20,500	20,000	18,300	18,300	18,300	18,300
5230 PYMNTS/CONTRIBUTIONS	116,810	20,900	18,050	20,900	20,900	20,900	20,900
5260 REPAIRS & MAINT-FAC/	4,625	10,715	12,715	19,000	19,000	19,000	19,000
5261 SOFTWARE MAINT FEES	11,661	5,800	6,600	7,760	7,760	7,760	7,760
5281 OCCUPATIONAL HEALTH	386	2,150	750	750	750	750	750
5290 PROFESS/TECHNICAL SE	255,501	309,675	284,705	326,580	326,580	326,580	326,580
5300 MATERIALS & SUPPLIES	109,614	112,000	115,950	126,400	126,400	126,400	126,400
5310 VEHICLE OPER/MAINT	41	250	250	250	250	250	250
5400 EQUIP/MACHINRY& FURN	220	0	0	700	700	700	700
5410 COMPUTER EQUIPMENT	0	0	663	5,100	5,100	5,100	5,100
Total Operating Expenses	\$543,395	\$505,370	\$486,683	\$553,940	\$553,940	\$553,940	\$553,940
GRAND TOTAL	\$1,068,322	\$1,043,831	\$1,020,941	\$1,077,730	\$1,077,730	\$1,077,730	\$1,077,730

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

FULL TIME EMPLOYEE (FTE) ANALYSIS						

REC SUPER MARKETING/EVENT	0.25	0.25	0.00	0.00	0.00	0.00
PROGRAM SUPER SR CENTER	0.25	0.25	0.00	0.00	0.00	0.00
PROGRAM SUPER REC	0.75	0.75	0.00	0.00	0.00	0.00

Total FTE Personnel	1.25	1.25	0.00	0.00	0.00	0.00
FTE SALARIES & WAGES						

REC SUPER MARKETING/EVENT	12,860	13,169	0	0	0	0
PROGRAM SUPER SR CENTER	12,552	12,834	0	0	0	0
PROGRAM SUPER REC	42,659	43,618	0	0	0	0

Total FTE Salaries & Wages	\$68,071	\$69,622	\$0	\$0	\$0	\$0

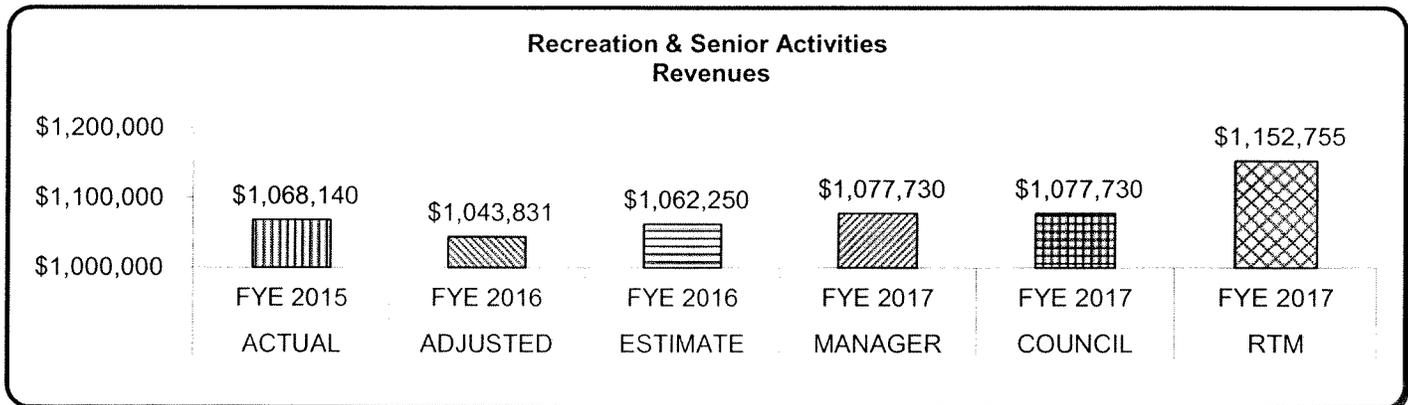
**TOWN OF GROTON, CT
FYE 2017 BUDGET**

RECREATION & SENIOR ACTIVITIES REVENUES: #3240

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

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4672A Senior Trips	\$ 83,714	\$ 87,000	\$ 84,000	\$ 87,000	\$ 87,000	\$ 87,000
4672B Senior Programs	\$ 62,002	\$ 60,000	\$ 70,000	\$ 118,000	\$ 118,000	\$ 118,000
4672C Fundraising	\$ 7,187	\$ 6,000	\$ 7,700	\$ 12,000	\$ 12,000	\$ 10,000
4672D Senior Center Food Concessi	\$ 95,559	\$ 113,000	\$ 87,000	\$ 105,000	\$ 105,000	\$ 93,000
4684A Special Needs Programs	\$ 61,822	\$ 58,600	\$ 65,550	\$ 65,500	\$ 65,500	\$ 65,500
4684B Recreation Programs	\$ 498,661	\$ 500,975	\$ 577,000	\$ 500,975	\$ 500,975	\$ 590,000
4685A Summer Camp	\$ 174,900	\$ 212,600	\$ 171,000	\$ 183,000	\$ 183,000	\$ 183,000
4999 Fund Balance Applied	\$ 84,295	\$ 5,656	\$ 0	\$ 6,255	\$ 6,255	\$ 6,255
Total	\$ 1,068,140	\$ 1,043,831	\$ 1,062,250	\$ 1,077,730	\$ 1,077,730	\$ 1,152,755



Audit Fund Balance as of 6/30/2015	\$ 302,044
Estimated Fund Balance as of 6/30/16	\$ 343,353
Estimated Fund Balance as of 6/30/17	\$ 412,123
Fund Balance as a % of 2017 Expenditures	38.24%

CONTRIBUTIONS TO OTHER FUNDS #1077

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced the Fleet Reserve Fund contribution by \$100,000. The RTM reduced the Fleet Reserve Fund another \$35,724 and the Revaluation Fund by \$6,750.

The overall increase in this budget is \$391,250 or 209.2%.

Cost Center 0 – Fleet Reserve Fund

The Fleet Replacement Fund has been significantly underfunded since FYE 2009. In an effort to begin to replenish the fund the FYE 2013 budget included a \$165,000 direct General Fund contribution from this account. A similar amount was proposed in FYE 2014 but was reduced to \$65,000 during budget deliberations. The same amount (\$65,000) was approved in the FYE 2015 and FYE 2016 budgets. For FYE 2017 we are removing the department contributions from the individual functions and placing an increased amount of \$585,724 in this function. This amount is 75% of the recommended General Fund contribution. To fully fund the FYE 2017 annual recommended contribution would require an additional appropriation of \$195,241.

Cost Center 1 – Revaluation Fund

The contribution (\$135,000) to the Revaluation fund (2120) allows for future revaluations and updating GIS aerial Maps.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
----- APPROPRIATION -----							
Operating Expenses	115,000	187,000	187,000	720,724	720,724	620,724	578,250
Total Appropriation	\$115,000	\$187,000	\$187,000	\$720,724	\$720,724	\$620,724	\$578,250
----- COST CENTERS -----							
10770 FLEET RESERVE FUND	65,000	65,000	65,000	585,724	585,724	485,724	450,000
10771 REVALUATION FUND	50,000	100,000	100,000	135,000	135,000	135,000	128,250
10772 SPICER FUND	0	22,000	22,000	0	0	0	0
Total Cost Centers	\$115,000	\$187,000	\$187,000	\$720,724	\$720,724	\$620,724	\$578,250
----- FINANCING PLAN -----							
GENERAL FUND	115,000	187,000	187,000	720,724	720,724	620,724	578,250
Total Financing Plan	\$115,000	\$187,000	\$187,000	\$720,724	\$720,724	\$620,724	\$578,250

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017

OPERATING EXPENSES							

5230 PYMNTS/CONTRIBUTIONS	115,000	187,000	187,000	720,724	720,724	620,724	578,250
Total Operating Expenses	\$115,000	\$187,000	\$187,000	\$720,724	\$720,724	\$620,724	\$578,250
GRAND TOTAL	\$115,000	\$187,000	\$187,000	\$720,724	\$720,724	\$620,724	\$578,250