Town of Groton

A CENTURY OF SUBMARINES



Photo by Lt. j.g. Jeffrey Prunera/Navy

"SUBMARINE CAPITAL OF THE WORLD"

Adopted
FYE 2017 Budget

Fiscal Year Ending June 30, 2017

May 24, 2016

TOWN OF GROTON
FYE 2017 ADOPTED BUDGET
TABLE OF CONTENTS

		PAGE
BUDGET MESSAGE		3
	Principal Officials	28
	Town Council Goals	29
	Organizational Chart	30
DEMOGRAPHIC & ECONOMIC DATA		
	Groton at a Glance	31
	Groton Town Profile	32
	Municipal Fiscal Indicators	34
FINANCIAL MANAGEMENT POLICIES		
	Governmental Structure	37
	Budgetary Control	38
	Budgetary Process	39
	Debt Policy & Management/Fiscal Practices	40
	Town Charter, Chapter XI, Budget and Finance	44
	Reserve Fund for Capital and No-Recurring Expenditures	48
	Basis for Budgeting and Accounting	49
REVENUES & SUMMARIES		
	Fund Descriptions	50
	Flow of Funds Structure	51
	General Fund Revenue & Expenditure Pie Charts	52
	General Fund Budget Reconciliation Detail	54
	Mill Rate Calculation	55
	General Funds Revenue Descriptions and Detail	56
	Program Summary General Fund	69
	Budget Comparison by Function	70
	Budgets-In-Brief All Funds	72
	Estimated Changes in Fund Balance	73
	Summary of Sources and Uses – All Funds	74
	Full Time Employees Summary	76
TOWN FUNCTIONS		
1001	Legislative Policy	77
1003	Voter Registration	81
1005	Town Clerk	84
1006	Legal Services	89
1010	Executive Management	92
1011	Information Technology	96
6050	Technology Replacement	101
1012	Human Resources	105
1070	Insurance & Claims	110
1071	Self-Funded Plan	114
1013	Finance	121
2120	Revaluation Fund	127
1014	Emergency Communication	131
1024	Public Safety	136
1035	Public Works	143
2020	Sewer Operating	151

TOWN OF GROTON
FYE 2017 ADOPTED BUDGET
TABLE OF CONTENTS

		PAGE
TOWN FUNCTIONS (continued)		
2030	Solid Waste	156
6040	Fleet Reserve	160
1046	Planning & Development	165
1051	Human Services	172
7320	Human Services Assistance Fund	178
1063	Groton Public Library	182
3310	Connecticard	187
1064	Parks & Recreation	191
2010	Shennecossett Golf Course	198
3240	Recreation & Senior Activities	203
1077	Contributions to Other Funds	210
EDUCATION		
1080	Education	213
OUTSIDE AGENCIES		
1007	Regional Agencies	216
1026	Ambulance Services	219
1054	Health/Service/Cultural Agencies	222
1065	Other Libraries	226
SUBDIVISIONS		
1090	City of Groton	229
1091	Groton Long Point	232
1092	Fire Districts Pilot	235
2060	Mumford Cove Special District	238
4010	Groton Sewer District	241
CAPITAL DEBT/SERVICES		
1075	Capital Reserves/Contributions	246
5010	Capital Reserve	249
1076	Debt Service	253
CONTINGENCY		
1074	Contingency	259
CAPITAL IMPROVEMENT BUDGET/PROGRAM		
	Capital Projects Budget Reconciliation Detail	263
	Capital Projects	264
	Capital Improvement Program/Project Details	265
APPENDICES		
	Glossary of Terms	296
	Acronyms	299
	Account Numbers with Descriptions	300

TOWN OF GROTON

OFFICE OF THE TOWN MANAGER

MARK R. OEFINGER, AICP
TOWN MANAGER
MOEFINGER@GROTON-CT.GOV

45 FORT HILL ROAD, GROTON, CONNECTICUT 06340
TELEPHONE (860) 441-6630 FAX (860) 441-6638
WWW.GROTON-CT.GOV

May 24, 2016

FYE 2017 ADOPTED BUDGET

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

As required by the Groton Town Charter, please find herein the Town of Groton's FYE 2017 Adopted Budget. The adopted budget has two main components: adopted expenditures and anticipated revenues. The mill rate is determined by the amount of revenues needed to be raised by local property taxes to fund the appropriated expenditures minus other anticipated revenues and Fund Balance Applied.

The adopted FYE 2017 budget is $121,558,250 a $4,180,430 or 3.3% decrease from the FYE 2016 Adopted/Adjusted Budget. During budget deliberations contributions to the Computer Replacement Fund were cut from all Departments. Almost all Departments/Functions received additional reductions during the budget process. The budget is divided into six "Areas of Service," and changes in the adopted budgets for these areas of service from the FYE 2016 Adopted/Adjusted Budget are as follows:

- Town Operations (-$1,767,111 or -5.2%)
- Education Services (-$262,000 or -0.3%)
- Capital/Debt Service (-$2,195,118 or -27.8%)
- Outside Agencies (-$127,663 or -5.9%)
- Subdivisions ($-40,834 or -0.8%)
- Contingency (-$125,000 or -22.7%)

In addition to the adopted expenditure changes noted above, the other major factors impacting the adopted budget/mill rate are the estimated revenues ($39,943,164) from sources other than current year property taxes and the use of Fund Balance Applied. The total of these revenues is anticipated to decrease $2,343,085 or approximately 5.54% from the FYE 2016 Adopted/Adjusted Budget amount. This decrease, like last year, is a dramatic shift compared to the FYE 2015 Adopted Budget when it was projected that the Town would see an increase in these funding sources of approximately 2.0% compared to the FYE 2014 Adopted/Actual Budget.

Furthermore, the October 1, 2015 Grand List (after adjustments by the Board of Assessment Appeals), decreased $19.1 million or approximately 0.5% (compared to the FYE 2016 Adopted/Adjusted amount), which will result in a decrease of $400,404 in property tax revenues using the FYE 2016 mill rate of 20.95 mills. In comparison, the October 1, 2013 Grand List (FYE 2015 budget) went up approximately 1.1% from the previous year, a gain of approximately $850,000 in tax revenues.

For FYE 2017 7.75% unassigned Fund Balance will be maintained with the use of only $666,693 of available Fund Balance to help fund expenditures compared to $5,035,029 proposed to be used in the FYE 2016 Adopted/Adjusted Budget. (Based on the FYE 2016 Estimate, this amount will increase to

$5,358,064, an increase of $323,035.) Due to revenue budget shortfalls in Actual FYE 2015 and Current FYE 2016, the $900,000 that was reserved during the FYE 2015 budget deliberations (when it was decided to set aside $2.7 million in Fund Balance to provide multi-year property tax relief as a result of Pfizer's decision to demolish Building 118 - $1.8 million for FYE 2016 and $900,000 for FYE 2017) is no longer fully available. It's important to note that as part of the FYE 2015 Adopted Budget the Town Manager recommended that $1.8 million be set aside for both FYE 2016 and FYE 2017. Instead the Town Council, when it set the mill rate for FYE 2015, decided to cut the amount for FYE 2017 in half ($900,000) and use another $900,000 from the projected fund balance to lower the mill rate .59 mills from 20.72 to 20.13 mills.

As a result of a reduction in revenues, a decrease in the grand list, and a reduction in the amount of fund balance available, AND despite a reduction in adopted expenditures for FYE 2017 compared to the FYE 2016 Adopted Budget, the adopted FYE 2017 budget, will require a mill rate of 21.73, an increase of .78 mills or 3.7% over the FYE 2016 mill rate of 20.95 mills. As a result of the adopted FYE 2017 budget, for every $100,000 of assessed value, $2,173 in local property taxes would be owed, an increase of $78 per $100,000 of assessed value from FYE 2016. Since FYE 2014 the mill rate has changed from 20.72 mills to the adopted 21.73 mill rate for FYE 2017, an increase of 1.01 mills or 4.8% over the last three year period.

GROTON'S BUDGET PROCESS

Chapter IX of the Groton Town Charter, titled "Budget and Finance" sets out in detail the annual budget preparation process and the duties of the Town Council, Representative Town Meeting (RTM), Board of Education, and Town Manager with respect to the annual budget process. In addition, the Charter identifies a specific schedule that must be followed in preparing, reviewing and approving the budget and identifies the type of information that must be presented. A copy of the section of the Charter dealing with the Town budget process is located on p. 44.

Town staff began development of the FYE 2017 Proposed Budget in August 2015, three months earlier than normal. A significant amount of effort went into identifying over $614,000 in cost reductions in Town Operations in an effort to address an anticipated budget shortfall that became apparent early in FYE 2016 as a result of a FYE 2015 tax revenue shortfall ($550,900); Federal Impact Aid reductions ($753,450); and announced state budget rescissions/changes (net $225,923). During the budget process additional state grant reductions were proposed to mitigate an anticipated State budget deficit for FYE 2017 ($851,432).

In addition, a number of format and presentation changes have been incorporated into the FYE 2017 Adopted Budget including the use of a three ring binder instead of bound documents; an enhanced table of contents; reordering of accounts; the removal of fleet replacement funding from Department accounts; creation of a new cost center in Capital Reserve; and the integration of function highlights and cost center information. Since last summer budget input has been solicited and received from many individuals including the public, the Town Council, the RTM and Town staff. Finally, anticipated revenues from the state and federal governments and other sources have been estimated.

This year, as in years past, the Town Manager requested all Town department heads to begin their budget preparation by developing a requested FYE 2017 "level service" budget which would maintain necessary and/or current programming. Department heads were also requested to prepare two alternative scenarios that would result in a zero dollar increase and a 5% reduction scenario from their FYE 2016 appropriation. Department budget requests are shown in the "Request FYE 2017" column of the Summary Cost Center page for each function (example on p. 79). The information that departments

submitted as part of their alternative budget scenarios was considered by the Town Manager along with other information in formulating the Town Manager's FYE 2017 Proposed Budget for Town Operations.

Finally, while the adopted budget is commonly referred to as the "Town Manager's Budget," the Town Manager and his direct reports have input and control over less than one-third of the adopted budget amount (Town Operations, Contingency, and a portion of Capital Reserve). By Town Charter, the Town Manager has no control over budgets submitted by the Board of Education and the political subdivisions, and from a practical standpoint, cannot alter the debt service that the Town is obligated to pay.

GENERAL FUND EXPENDITURES – HOW THE MONEY IS SPENT

The Town of Groton budget provides funds for six "Areas of Service" - Town Operations; Education Services; Capital/Debt Services; Outside Agencies; Subdivisions; and Contingency (see p. 70 for further information on the Areas of Service/Comparison by Function). The adopted budget for FYE 2017 is $121,558,250 and represents a $4,180,430 or 3.3% decrease from the FYE 2016 Adopted/Adjusted Budget. The adopted decrease is attributable to Town Operations (-$1,767,111), Capital/Debt Services (-$2,195,118), and Outside Agencies (-$127,663). Education Services was reduced to the Minimum Budget Requirement (MBR) as allowed by the State of CT ($-262,000) and Contingency was also reduced (-$125,000) during budget deliberations. The following is an overview of the six Areas of Service.

TOWN OPERATIONS

The **Town Operations** portion of the budget contains two major components: ***Town Departments*** and ***Town Other***, which includes Non-Departmental (Insurance and Claims and Self-Funded Plans) and Contributions to Other Funds. As presented, the Town Operations portion of the budget is $31,948,788 and represents a $1,767,111 or 5.2% decrease from the FYE 2016 Adopted/Adjusted Budget. The Town Operations portion of the budget represents 26.3% of the FYE 2017 Adopted Budget, compared to 26.5% of the FYE 2016 Adopted/Adjusted budget.

It should be noted that wage increases for four of the five Town union groups and the non-union employees are not included in the Adopted FYE 2017 Town Operations portion of the budget, pending settlement of union contract negotiations for FYE 2017 and beyond. Instead, it is proposed that funding from Contingency be transferred to the various functions once contracts have been settled, which is similar to what will be done in FYE 2016. Town Council approved transfers from Contingency for FYE 2016 union increases for Police/PBA and GMEA were added to the FYE 2016 Adopted/Adjusted budget amount.

Town Departments

Over the years due to changing needs, budget constraints, and changes to the Town's revenue structure, Town departments have modified, decreased, and eliminated a variety of services and programs. In a few instances new programs and services have been added, but only if funding became available as a result of additional funding sources or the elimination of another program/service. Since FYE 2002 and the FYE 2017 Adopted Budget, 43 full-time positions have been eliminated, a reduction of 14.0% of the Town's full-time workforce. For FYE 2017, three positions were proposed to be eliminated, one each in Emergency Management/ Human Resources (shared position); Public Works; and Parks and Recreation. In addition, portions of three positions that had been partially funded out of the Recreation and Senior Activities Fund will now be 100% funded from the Parks and Recreation general fund budget, and two positions, one each in Finance and Public Works, have been redefined/ reclassified. During budget

deliberations significant cuts were made to the proposed budget which will likely result in further staff reductions.

As previously noted, the Town Manager asked all department heads to begin preparation of their FYE 2017 budget submittals by developing "level service" budgets that maintained necessary and/or current programming. For some departments, that means continuing to do what they have been doing during the current fiscal year; for others it means modifying their work program as a result of completing projects or initiatives and/or determining that a particular project, task, or program would no longer be necessary. The budget numbers that appear in the "Request FYE 2017" column represent what would be required in the opinion of the department to maintain necessary and/or current programming.

Town department budget requests for FYE 2017 totaled $24,650,542. Following review by the Town Manager, department/function requests were reduced by $607,733, resulting in a proposed FYE 2017 Town Departments budget of $24,042,809, a $405,169 or 1.65% decrease from the FYE 2016 Adopted/Adjusted Budget amount. After budget deliberations with the Town Council and RTM the FYE 2017 Adopted Budget for Town Departments resulted in a budget of $23,228,169 a decrease of $1,219,809 or 5.0%. Town Departments/Function budget changes (p. 70) range from a 22.5% increase for Legislative Policy (1001) to a decrease of 26% for Executive Management (1010).

Below are the results of budget deliberations for Town Departments/Function program.

- **Legislative Policy (1001)** – This budget has increased $9,658 or 22.5%. During budget deliberations funds were added to this function for a donation to the Heritage Park. Approximately two-thirds of the requested funds are used to pay dues to the Connecticut Conference of Municipalities (CCM) ($30,368). In addition, funds are provided to the Permanent School Building Committee; provide veterans/military recognitions; support the Jabez Smith House Committee; and provide limited operating funds for the Town Council and RTM. (p. 77)

- **Voter Registration (1003)** – This budget has increased $883 or .6%. Included are expenses for a Presidential Election in November 2016 and additional statewide mandated training requirements. The prior cost centers have been replaced with three new cost centers to better reflect function activities. (p. 81)

- **Town Clerk (1005)** – This budget has decreased $20,731 or -6.2%. It was proposed that a Citizen Recognition Day be funded ($2,000), however this funding was eliminated during budget deliberations. Conveyance tax revenues along with other revenue producing activities are difficult to predict and have been conservatively estimated, resulting in a slight increase in funding. (p. 84)

- **Legal Services (1006)** – This budget was proposed to be funded at the same amount as FYE 2016 ($450,000) however it was reduced to $425,000 during budget deliberations. The budget request, prepared in consultation with the Town Attorney, is our best estimate as to the allocation among the various costs centers and is reflective of anticipated legal activities. The budget reflects a rate of $150 per hour that went into effect on January 1, 2012. (p. 89)

- **Executive Management (1010)** – This budget has decreased $109,423 or 26%. Personnel services are down $108,695 and operating expenses are down $728. In FYE 2015 the Administrative Services Department was eliminated; a Department of Human Resources (1012) was created; and separate functions for Information Technology (1011) and Emergency Management (1014) were created and are currently under the auspices of the Town Manager's office. The reorganization was designed to better serve the Town's needs and allowed for the creation of an Assistant Town Manager position. Due to

FYE 2016 budget constraints, this position had not been filled and while funding was requested for FYE 2017, funding for the position was cut during budget deliberations. (p. 92)

- **Information Technology (1011)** – This budget is down $36,471 or 3.5%. Personnel services are down $23,079 and operating expenses are down $13,392. Major work program items include implementation of the Nutmeg Network initiative and the Enterprise Resource Planning (ERP)/Client First initiative. (p. 96)

- **Human Resources (1012)** – This budget is down $19,569 or 5.9% and includes the elimination of a full-time position which was shared with Emergency Communications 25/75. Personnel services are down $5,673 and operating expenses are down $13,896. (p. 105)

- **Finance Administration (1013)** – This budget is down $45,227 or 3.2%. Personnel services are down $38,987 and operating expenses are down $6,240. A Financial Assistant II position has been eliminated and a Budget Analyst and Coordinator position created. (p. 121)

- **Emergency Communications (1014)** – This budget is down $61,216 or 4.3%. Personnel services are down $39,535 and operating expenses are down $21,681. The currently vacant Emergency Management Coordinator position will remain unfilled and the duties formerly assigned to this position will be split between the Manager and Telecommunicator IV positions. (p. 131)

- **Public Safety (1024)** – This budget is down $219,237 or 3.2%. Personnel services are down $101,360 and operating expenses are down $117,877. The proposed budget included a negative Salary Adjustment (5109) in the amount of $150,000 to reflect anticipated normal employee turnover and vacancies. (p. 136)

- **Public Works (1035)** – This budget is down $612,477 or 9.2 %. Personnel services are down $464,162 and operating expenses are down $148,315. In the proposed budget personnel services were reduced $75,000 (5109 Salary Adjustment) to account for normal employee turnover and vacancies that occur during the course of the fiscal year. This is a $25,000 increase over the current year amount. (p. 143)

- **Planning and Development (1046)** – This budget is up $148,029 or 11.7%. Personnel services are up $2,044 and operating expenses are up $145,985. During budget deliberations the Town Manager's proposed reduction was restored to this budget. Operating expenses increase will be used to implement the recommendations of the Market Analysis and Regulatory Audit. (p. 165)

- **Human Services (1051)** – This budget is down $26,692 or 4.4%. Personnel services are down $10,314 and operating expenses are down $16,378. The adopted budget maintains the department's existing level of service but some expenses will be transferred to the Flora Perkins Trust fund. (p. 172)

- **Library (1063)** – 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. Effective July 1, 2016 the Library will be closed on Sundays. (p. 182)

- **Parks and Recreation (1064)** – This budget is down $148,493 or 8.4%. Personnel services are down $48,571 and operating expenses are down $99,922. With respect to personnel, one full-time position is proposed to be eliminated (Groundskeeper); the Parks Foreman position will be replaced with a lower paying Floor Leader position; portions of three positions partially funded in the Recreation and Senior Activities Fund (3240) are transferred back to 1064; and GMEA increases effective July 1, 2015 are now reflected in the base salaries of those employees. A Meals on Wheels (MOW) contribution

($19,914) has been transferred to Health/Service/Cultural Agencies (1054); Senior Programs (Cost Center 6) reflects a shift of expenses directly related to program delivery into the Special Revenue Fund (3240). Those reductions include part-time personnel, independent contractors, materials and supplies. The adopted budgets for 1064 and 3240 will allow for the same level of recreational services and programs that have previously been provided. Therefore this budget (1064) should be reviewed in conjunction with the Recreation/Senior Activities Fund budget (3240 - p. 203). (p. 191)

In summary, the Town Departments portion of the Town Operations budget proposes a decrease of $1,219,809 or 5.0% from the FYE 2016 Adopted/Adjusted Budget. Of the 15 functions that make up the Town Departments portion of the budget, the adopted budget reflects reductions to twelve departments:

- Town Clerk (-$20,731)
- Legal Services (-$25,000)
- Executive Management (-$109,423)
- Information Technology (-$36,471)
- Human Resources (-$19,569)
- Finance Administration (-$45,227)
- Emergency Communications (-$61,216)
- Public Safety (-$219,237)
- Public Works (-$612,477)
- Human Services (-$26,692);
- Groton Public Library (-$53,843)
- Parks & Recreation (-$148,493)

Only three Town Departments/Functions have budget increases:

- Legislative Policy $9,658
- Voter Registration $883
- Planning & Development ($148,029)

The FYE 2017 Proposed Budget included the reduction of three full-time positions, decreasing the number of full-time Town employees from 268 to 265. Positions eliminated include 1) Coordinator/Risk and Emergency Manager, which was shared by Emergency Management and Human Resources (75/25); 2) Project Management Specialist in Public Works; and 3) Groundskeeper in Parks and Recreation. In addition, in Parks and Recreation (1064) the Parks Foreman position will be replaced with a lower level Parks Leader position and the portions of three positions previously funded in the Recreation and Senior Activities Fund (3240) are transferred back to 1064; Public Works (1035) is proposing to eliminate an Inspector II position and replace it with a Civil Engineer position; and Finance Administration (1013) is proposing to eliminate a Financial Assistant II position and replace it with a Budget Analyst and Coordinator position. Finally, as noted in the individual function budgets, Human Resources and Emergency Management have made modifications to a number of existing positions to address impacts associated with the elimination of their shared position. The above noted position reductions/changes will enhance the effectiveness of these departments in the years to come, better position the Town to become more efficient, and save money. It should be noted that due to the additional cuts to Departments budgets additional staff reductions will be likely during FYE 2017.

Table 2 entitled "Town Operations Expenditure Report" on p. 9 shows adopted increases/decreases for all Salary and Wages and Operating Expenses for the Town Departments portion of the Town Operations budget. As noted in the table, Salary and Wages represent 53.2% of the adopted FYE 2017 Town Operations budget. In FYE 2010, Salary and Wages for Town Operations totaled $18,195,950 compared to $17,002,503 in the FYE 2017 Adopted Budget, a decrease of $1,193,447 or 6.6% over the last eight years.

Town Operations Expenditure Report

Account Code	DESCRIPTION	ACTUAL FYE 2015	ADJUSTED FYE 2016	ADOPTED FYE 2017	$ VARIANCE '16' to '17'	% VARIANCE '16' to '17'	% OF TOTAL BUDGET
5101	Regular Full Time	$ 14,479,180	$ 15,546,464	$ 14,776,031	$ (770,433)	-5.0%	46.2%
5102	Part Time Personnel	$ 379,562	$ 437,916	$ 318,191	$ (119,725)	-27.3%	1.0%
5103	Seasonal Personnel	$ 59,802	$ 85,160	$ 89,222	$ 4,062	4.8%	0.3%
5104	Overtime Pay	$ 959,917	$ 852,171	$ 869,572	$ 17,401	2.0%	2.7%
5105	Longevity Pay	$ 85,903	$ 90,204	$ 79,368	$ (10,836)	-12.0%	0.2%
5106	College Incentive Pay	$ 88,576	$ 101,599	$ 103,640	$ 2,041	2.0%	0.3%
5107	Shift Replacement Overtime	$ 473,141	$ 318,536	$ 321,232	$ 2,696	0.8%	1.0%
5110	Regular Part Time	$ 179,383	$ 148,326	$ 169,451	$ 21,125	14.2%	0.5%
5111	Premium Pay	$ 101,702	$ 107,180	$ 110,237	$ 3,057	2.9%	0.3%
5112	Sick Incentive	$ 48,797	$ 52,604	$ 61,925	$ 9,321	17.7%	0.2%
5115	Shift Premium	$ 67,094	$ 79,288	$ 79,288	$ -	0.0%	0.2%
5116	Wage Continuation	$ 68,623	$ -	$ -	$ -	n/a	0.0%
5117	Allowances	$ 48,701	$ 47,556	$ 49,346	$ 1,790	3.8%	0.2%
5119	Salary Reimbursements		$ (31,700)	$ (25,000)	$ 6,700	-21.1%	-0.1%
	Salaries and Wages	**$ 17,040,381**	**$ 17,835,304**	**$ 17,002,503**	**$ (832,801)**	**-4.7%**	**53.2%**
5151	Social Security	$ 918,743	$ 1,007,952	$ 961,129	$ (46,823)	-4.6%	3.0%
5152	Retirement	$ 2,551,068	$ 2,162,321	$ 2,116,025	$ (46,296)	-2.1%	6.6%
5153	Health Insurance	$ 3,880,411	$ 3,817,682	$ 2,977,143	$ (840,539)	-22.0%	9.3%
5154	Unemployment Comp.	$ 4,646	$ 8,500	$ -	$ (8,500)	0.0%	0.0%
5155	Worker's Compensation	$ 137,837	$ 343,693	$ 555,004	$ 211,311	61.5%	1.7%
5158	Life Insurance	$ 29,445	$ 29,683	$ 29,660	$ (23)	-0.1%	0.1%
5159	Heart & Hypertension	$ 219,108	$ 188,612	$ 186,608	$ (2,004)	-1.1%	0.6%
5160	Health-Retiree-Current	$ 657,558	$ 723,810	$ 759,444	$ 35,634	4.9%	2.4%
5170	Other Post Employment Benefits	$ 1,212,684	$ 1,237,713	$ 940,000	$ (297,713)	-24.1%	2.9%
	Employee Benefits	**$ 9,611,500**	**$ 9,519,966**	**$ 8,525,013**	**$ (994,953)**	**-10.5%**	**26.7%**
TOTAL PERSONNEL SERVICES		**$ 26,651,881**	**$ 27,355,270**	**$ 25,527,516**	**$ (1,827,754)**	**-6.7%**	**79.9%**
5201	Postage/Print/Advertising	$ 134,100	$ 173,774	$ 167,767	$ (6,007)	-3.5%	0.5%
5210	Profession Develop/Train	$ 112,864	$ 146,315	$ 139,827	$ (6,488)	-4.4%	0.4%
5220	Utilities/Fuel/Mileage	$ 1,313,374	$ 1,367,308	$ 1,376,780	$ 9,472	0.7%	4.3%
5230	Pymnts/Contributions	$ 125,689	$ 219,493	$ 603,136	$ 383,643	174.8%	1.9%
5240	Boards & Commissions		$ 300	$ 200	$ (100)	-33.3%	0.0%
5260	Repairs & Maint-Fac/Equip	$ 153,656	$ 203,279	$ 199,386	$ (3,893)	-1.9%	0.6%
5261	Software Maint Fees	$ 305,902	$ 310,231	$ 334,228	$ 23,997	7.7%	1.0%
5280	Insurance/Risk Mgmt	$ 508,141	$ 538,907	$ 578,485	$ 39,578	7.3%	1.8%
5281	Occupational Health & Safety	$ 65,899	$ 82,200	$ 76,275	$ (5,925)	-7.2%	0.2%
5285	Building & Property Damage	$ 432	$ 10,000	$ -	$ (10,000)	-100.0%	0.0%
5289	Insurance Claim Payments	$ 17,500	$ 15,000	$ -	$ (15,000)	-100.0%	0.0%
5290	Profess/Technical Service	$ 1,977,929	$ 1,524,209	$ 1,604,425	$ 80,216	5.3%	5.0%
5300	Materials & Supplies	$ 841,491	$ 669,717	$ 650,436	$ (19,281)	-2.9%	2.0%
5310	Vehicle Oper/Maintenance	$ 18,485	$ 10,900	$ 13,400	$ 2,500	22.9%	0.0%
5315	Vehicle Replacement Fee	$ 190,656	$ 192,244	$ -	$ (192,244)	-100.0%	0.0%
5316	Vehicle Maintenance Fee	$ 358,350	$ 377,870	$ 371,150	$ (6,720)	-1.8%	1.2%
5317	Vehicle Fuel	$ 419,244	$ 381,173	$ 254,437	$ (126,736)	-33.2%	0.8%
5318	Computer Replacement Fee	$ 67,547	$ 66,688	$ -	$ (66,688)	-100.0%	0.0%
5400	Equip/Machinery & Furniture	$ 61,263	$ 69,521	$ 50,840	$ (18,681)	-26.9%	0.2%
5410	Computer Equipment	$ 40,126	$ -	$ 500	$ 500	0.0%	0.0%
5609	Evictions	$ 4,488	$ 1,500	$ -	$ (1,500)	0.0%	0.0%
TOTAL OPERATING EXPENSES		**$ 6,717,136**	**$ 6,360,629**	**$ 6,421,272**	**$ 60,643**	**1.0%**	**20.1%**
GRAND TOTAL		**$ 33,369,017**	**$ 33,715,899**	**$ 31,948,788**	**$ (1,767,111)**	**-5.2%**	

Table 2. Town Operations Expenditure Report

In addition over this same period a number of Town operating expenses have seen significant changes in their budgeted amounts. This year, eight accounts will see a significant reduction (-5% or more): Boards/Commissions; Occupational Health & Safety; Building & Property Damage; Insurance Claim Payments; Vehicle Replacement Fees; Vehicle Fuel; Computer Replacement Fees; and Equipment/Machinery and Furniture. Likewise, five accounts are receiving significant increases (5% or more): Payments/Contributions; Software Maintenance Fees; Insurance/Risk Management; Professional/Technical Services; and Vehicle Operation/Maintenance.

In order to have a full appreciation of the changes that have occurred in these accounts, one has to also take into account inflation that has occurred over this period. In FYE 2010, Operating Expenses for Town Operations totaled $6,827,708 compared to $6,421,272 in the FYE 2017 Adopted Budget, which represents a reduction of $406,436 or 5.9% in these Town operating accounts over the last eight years.

Town Other

The Town Other subsection of the Town Operations budget includes Non-Departmental [Insurance and Claims (1070); Self-Funded Plans (1071)]; and Contributions to Other Funds (1077). The Town Other portion of the Town Operations budget shows a decrease of $547,302 or 5.9% from the FYE 2016 Adopted/Adjusted Budget. This decrease is attributable to a reduction in Self-Funded Plans (1071) of $939,630 or 11.0%, which is partially offset by the increase in 1077 ($391,250 or 209.2%).

Notable changes in Town Other include:

- **Insurance and Claims (1070)** – This budget is down $1,078 or 0.2%. The adopted budget reflects our current estimate of insurance costs; insurance renewals are not finalized until June. The Town is self-insured for unemployment and as such pays claims directly. For FYE 2017 Cost Center 2 – Public Official Liability reflected an increase however this was offset by cuts made during budget deliberations to unemployment and claim payment costs centers. (p. 110)

- **Self-Funded Plans (1071)** (pp. 114-120) (Please note - Only employee benefit costs charged to the General Fund are included in this function.)

Retirement – The General Fund contribution to the Town's Retirement Fund is $2,116,025 down $46,296 or 2.1%. The Fund's market value as of June 30, 2015 was $110 million and liabilities exceeded assets by $16.6 million, down from $18.1 million in 2014. The resulting Funded Ratio of 87.6% is up from 84.9% in 2014.

Health Insurance – For FYE 2017, the General Fund contribution to the Self-Funded Health Insurance Fund (for active and retiree participants) is $3,736,587, down $804,905 or 17.72% from FYE 2016. This reduction is primarily due to the Town's improved claims experience and a $225,000 credit we are taking as a result of information we have received from our new health consultant MDG that we expect to impact July 1, 2016 renewals. The Town portion of the insurance fund balance decreased from $2,591,519 in FYE 2016 to $2,376,369 million in FYE 2017. The Town has had a long standing practice of using a percentage of excess fund balance (i.e., the excess over the corridor between expected claims and 125% of expected claims where stop loss insurance takes over) to reduce the Town's annual contribution to the fund. For FYE 2017, $697,464 or 70% of the excess fund balance will be used compared to $754,936 or 70% in FYE 2016.

Workers' Compensation - For FYE 2017 a General Fund contribution of $555,004 is being made to the Town's self-insured Workers' Compensation Fund, a $211,311 or 61.5% increase over the FYE 2016 contribution amount of $343,693. This increase in contributions is attributable to the unavailability of fund balance and an increase in claims and associated costs compared to previous years.

Heart and Hypertension - The FYE 2017 contribution ($186,608) is a $2,004 or 1.1% reduction from FYE 2016. Over the last several years, this account continues to be relatively stable.

Other Post-Employment Benefits (OPEB) - In accordance with a statement from the General Accounting Standards Board (GASB), the Town was required beginning in FYE 2008 to recognize the liability of Other Post-Employment Benefits (OPEB) on its financial statements. GASB requires an actuarial evaluation be performed every two years to update the Town's OPEB liability and annual required contribution (ARC). It also requires an explanation of how the Town intends to fund this obligation. In essence, OPEB benefits, primarily retiree health insurance, are to be treated like pension benefits. In anticipation of this liability, the Town began making annual General Fund contributions to an OPEB Fund in 2005. The fund was established as a trust fund in 2008 and the Town developed a ten-year implementation plan to bring its annual contribution up to the net portion of the ARC attributable to the Town.

As of June 30, 2015, the OPEB Fund was valued at $13,351,000 which represents 27% of the Town's accrued liability of $48,924,000. This Funded Ratio of 27% is in the top quartile of a random sampling of 16 communities that have set up similar OPEB trust funds. The average Funded Ratio for these communities is approximately 18%, and due to budget constraints it was recommended that the General Fund contribution for FYE 2017 be lowered to $1,000,000, a reduction of $237,713 or 19.2% from the FYE 2016 contribution. During budget deliberations the General Fund contribution amount was reduced to $940,000.

- **Contributions to Other Funds (1077)** – As previously noted, contributions to the Fleet Reserve Fund for vehicle replacements have been removed from all General Fund Town Department accounts. In recent years these departmental contributions represented 25% of the contributions necessary to Fund Vehicle replacement costs, significantly below what is needed to maintain the fund. This year it was proposed that Contributions to Other Funds (1077) provide a General Fund contribution of $585,724 to the Fleet Replacement Fund (6040) which represents 75% of the funds necessary to support the fund, a significant increase over previous years' combined contributions. In FYE 2018 it is proposed that the Fund receive 100% of the necessary funding and in FYE 2019 it is proposed that these costs be once again moved to the departmental accounts. As a reminder, in FYE 2013 a $165,000 direct General Fund contribution was made from this account to the Fleet Replacement Fund which had been significantly underfunded since FYE 2009. A similar contribution was proposed in FYE 2014, but the amount was reduced to $65,000 as a result of budget deliberations. In FYE 2015 and 2016, a $65,000 contribution was made. The previously proposed direct General Fund contribution of $165,000 to the Fleet Fund was made in an effort to begin to replenish the fund. At the time, this amount represented approximately 21% of the recommended General Fund Vehicle Replacement Fees, which together with the 25% contribution in departmental accounts would bring contributions to 46% of the recommended amount. During budget deliberations the contribution was reduced to $450,000. In addition to the Fleet Fund contribution, Contributions to Other Funds (1077) includes a contribution to the Revaluation Fund of $128,250, a reduction of $6,750 from the proposed $135,000. Finally, in FYE 2016 a $22,000 contribution was made to the Spicer Fund; no contribution will be made for FYE 2017. (p. 210)

In summary, the Adopted FYE 2017 Town Operations budget is $31,948,788 and represents a $1,767,111 or 5.2% decrease from the FYE 2016 Adopted/Adjusted Budget. The Town Operations portion of the budget represents 26.3% of the FYE 2017 Adopted Budget compared to 26.5% in FYE 2016, not including pending Contingency transfers. The major cost drivers contributing to the overall decrease are reductions in health insurance ($840,539); Other Post-Employment Benefits (OPEB) ($297,713); and Vehicle Fuel ($126,736). (See Table 2. Town Operations Expenditure Report, p. 9).

Over the last eight years, significant cuts have been made to the Town Operations portion of the budget. Since 2004, a 14 year period, this portion of the budget has increased 10.3%, an average of 0.7% per year (see Table 3. Town Operations Adjusted/Adopted Budgets Fourteen Year Comparison below). This modest cumulative increase, when coupled with built-in conservatively estimated annual increases in operating and personnel services of approximately 2.5%, has effectively resulted in a 25.2% reduction in the resources available for Town Operations for this same period.

Town Operations Adjusted/Proposed Budgets Fourteen (14) Year Comparison		
Fiscal Year Ending (FYE)	Budget	% change from Previous Year
Adjusted 2003	$ 28,963,762	-
Adjusted 2004	$ 28,089,064	-3.0%
Adjusted 2005	$ 28,037,383	-0.2%
Adjusted 2006	$ 28,937,997	3.2%
Adjusted 2007	$ 30,710,625	6.1%
Adjusted 2008	$ 31,853,363	3.7%
Adjusted 2009	$ 32,720,667	2.7%
Adjusted 2010	$ 32,350,052	-1.1%
Adjusted 2011	$ 32,377,415	0.1%
Adjusted 2012	$ 32,068,298	-1.0%
Adjusted 2013	$ 32,469,861	1.3%
Adjusted 2014	$ 32,745,720	0.8%
Adjusted 2015	$ 33,851,015	3.4%
Adjusted 2016	$ 33,378,603	-1.4%
Adopted 2017	$ 31,948,788	-4.3%
Increase over fourteen years; 2003 to 2017	---------->	10.3%
Average Fourteen Year Increase	---------->	0.7%

Table 3. Town Operations Adjusted/Adopted Budgets. Fourteen Year Comparison

EDUCATION

The adopted Education Services budget as submitted by the Board of Education/ Superintendent of Schools is $76,730,239 and represents a zero dollar/percent change from the FYE 2017 Adopted/Adjusted Budget. During budget deliberations the Education budget was reduced by $262,000 to $76,468,239 which is the Minimum Budget Requirement amount as determined by the State of CT. As adopted, this budget represents 62.9% of the FYE 2017 Adopted Budget compared to 61% in FYE 2016. As per the Town Charter, the Town Manager must submit the proposed Education budget with no adjustments. (p. 213) (See Board of Education FYE 2017 Adopted Budget for details.)

Other budgeted education-related expenses that are not contained in the Education Services budget include Outside Agencies - VNA - School Health (10541); School Resource Officers at the High School and other school programming activities (1024); School Crossing Guards (1024 and 1090); Debt Service for school related projects (1076); and a portion of the Capital Reserve contribution (5010 and 1075) to support education facility related capital improvement projects.

CAPITAL/DEBT SERVICES

This area of service accounts for General Fund contributions that are made to the Town's Capital Reserve function, as well as debt service payments including interest and principle payments made on bonded projects. The adopted FYE 2017 appropriation for Capital/Debt Services is $5,711,757 which is a $2,195,118 or 27.8% decrease over the FYE 2016 appropriation. The Capital/Debt Services account represents 4.7% of the FYE 2017 Adopted Budget compared to 6.3% in FYE 2016.

The Town's FYE 2017 contribution to the Capital Reserve Fund is $744,000, which is a $1,979,400 or 72.7% decrease from the FYE 2016 amount. Due to the limited Capital Reserve Fund balance estimated to be $395,000 as of June 30, 2016, the adopted Capital Reserve Fund amount of $644,000 is needed to cover the full cost of all of the adopted projects in this year's Capital Improvement Program. As noted in years past, the Town continues to have a growing backlog of capital improvement needs and a minimal Capital Reserve fund balance. In an effort to address this concern, a new Capital Reserve Contribution cost center was adopted so that annual contributions above and beyond what is needed to fund current year projects can be considered. For FYE 2017, a $100,000 contribution will be added to the estimated FYE 2016 fund balance of $395,000. (p. 246)

The Town's budgeted debt service payment is decreasing $215,718 or 4.2% from $5,183,475 in FYE 2016 to $4,967,757 in FYE 2017. (p. 253)

OUTSIDE AGENCIES

The Outside Agencies service area includes Functions 1007 Regional Agencies; 1026 Ambulance Services; 1054 Health/Service/Cultural Agencies; and 1065 Other Libraries. For FYE 2017, the adopted budget for Outside Agencies is $2,020,053 which represents a $127,663 or 5.9% decrease from the FYE 2016 Adopted/Adjusted Budgeted amount of $2,147,716. The adopted Outside Agencies budget represents 1.7% of the FYE 2017 Adopted Budget which is the same as in FYE 2015 and FYE 2016. (pp. 216-228)

- **Regional Agencies (1007)** request is $137,415, the same amount that was budgeted in FYE 2016. Requests for the Southeastern Connecticut Council of Governments (SCCOG); the Southeastern Connecticut Enterprise Region (seCTer); the Southeastern Connecticut Probate Court; and the Southeast Area Transit (SEAT) are the same as last year.

- **Ambulance Services (1026)** provides funding for Groton Ambulance ($52,976) and Mystic River Ambulance ($25,000).

- **Health/Service/Cultural Agencies (1054)** is the largest function area in the Outside Agencies area of service. This function includes the Town and City contributions to the Ledge Light Health District; the cost of services provided by the Visiting Nurse Association (VNA) to the Board of Education, as well as health promotion activities; funding for outside social service and cultural agencies; and the marine sewage disposal service. The overall budget for this function is $1,598,268, a $58,082 or 3.5% decrease from the FYE 2016 appropriation.

The requested contribution ($292,818) to the Ledge Light Health District (10540) represents a $5,560 or 1.9% increase. The contribution is based on the population estimates provided by the State Department of Health. The per capita rate of $7.29 is $0.14 higher than FYE 2016. The requested contribution of $292,818 includes a $68,147 contribution on behalf of the City of Groton.
With respect to the VNA - School Health (10541), the request for FYE 2017 is $1,202,326 which is an increase of $23,557 or 2% over the FYE 2016 amount. The other VNA account, Health Promotion (10542), is to be funded at $44,832 which is a decrease of $11,628 or 20.6%.

Other accounts that appear in 1054 include Housing Authority sewer use payments (10544) which are no longer budgeted due to a change in the Town's agreement with the authority. In exchange for not being responsible for sewer use fees, the Town will no longer receive 10% of the shelter rents that the authority collects. Service Agencies (10545) and Cultural Agencies (10546), which are commonly referred to as "outside agency requests," were reviewed by a committee of Town employees and their recommendation was forwarded to the Town Manager. Requests received totaled $103,089, and the committee recommended funding in the amount of $71,089, an $18,339 increase over FYE 2016. As noted earlier funding for the Meals on Wheels program (MOW) ($19,914) has been moved from the Parks and Recreation Function to Service Agencies (10545). The FYE 2017 Adopted budget is $65,150 for outside agencies, a reduction of $5,939. Finally, Marine Sewage Disposal (10547) is being requested to be funded at $19,980, a $180 increase over FYE 2016. This program provides pump out boat services along the Mystic River, Fishers Island Sound, and the Thames River.

- **Other Libraries (1065)** provides funding for the Bill Memorial Library ($183,394) and the Mystic and Noank Library ($23,000).

SUBDIVISIONS

The Subdivisions service area includes payments to and for services (police, highway and street lighting) for the City of Groton (1090), Groton Long Point (1091), and the various fire districts through the Fire Districts PILOT Program (1092). Requested/provided payments for the City of Groton, Groton Long Point and the Fire Districts PILOT for FYE 2017 total $5,056,625, a $31,378 or 0.6% increase above the FYE 2016 appropriation. Provided funds in this service area represent 4.1% of the adopted FYE 2017 budget, the same as FYE 2016. As per the Town Charter, the Town Manager submits the subdivisions' budget requests to the Town Council/RTM with no adjustments.

- **City of Groton (1090)** provided payments for police, highway and streetlights is $4,325,546, a decrease of $27,747 or 0.6% compared to FYE 2016. The request for police services is $2,362,968, an increase of $45,831 or 1.98% from FYE 2016. Police services are funded at $2,303,893 for FYE 2017. The request for highway is $1,908,302 a decrease of $14,684 or 0.8% from their FYE 2016 request. Highway funding was approved for $1,169,801 with $738,501 approved for cost center 5, City Highway Pending Arbitration as was done for FYE 2016. As of May 2016 arbitration related to the FYE 2016 $830,292 cut to City Highway is still pending. In addition, the Town pays for street lighting in the City ($113,351) and this expenditure will be charged to this function. (p. 229) (Also see City of Groton budget request.)

- **Groton Long Point (1091)** provided payments for police, highway and streetlights are $412,867, a $13,075 decrease from FYE 2016. For FYE 2017 the police budget is funded at $245,000 and the highway budget is funded at $154,375. For FYE 2017, the street lighting expenses for Groton Long Point, which the Town pays, will be $13,492. (p. 232) (Also see Groton Long Point budget request.)

- **Fire District PILOT Program (1092)** is funded at $246,000, for FYE 2017. There are two components to the Fire District PILOT program - a State reimbursement PILOT portion and a Town-owned property PILOT program. The need for a Town-wide fire protection service assessment has been discussed for over ten years with no real progress being made. (p. 235)

CONTINGENCY

The Contingency account (1074) is its own service area and represents funds set aside for unforeseen expenses; it is available for any and all expenses contained within the General Fund. Section 9.10.7 of the Town Charter requires that no expenditures be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of $10,000 or more require the approval of the Representative Town Meeting (RTM). The Town's Debt Policy and Management/Fiscal Practices specify that an annual Contingency reserve of not more than 2.0% of the General Fund Operating Budget can be appropriated. For FYE 2017, it is requested that $550,000 be budgeted for this purpose which is the same amount budgeted in FYE 2016. Up until FYE 2016, the Town budgeted Contingency at $350,000 for a number of years. Similar to FYE 2016 this additional funding is proposed to be used to cover a portion of yet to be determined FYE 2017 wage increases. During budget deliberations this amount was reduced to $425,000. The adopted Contingency amount equates to approximately 0.3% of the General Fund Operating Budget.

Table 4 entitled "Final Budget Appropriation – Town of Groton - FYE 2004 through FYE 2017 (Adopted)" on p. 16 shows the dollar and percentage changes for the above noted/discussed "Areas of Service" from year to year and cumulatively for a 14 year period. As noted, since 2004 the Town budget increased on average 1.5% per year while the Town Operations portion of the budget has increased 0.7% on average.

Town of Groton

FINAL Budget Appropriation - Town of Groton - FYE 2004 through FYE 2017 Proposed

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Adopted/ ADJ 2016	Adopted	
Town Operations	$ 28,089,064	$ 28,037,383	$ 28,937,997	$ 30,710,625	$ 31,853,363	$ 32,720,667	$ 32,350,052	$ 32,377,415	$ 32,195,298	$ 32,662,872	$ 32,745,720	$ 33,275,450	$ 33,715,899	$ 31,948,788	Town Operations
% Change from Previous Year	-3.0%	-0.2%	3.2%	6.1%	3.7%	2.7%	-1.1%	0.1%	-0.6%	1.5%	0.3%	1.6%	1.3%	-5.2%	% Change from Previous Year
Average % Change over the 14 years														0.7%	Average % Change over the 14 years
Education	$ 61,015,890	$ 63,530,000	$65,771,300	$ 68,073,295	$ 70,000,000	$ 71,500,000	$ 72,572,500	$ 72,645,500	$ 72,645,500	$ 72,645,500	$ 73,662,715	$ 75,098,943	$ 76,730,239	$ 76,468,239	Education
% Change from Previous Year	1.7%	4.1%	3.5%	3.5%	2.8%	2.1%	1.5%	0.1%	0.0%	0.0%	1.4%	1.9%	2.2%	-0.3%	% Change from Previous Year
Average % Change over the 14 years														1.8%	Average % Change over the 14 years
Subdivisions	$ 4,325,510	$ 4,262,479	$ 4,581,248	$ 4,719,027	$ 4,838,436	$ 5,092,447	$ 4,964,012	$ 4,738,765	$ 4,881,072	$ 5,228,394	$ 5,217,249	$ 5,050,470	$ 5,025,247	$ 4,984,413	Subdivisions
% Change from Previous Year	-2.6%	-1.5%	7.5%	3.0%	2.5%	5.2%	-2.5%	-4.5%	3.0%	7.1%	-0.2%	-3.2%	-0.5%	-0.8%	% Change from Previous Year
Average % Change over the 14 years														0.9%	Average % Change over the 14 years
Capital/Debt Service	$ 3,914,547	$ 4,475,985	$4,559,692	$4,536,280	$5,792,780	$6,889,370	$6,461,100	$5,964,650	$6,712,449	$8,233,440	$6,242,337	$6,951,300	$7,906,875	$5,711,757	Capital/Debt Service
% Change from Previous Year	31.9%	14.3%	1.9%	-0.5%	27.7%	18.9%	-6.2%	-7.7%	12.5%	22.7%	-24.2%	11.4%	13.7%	-27.8%	% Change from Previous Year
Average % Change over the 14 years														6.3%	Average % Change over the 14 years
Outside Agencies	$ 1,605,730	$ 1,632,431	$1,654,212	$1,687,622	$1,791,791	$1,803,105	$1,913,400	$2,029,363	$2,050,744	$2,043,565	$2,085,937	$2,117,548	$2,147,716	$2,020,053	Outside Agencies
% Change from Previous Year	-3.3%	1.7%	1.3%	2.0%	6.2%	0.6%	6.1%	6.1%	1.1%	-0.4%	2.1%	1.5%	1.4%	-5.9%	% Change from Previous Year
Average % Change over the 14 years														1.5%	Average % Change over the 14 years
Contingency	$ 400,000	$ 400,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 450,000	$ 350,000	$ 350,000	$ 550,000	$ 425,000	Contingency (appropriation)
% Change from Previous Year	-15.4%	0.0%	-12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.6%	-22.2%	0.0%	57.1%	0.0%	% Change from Previous Year
Average % Change over the 14 years														2.5%	Average % Change over the 14 years
Total ADJ Budgets inc. contingency transfers to date	$ 99,166,241	$102,019,678	$105,504,449	$109,975,249	$114,537,954	$118,024,114	$118,363,339	$117,868,148	$118,612,063	$121,089,379	$120,289,308	$122,782,341	$ 125,738,680	$ 121,558,250	Total Budgets
% Change from Previous Year	0.9%	2.9%	3.4%	4.2%	4.1%	3.0%	0.3%	-0.4%	0.6%	2.1%	-0.7%	2.1%	2.4%	-3.3%	% Change from Previous Year
Average % Change over the 14 years														1.5%	Average % Change over the 14 years

Table 4. Final Budget Appropriation – Town of Groton – FYE 2004 through FYE 2017 (Adopted)

GENERAL FUND REVENUES – WHERE THE MONEY COMES FROM

The following is a summary of the projected FYE 2017 revenues (pp. 56-68), which will be used to fund the adopted FYE 2017 operating budget of $121,558,250. The FYE 2017 Adjusted revenues from the State of Connecticut are based on the Governor's proposed FYE 2017 budget while the FYE 2016 Estimate state revenues are based on the state's FYE 2016 Adopted Budget with adjustments/rescissions that have been made. The FYE 2017 revenues are based on the Governor's proposed budget which was released on February 3, 2016 and includes revisions as of May 2016.

One of the greatest challenges facing all Connecticut municipalities over the last couple of years is the uncertainty associated with the amount of state funding that will be received. Historically, the Town has used the Governor's estimates in formulating our proposed budget. In most years, the actual funding received from the state has exceeded the Governor's estimates. However this is not the case for FYE 2016 as the Town is expected to receive $225,923 less as a result of the Governor's mid-year budget rescissions and changes to state grants. Despite the potential variations, it is recommended that the Governor's FYE 2017 budget be used at this time.

With this revenue budget, the Town will be using $666,693 of Fund Balance Applied. In FYE 2015 $900,000 had been set aside to help fund the FYE 2017 budget; however due to revenue shortfalls only $666,693 is currently available. The remaining $233,307 will be returned to unassigned Fund Balance to maintain the $9.7 million balance that is required to meet the current policy of having an unassigned Fund Balance of 7.75%.

As a result of the FYE 2009 budget process, the Town increased the unassigned Fund Balance from 7.25% to 7.5%; maintained a 7.5% unassigned Fund Balance in FYE 2010, FYE 2011, FYE 2012 and FYE 2013; and in February 2014 increased the unassigned Fund Balance to 7.75% of expenditures. As part of the FYE 2015 budget proposal it was my strong recommendation that the unassigned Fund Balance policy be increased from 7.75% to at least 8.0%. Instead the Town Council chose to use approximately $1.6 million dollars of fund balance above the 7.75% amount (approximately $300,000 was needed to raise the Fund Balance to 8%) to lower the mill rate from 20.72 to 20.13 mills. Though FYE 2017 does not appear to be the year to increase the unassigned Fund Balance, it is something the Town needs to consider doing in the near term. Communities in our bond rating peer group have on average an unassigned fund balance in the 11% range.

Like all Connecticut municipalities, Groton uses a variety of revenue sources to fund its adopted expenditures. These include general property taxes; state grants in aid-education; state grants in aid-general government; federal grants in aid for education; fees associated with licenses and permits; interest on investments; charges for current services; user fees; and fund balance/other revenue. For the FYE 2017 Adopted Budget, the percentages of revenue coming from these various sources are projected to be as follows:

General Property Taxes	68.3%	Federal Grants in Aid	3.0%
Licenses and Permits	0.2%	Charges for Current Services	1.4%
Revenue from Investments	0.1%	Schools-Library-Recreation	0.2%
State Grants in Aid-Education	22.0%	Other Revenue	0.4%
State Grants in Aid-General Government	4.0%	Fund Balance Applied	0.5%

GENERAL PROPERTY TAXES

The FYE 2017 Adopted Budget increases the mill rate of 20.95 to 21.73, an increase of .78 mills. One mill is equivalent to $3,725,190. The adopted property tax levy for FYE 2017 will be based on all taxable property in the Town as of October 1, 2015 after adjustments by the Board of Assessment Appeals (BAA). The October 1, 2015 Grand List decreased 0.5% when compared to the 2014 Grand List after the BAA deliberations. A decrease in the October 1, 2015 Grand List was expected due to Pfizer's demolition of Building 118. The net adjusted grand list now totals $3,789,539,060, which results in a decrease of approximately $400,404 in tax revenue if the FYE 2016 mill rate was maintained. The combined assessments of the top 10 taxpayers dropped by approximately $29 million to about $758 million and now comprise 20.0% of the Town's net grand list. Pfizer's Building 118 has now been completely removed from the grand list and is the main reason for this decrease.

Net **real estate** remained flat at $3.351 billion compared to the 2014 Grand List. The removal of Pfizer's Building 118 was somewhat offset by increases to other real estate. Net residential real estate assessments increased 0.4%, from approximately $2.261 billion to $2.270 billion and represent 59.9% of the 2015 Grand List. Sixteen single-family homes were under construction for the October 1, 2015 Grand List compared to 20 last year. Commercial real estate remained stable at 15% while industrial property which includes Pfizer and Electric Boat dropped and now accounts for 13.4% of the overall 2015 Grand List.

The **personal property** grand list experienced a decrease of 6.2% in net assessments. The number of business personal property accounts fell for the fourth year in a row and the volume of accounts experiencing penalties for late or non-filing stabilized. The final number of taxable businesses for the 2015 Grand List was 1,909 accounts, down from 1,938 accounts for the 2014 Grand List. The net assessment on personal property now comprises 6.4% of the grand list.

The **motor vehicles** portion of the grand list, adjusted for military exemptions, reflects a decrease of 1.1%. The net assessment on motor vehicles now comprises 5.1% of the grand list.

Summary - Total revenue to be raised by general property taxes including supplemental motor vehicles, interest and liens, and prior year taxes is $82,974,393 compared to the FYE 2016 estimate of $79,847,000, a 3.9% increase. General property taxes will provide 68.3% of the General Fund budget, as compared to 65.2% last year. (p. 58)

OTHER REVENUES

Licenses and Permits - Revenues generated from licenses and fees will total $298,278, which represents 0.2% of the FYE 2017 Adopted Budget. These funds are received from building and development activity, sporting and dog licenses, and other licenses and fees. The projected

revenue from this source is down approximately $64,000 from the FYE 2016 estimate. During FYE 2016 a large number of permits were filed for several projects which contributed to the increase in revenue for 2016. (p. 59)

Investments - Over the last couple of years, revenues from investments have significantly decreased due to lower interest rates. For FYE 2017, it is estimated that the Town will receive $95,000 in investment income which is the same as the FYE 2016 estimate. (p. 60)

State Grants in Aid-Education - The revenues designated from the State of Connecticut for State Grants in Aid-Education are based on the Governor's proposed FYE 2017 budget. Accordingly, the Town will receive $26,714,849 in State Grants in Aid-Education in FYE 2017 which represents 22.0% of the FYE 2017 Adopted Budget. This amount is approximately $774,866 less than the FYE 2016 Estimate due to anticipated reductions to grants for Education Cost Sharing, Special Education and School Transportation. With the Governor's proposed FYE 2017 budget, 34.9% of the adopted education budget (1080) will be funded from state aid for education in FYE 2017 compared to 35.8% estimated in FYE 2016. (p. 61)

State Grants in Aid-General Government – According to the Governor's FYE 2017 budget, the Town will receive $4,818,126 in State Grants in Aid–General Government. This amount is approximately $387,000 more than the FYE 2016 Estimate. The increase is primarily due to a new Revenue Sharing grant which diverts sales tax funds to municipalities. While this new Revenue Sharing grant has been included in the FYE 2017 budget there is concern over whether it will ultimately by funded by the State. Overall, the amount of anticipated state aid represents 4.0% of the FYE 2017 Adopted Budget. (p. 62)

Federal Grants in Aid – Revenues from Federal Grants in Aid for FYE 2017 are estimated to be $3,599,882, which represents 3.0% of the FYE 2017 Adopted Budget. The principal Federal Grant in Aid that the Town receives is pupil impact aid, which covers a portion of the cost of educating dependents of personnel assigned to the U.S. Submarine Base. This amount is approximately $368,000 less than the FYE 2016 estimate. Funds from a prior year anticipated to be received in FYE 2016 did not materialize resulting in an impact aid revenue shortfall of over $753,000. (p. 64)

Charges for Current Services - Revenues for current services are estimated to be $1,715,226, which represents 1.4% of the FYE 2017 Adopted Budget. This amount is a decrease of about $359,000 from the FYE 2016 Estimate, which is mainly attributable to a reduction in the amount charged to other funds for administrative services provided and a change in the agreement between the Town and the Housing Authority. The Housing Authority will begin to pay their sewer use fees directly in lieu of the 10% of shelter rent payments previously paid to the Town. (p. 65)

Schools-Library-Recreation Accounts - Revenues from user fees associated with Schools-Library-Recreation activities are estimated to be $220,008, which represents 0.2% of the FYE 2017 Adopted Budget. Revenues are down approximately $51,000 from FYE 2016 primarily due to the transfer of revenue attributed to Senior Center programs to the Recreation and Senior Activities Fund. (p. 66)

Other Revenue - Other Revenue is estimated at $455,795, which is a decrease from the FYE 2016 Estimate of $505,484. This decrease is primarily related to a reduction in disposal fees and payments from other funds. (p. 67)

Fund Balance Applied - It should be noted that as a result of last year's budget deliberations, $5,035,029 of the Fund Balance ($3,235,029 unassigned and $1,800,000 committed) was approved to be used to support the FYE 2016 budget. It is anticipated that an additional $323,035 will be needed to fund FYE 2016 expenditures due to revenues estimated to be $1.66 million under budget and expenditures to be $1.34 million under budget. As adopted, $666,693 is being applied from Fund Balance to fund expenses in FYE 2017. With this year's allocation of Fund Balance Applied, the unassigned Fund Balance is projected to be 7.75% of expenditures or approximately $9.4 million, which is the minimum per the Debt Policy and Management/Fiscal Practices. Fund balance of $900,000 had previously been committed to be applied to the FYE 2017 budget. However based on estimates for FYE 2016 only $666,693 of this will be available to fund FYE 2017. The remainder of $233,307 must be returned to unassigned Fund Balance. (p. 68)

Summary - As shown in Table 5 entitled "Trends in General Fund Current Revenues (excluding Fund Balance Applied)" on p. 21, the trend has been for state, federal, and other revenues to decline while property taxes are used to make up the shortfall. In FYE 2008, State/Federal revenues funded 34.5%, Other Revenue funded 4.0% and Property Tax funded 61.5% of all revenues. Over the next nine years, State/Federal and Other Revenue declined as a percentage of revenues while the percentage of Property Tax funding of revenues increased. As noted below, for FYE 2017, State/Federal revenue funding is 29.1%, Other Revenue funding is 2.3% and Property Tax funding is 68.6 % of the adopted budget.

OTHER FUNDS

Over the years, the Town has established a number of special funds in order to provide services to the residents of the community. The following is an overview of the major funds that are considered as part of the annual budget process.

Golf Course Fund (2010) – The Shennecossett Golf Course is owned and operated by the Town of Groton, but unlike many other recreation activities/facilities is considered a self-supporting enterprise in which operational expenses are to be funded by income generated by the golf course operation. For FYE 2017, the golf course adopted budget is $1,190,883, which represents a 1.6% decrease from the FYE 2016 Adopted/Adjusted Budget. With projected revenue of $1,221,545 this will leave a projected Fund Balance for FYE 2017 of $80,953 which equates to 6.8% of expenditures, far below the established goal of 10%. From a cost recovery standpoint and using the same criteria, the golf course has a significantly higher cost recovery percentage compared to the other Parks and Recreation program budgets found in Functions 1064 and 3240 (133% versus 62%). (p. 198)

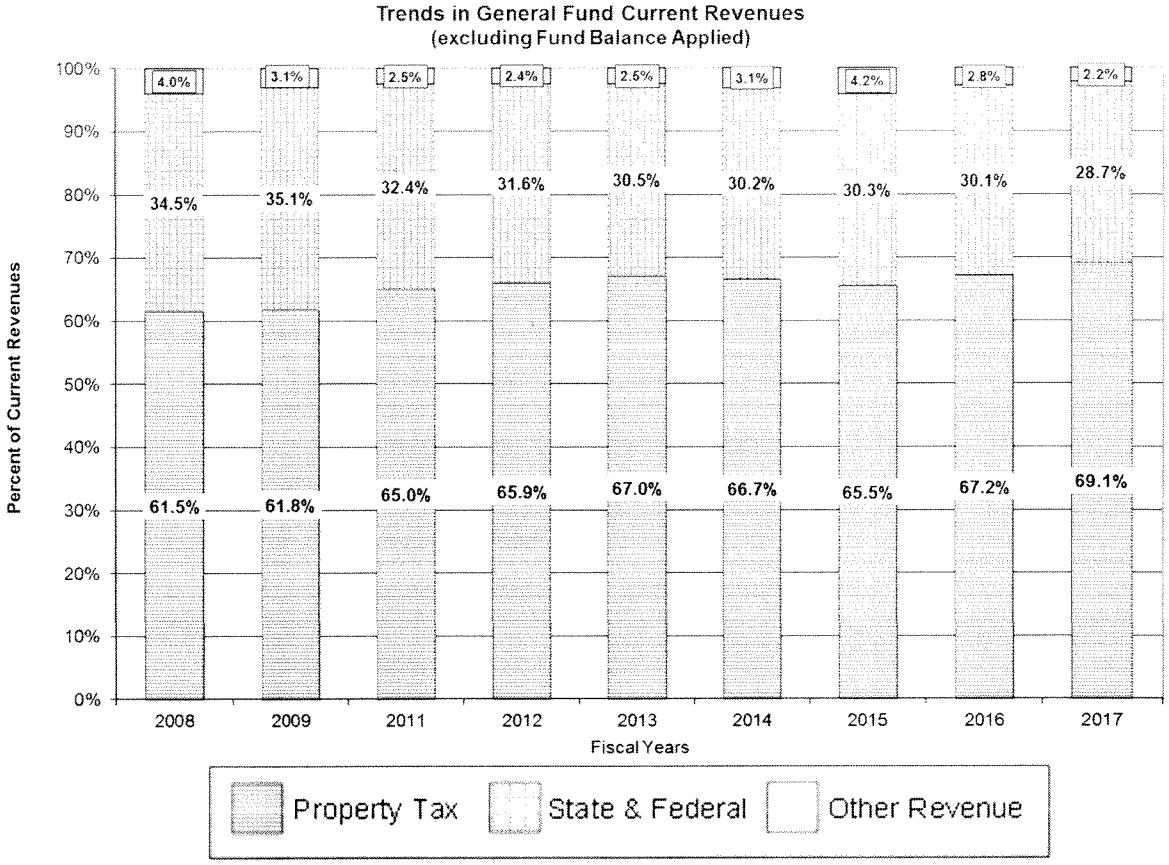


Table 5. Trends in General Fund Current Revenues (excluding Fund Balance Applied)

Sewer Operating Fund (2020) – Water Pollution Control is a 100% user fee funded division of the Public Works Department. The adopted Water Pollution Control budget of $6,076,637 for FYE 2017 represents a 12.5% decrease from the FYE 2016 Adopted/Adjusted Budget. The Water Pollution Control Authority has approved the budget. The residential use rate is proposed to increase to $31.00/month/unit while the commercial users' rate is determined by water usage. Debt service for the Fort Hill Sewer Rehabilitation Project is included in this budget as well as a payment to the General Fund for billing, accounting and general management services provided. (p. 151)

Solid Waste Fund (2030) – The FYE 2017 budget for this fund is $1,504,364, which represents a 35.9% decrease from the FYE 2016 Adopted/Adjusted Budget. This decrease is primarily due to the discontinuation of the Commercial Solid Waste program as of July 1, 2015. For FYE 2017, fund balance of $20,940 is being used to fund expenses associated with this fund. It is projected that 25,232 tons of municipal solid waste will be sent to Preston. The Southeastern Connecticut Regional Resources Recovery Authority (SCRRRA) has set the tipping fee at $58/ton and this $58/ton rate is included in the adopted budget. The Town prevailed in the appeal of the 6% sales tax assessed by the State Department of Revenue Services and paid in January 2011. The Town received a refund of $284,153 which included interest of $43,287 from the State Department of Revenue Services. (p. 156)

Revaluation Fund (2120) – The FYE 2017 budget for this fund is $180,000. The Town has contracted with Tyler Technologies for the revaluation process which will be effective October 1, 2016. (p. 127)

Recreation and Senior Activities Fund (3240) – This fund was shown for the first time as a budgeted fund in FYE 2012. A non-budgeted special revenue fund was created in 2004 that included recreational programs that were designed to "pay for themselves," i.e. the direct cost of the programs would be covered by fees. Since 2004 an increasing number of recreational programs and expenses have been shifted to the fund. As of FYE 2016, the fund has generated an estimated fund balance of $343,353. (p. 203)

For FYE 2017, the budget for this fund shows a 3.2% increase in expenditures. This increase is primarily due to moving Senior Center program costs to Fund 3240. This shift was to provide consistency between how similar program costs are reported for both Recreation and Senior Center programs. The estimated FYE 2017 fund balance is $412,123. (p. 73)

Sewer District Fund (4010) – This fund finances the Town of Groton sewer district, which pays the principal and interest on sewer bonds and notes. The principal sources of revenue are the sewer district tax and fund balance applied. The adopted budget for FYE 2017 is $828,774 and represents a 0.8% decrease from FYE 2016. The adopted mill rate for FYE 2017 is 0.25 mills and has been maintained by the use of $200,000 from the fund's fund balance. (p. 241)

Capital Reserve Fund (5010) – The Capital Reserve Fund contains funds to be appropriated for needed capital improvement projects. The adopted appropriation of $1,795,000 consists of capital improvement projects being funded from the Capital Reserve Fund of $644,000 and Sewer Operating Fund (WPCF) projects totaling $1,151,000. Three projects are to be funded utilizing state LoCIP funding ($250,000). Twenty-seven capital improvement projects were proposed to be funded in FYE 2017 and sixteen were approved including 13 for the Town, zero for the Board of Education, and three Water Pollution Control projects. In addition, the school facilities project is identified for potential referendum. These projects are part of the Town's six-year Capital Improvement Program (CIP) that is required by both Town Charter and State Statutes. The Planning Commission has reviewed the draft CIP and its recommendations were considered in the preparation of the Town's Adopted FYE 2017 through FYE 2022 Capital Improvement Program. (p. 249)

Fleet Reserve Fund (6040) – The Fleet Reserve Fund is supported by user fees which cover the costs of vehicle purchases, maintenance, and fuel. The Fleet Division of the Public Works Department is responsible for the asset management of the Town's fleet and the repair of its construction, operations, and staff vehicles. The adopted Fleet Reserve budget for FYE 2017 is $1,476,903, which represents a 7.1% decrease from the FYE 2016 budgeted amount. The majority of this decrease is due to lower fuel prices.

For FYE 2017, the replacement schedule program calls for the replacement of 50 vehicles ($2,521,433) of which 35 are past their replacement date. The adopted budget calls for the replacement/refurbishment of 13 out of 50 vehicles scheduled for replacement ($817,834).

The departmental contributions to the fund were reduced to 75% of the recommended amount in FYE 2009 and FYE 2010. The percentage was further reduced in FYE 2011 through FYE 2016 to 25%. The FYE 2017 budget includes vehicle replacement fees in a single General Fund

account in Contributions to Other Funds rather than in each function. Vehicle maintenance and fuel costs will continue to be budgeted in each function. In an effort to replenish this fund after several years of underfunding, the General Fund contribution funds vehicles at 75%, an increase from prior years. During budget deliberations the contribution was reduced to 57.6%. The Golf Course and Wastewater Treatment continue to pay 100% of the scheduled replacement costs.

The maintenance fees assigned to each vehicle are based on actual maintenance costs which were incurred during the previous three years and then averaged for a one year period. Budgeted vehicle maintenance costs for FYE 2017 are projected to decrease $5,282 or 1.3%.

Significant savings were realized for FYE 2017 due to reductions in fuel costs. Unleaded fuel costs are budgeted at $2.10/gallon for FYE 2017 versus $3.14/gallon for FYE 2016 while diesel fuel is budgeted at $2.04/gallon for FYE 2017 compared to $3.15/gallon for FYE 2016. (p. 160)

OTHER CONSIDERATIONS

PERSONNEL COSTS

The following chart shows negotiated wage/salary increases for Town bargaining units and budgeted increases for non-union employees going back to FYE 2012. For FYE 2017 Town Operations department budgets only include negotiated/agreed upon wage/salary increases. As noted below only one out of five Town bargaining units have negotiated contracts in place for FYE 2017, covering approximately 15% of the full-time employees. In addition no increases for non-union employees have been budgeted for at this time. As noted earlier, for FYE 2017 $425,000 was adopted for Contingency. The funding is proposed to be used to cover a portion of the yet to be determined FYE 2017 wage/salary increases.

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

FUND BALANCE

According to the Government Finance Officers Association (GFOA), Fund Balance is the cumulative (not annual) difference of all revenues and expenditures from the government's creation. Over the last 13 years, the Town has increased its unassigned Fund Balance from 5% to 7.75% of the total General Fund budget. Most recently, in February 2014 after receiving and accepting the Annual Audit, the Town Council raised the Town's unassigned Fund Balance from 7.5% to 7.75%.

During the Town's recent bond rating presentations in November 2011 and in February

2014, the issue of the Town's unassigned Fund Balance became a topic of discussion with the rating agencies and the Town's financial advisor. The Town is rated either AA2 or AA by the three bond rating agencies and they consider other municipalities with the same bond rating as our "peer communities." For all Connecticut municipalities with such an AA2/AA rating, the median for their unassigned Fund Balance is 11.1% while the average unassigned Fund Balance for that same peer group is 11.3% based on 2014 data.

Though maintaining the Town's Fund Balance over the last couple of years has sent a positive message to the bond rating agencies, the Town in the near term needs to commit to increase its unassigned Fund Balance to be more in line with its peer municipalities.

GAINING SOME PERSPECTIVE

For FYE 2017 the Town is confronted with a reduced grand list resulting in tax revenue reductions of approximately $400,404 primarily associated with Pfizer's decision to demolish Building 118. In addition, there is little likelihood that the state will provide municipalities with significant additional funding over the next couple of years or that meaningful property tax reform will be implemented. These realities, coupled with anticipated increases in certain personnel and operational budget items, mean that municipalities can expect to see "level" service budgets increase in the 2-3% range. While there is growing optimism with respect to the national, state, and local economy, it is unlikely that the Town's grand list will grow significantly in the short term. In an effort to help the reader have a better understanding and appreciation of how Groton compares to other Connecticut communities, an excerpt from the State of Connecticut/Municipal Fiscal Indicators for Fiscal Years Ended 2010-2014, dated January 2016 has been included (p. 34). A review of a number of the major indicators confirms that Groton, compared to most of the other 168 communities in Connecticut is in a very enviable position. A summary of these indicators follows:

- Debt per Capita / below the average/median; 94 out of 169
- Education Expenditures per Pupil / below the average/median; 105 out of 169
- Tax Levy per Capital / below the average/median; 139 out of 169
- Property Tax Revenue as a % of Total Revenue / below the average/median; 135 out of 169
- Equalized Mill Rate / below the average/median; 146 out of 169 (does not take into account that Groton has one of the largest commercial/industrial tax bases in the state as a percentage of its grand list.)

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

UNMET NEEDS

In all respects, the FYE 2017 Adopted Budget for Town Operations is a level service if not in some instances, a below level service budget. A number of positions have been eliminated, job descriptions rewritten and positions reclassified. Operating costs have been reduced where possible. Thankfully a number of cost reductions have come about due to market conditions (lower fuel costs) and positive historical experience (reduced health, retirement and OPEB costs).

Previously identified unmet needs that have not been addressed or adequately addressed that should be kept in mind when the adopted budget is being reviewed and future budgets prepared include:

- Increase funding/staffing for enhanced economic development initiatives and marketing with an eye on growing the community's tax base. In FYE 2015 the Town provided the seed money necessary to begin making the community more competitive. Continuing to invest in economic development is the only option available to the Town to increase local revenues in a meaningful way.

- Increase funding for energy conservation enhancements and initiatives. These types of investments over time will reduce operating costs and have a direct positive impact on containing and/or reducing operating costs. The LED streetlight initiative contained in this year's CIP would significantly cut energy costs in the near term and enhance public safety.

- Additional funding should be set aside to support community events, activities, and opportunities that present themselves throughout the year that are unknown at budget time. The availability of such funding would allow for more timely decisions by the community to participate in these types of activities (e.g., Sub Century; USS Groton Sail).

- Full funding of the Fleet Replacement Fund should become a priority. The adopted FYE 2017 budget proposes to increase funding to the 57.6% level, with the goal of funding it at 100% in FYE 2018.

- Increase annual CIP funding and/or bond authorizations to address long-standing capital improvement needs. The FYE 2017-2022 Capital Improvement Program (CIP) identifies over $100 million in needed improvements over the next six years. Clearly this level of work cannot be undertaken given current funding levels and budget constraints. An annual appropriation to grow the Capital Reserve Fund balance was adopted.

LOOKING AHEAD

Following the completion of the FYE 2017 budget review and approval process, it is once again recommended that the Town Council and RTM hold a series of joint meetings during the summer/fall of 2016 to discuss the upcoming FYE 2018 budget. Consideration should be given to engaging the public in a dialogue to help prioritize what services and programs they would like to see provided and the extent to which they are willing to pay for these services and programs.

Looking ahead, the following general precepts should be kept in mind as we move through next year and plan for the FYE 2018 budget:

- Review scope of services provided by the Town, identify core services, and explore funding options with others. Structure the organization to provide these core services in the most efficient and cost-effective manner.

- Evaluate joint endeavors with the Board of Education, political subdivisions and fire districts. While the City, Groton Long Point and the fire districts have the right to provide separate services to their residents, the cost, need, identification of who pays, and viability and economic wisdom of providing duplicative services need to be taken into consideration.

- Make sure that we do not take on additional responsibilities without an understanding of their impact on current and future budgets and services. We should try to avoid imposing mandates on ourselves, and where possible, simplify rather than make things more complex.

- Increase emphasis on growing revenues to offset tax increases. The steady increase in property taxes as a percentage of revenue has put extreme pressure on operating budgets (and our taxpayers) in an effort to maintain the scope of services desired by the community.

- Regionalization should be embraced in those areas where it would result in cost savings and/or improved efficiencies, and/or bring about greater capabilities. While the Town may need to take the lead in these efforts, it must be careful to assure that costs are shared equitably among participating communities (e.g., emergency dispatch; vehicle maintenance; revaluation; animal control).

- Carefully evaluate whether to continue contributions to outside agencies in light of reductions to Town departments.

Finally, while the regional, state and national economies are continuing to emerge from a prolonged period of difficult economic conditions, growth in Town revenues continues to lag behind. Town Operations has attempted over the last 14 years to adapt to these changing economic conditions, by reducing its workforce and containing the cost of providing services. To date this has been accomplished without recognizable reductions to the services provided to the citizens of Groton. However, with the adopted FYE 2017 budget our ability to continue to do so has come to an end. Unfortunately, over recent years the focus of annual budget deliberations

has narrowed to comparisons with the prior year, often with the goal of no increases and/or reductions. In doing so, decisions have been made to reduce and/or not increase contributions to the Fleet Fund, the Capital Reserve Fund, unassigned Fund Balance and facility maintenance in an effort to hold the line on increases or to make up for increases in other areas. During this same time period, revenue from the state and federal governments continued to decline as a percentage of funds available to fund the budget as they faced their own budget struggles. In other words, saving for the future through the annual budget process has taken a back seat to meeting current operational needs. An organization can only do this for so long without reinvesting in itself. Schools need to be modernized and/or replaced, roads need to be paved, buildings repaired, equipment replaced, economic development initiatives undertaken in an effort to better position the community, and recreation facilities upgraded, to name a few examples.

Groton has been and continues to be proud of the level and quality of services it provides to its citizens. It may no longer be prudent to maintain all of these services at the expense of not investing in the Town's future. Absent a political consensus as to where to reduce services, the Town needs to place increased emphasis on growing revenue (economic development) and take a comprehensive look at efficiencies and cost savings that may be gained internally and within the fire districts, political subdivisions and others. Over the last decade, despite difficult economic times, the Groton taxpayers have seen fit to invest in the Town's future by approving three relatively recent bond authorizations (the rehabilitation of Thames Street; the Town-wide road rehabilitation program; and enhancements to the Groton sewer system infrastructure). It should be kept in mind that as we begin review of the FYE 2017 Budget, Groton's budget situation has more to do with changing revenue growth than unreasonable growth in expenditures.

ACKNOWLEDGEMENTS

Work began our preparation of the FYE 2017 Budget in late summer 2015 and has involved countless hours of effort by Department Heads and their respective staffs. In addition to recognizing and thanking the Departments for their hard work and dedication in preparing their FYE 2017 budget requests, I would like to especially express my sincere gratitude and appreciation to Cindy Landry, Finance Director; Robert Zagami, Human Resources/Risk Management Director; Robin Moulding, Financial Assistant II; Lisa Hylton, Administrative Secretary; and Nicki Bresnyan, Executive Assistant for their commitment and the hard work they put forth in assisting me in the preparation of the FYE 2017 Budget.

Sincerely,



Mark R. Oefinger, AICP
Town Manager

TOWN OF GROTON, CONNECTICUT
PRINCIPAL OFFICIALS

Town Council

Bruce Flax, Mayor
Dean Antipas
Diane Barber
Joe de la Cruz
Gregory Grim
Karen Morton
Bonnie Nault
Deborah Peruzzotti
Harry A. Watson

Representative Town Meeting

Scott L. Newsome - Moderator

District 1
Karin Adams
Joe Baril
Nancy E. M. Gilly
Roscoe Merritt
Joan Steinford
Lori A. Watrous
Ivy R. Williams

District 2
Emily Maher
Jackie Massett
Lian Obrey
Juliette M. Parker

District 3
Alicia T. Bauer
Brandon Marley
Lisa McCabe
Irma J. Streeter
James L. Streeter
Archie Swindell

District 4
Robert Bailey
Christine Conley
Jim Evans
Matthew G. Longino
Patricia Wagner
Jonathan E. Wilson (R)

District 5
Rafael Burgos, Jr.
Susan Deane-Shinbrot
Robert M. Garcia
Kathy Neugent
Richard Pasqualini, Jr.
Gary Welles

District 6
Jeanne N. Baker
Luanne E. DeMatto
Thomas A. Frickman
Jim Loughlin
Bruce A. McDermott
Jim Nault

District 7
Clarence Casper
Bobbi Jo Cini
Lynn Crockett Hubbard
Scott L. Newsome
Carolann Quinn

Appointed Officials

Mark R. Oefinger:	Town Manager
Dr. Michael H. Graner:	Superintendent of Schools
Eileen M. Duggan:	Town Attorney

Department Directors

Finance:	Cindy R. Landry
Human Resources:	Robert Zagami
Human Services:	Marjorie D. Fondulas
Library:	Betty Anne Reiter
Parks & Recreation:	Mark Berry
Planning & Development:	Jonathan Reiner
Police:	Louis J. Fusaro Jr.
Public Works:	Gary J. Schneider
Town Clerk:	Betsy Moukawsher

45 Fort Hill Road
Groton, CT 06340-4394
Town Clerk 860-441-6640
Town Manager 860-441-6630

Introduced: 1/7/2016

Version: 2

File Number: 2016-0023

Status: Passed

RESOLUTION ADOPTING THIRTIETH GROTON TOWN COUNCIL GOALS

RESOLVED, that the 30th Groton Town Council adopts the following goals for 2016-2017:

Charter Revision

- Establish a Charter Revision Commission.

Budget/Fiscal Responsibility

- Evaluate Town and other community services with a focus on prioritizing Town expenditures.

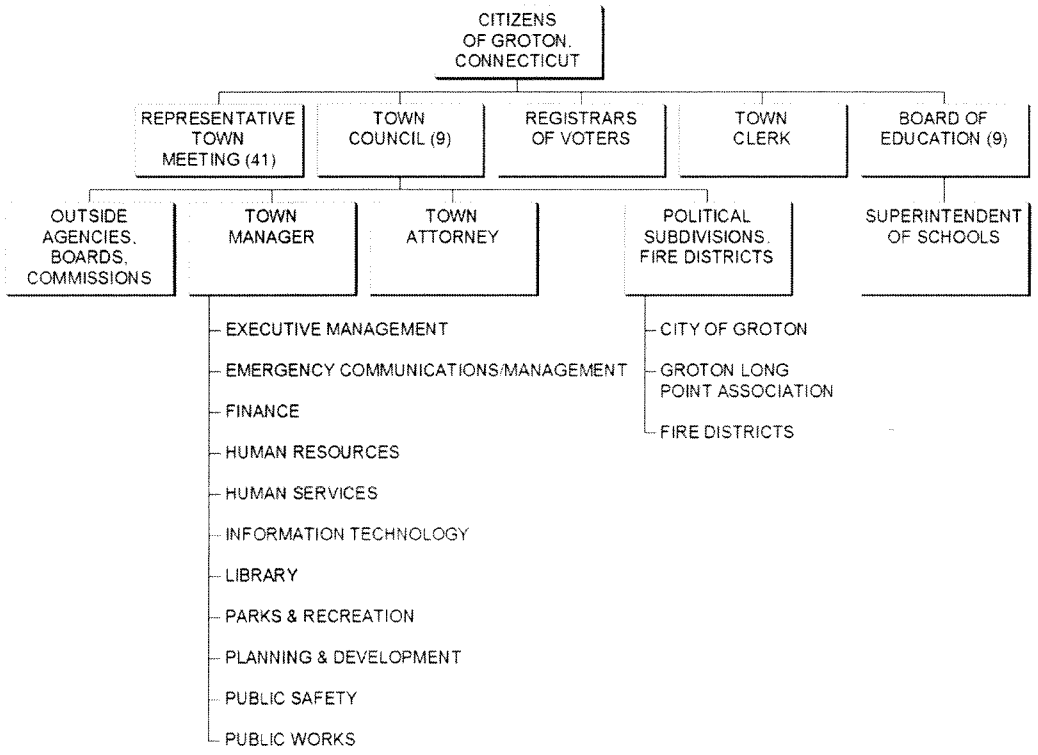
Increase Town Revenue

- Continue to support Town-wide community and economic development with a focus on the Thames Street, Route 117, Airport, Downtown Groton, and Downtown Mystic areas.

Communication

- Brand and market "One Groton."

TOWN OF GROTON
ORGANIZATION CHART



FYE 2017

GROTON AT A GLANCE

A charming Connecticut shoreline community, the Town of Groton borders Fishers Island Sound between the Thames and Mystic Rivers. Thirty-eight and three tenths square miles in size, over 3,500 acres of reserved open space, active recreation areas, and watershed lands, and 58 miles of shoreline provide residents with a high quality standard of living.

Originally the home of the Pequot Indians, an Algonquin-speaking woodland tribe, this territory provided vital resources; an abundance of food and clothing supplied from wildlife, and fish retrieved from the shoreline areas. The Pequots became the most powerful tribe in the region now known as Connecticut, attributable to their strength in warfare and possession over the shellfish beds, used for wampum trade amongst tribes.

Groton was first settled as part of New London in 1646 when John Winthrop Jr. came from Massachusetts Bay to found Pequot Plantation at the mouth of the Thames River. By 1705, the population east of the Thames had increased sufficiently, and inhabitants were allowed to incorporate as a separate town, named Groton, in honor of the Winthrop family estate in England.

In 1868, area residents, with the help of the State of Connecticut, purchased 112 acres on the Thames River and presented the site to the Federal Government for use as a navy yard. During World War I, the navy yard was officially commissioned a United States submarine base.

Fittingly, Groton is known as "The Submarine Capital of the World". It is the home of the Electric Boat Division of General Dynamics, a firm responsible for delivering 74 diesel submarines to the Navy during World War II. In 1954, the company launched the world's first nuclear-powered submarine, the USS Nautilus, currently displayed at the USS Nautilus Memorial. Electric Boat is the premier designer of submarines for the United States Government and was responsible for the development of the fifteen of eighteen classes of nuclear submarines including Trident, Seawolf, and the new attack submarine.

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

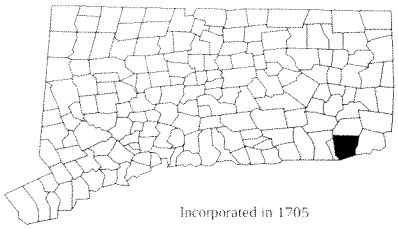
The treasures of Groton's past are retained through the historic homes that are scattered through the Town, the quaint streets of Noank, and the scenic Long Island Sound. The Town is committed to preserving this past, while striving to implement new initiatives as the leader in Southeastern Connecticut.

Groton, Connecticut

CERC Town Profile 2016 *Produced by The CT Data Collaborative*

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

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



Demographics

Population (2010-2014)

	Town	County	State
2000	39,907	259,088	3,405,565
2010	40,115	274,055	3,574,097
2014	40,136	274,071	3,592,053
2020	38,172	283,665	3,702,469
'14 - '20 Growth / Yr	0.1%	0.9%	0.9%

	Town	County	State
Land Area (sq. miles)	31	665	4,842
Pop./Sq. Mile (2010)	1,293	412	742
Median Age (2010-2014)	32	41	40
Households (2010-2014)	16,283	106,882	1,356,206
Med. HH Inc. (2010-2014)	$60,157	$66,693	$69,899

Race/Ethnicity (2010-2014)

	Town	County	State
White	29,498	211,433	2,508,360
Black	2,704	15,500	365,871
Asian Pacific	1,988	11,690	145,842
Native American	33	144	1,105
Other/Multi-Race	3,137	20,241	282,094
Hispanic (Any Race)	3,981	25,384	512,795

	Town	County	State
Poverty Rate (2010-2014)	8.6%	9.1%	10.5%

Educational Attainment (2010-2014)

	Town		State	
High School Graduate	7,222	28%	677,887	28%
Associates Degree	1,926	8%	180,321	7%
Bachelors or Higher	9,019	35%	908,551	37%

Age Distribution (2010-2014)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	3,053	8%	3,837	10%	7,607	19%	11,089	28%	9,119	23%	5,431	14%	40,136	100%
County	14,320	5%	32,315	12%	38,674	14%	67,521	25%	79,834	29%	41,407	15%	274,071	100%
State	194,338	5%	452,157	13%	489,981	14%	892,275	25%	1,032,223	29%	531,079	15%	3,592,053	100%

Economics

Business Profile (2014)

Sector	Units	Employment
Total - All Industries	1,046	25,693
23 - Construction	46	151
31-33 - Manufacturing	18	10,968
44-45 - Retail Trade	150	2,095
62 - Health Care & Social Assistance	105	1,686
72 - Accommodation And Food Services	123	2,270
Total Government	57	3,373

Top Five Grand List (2014)

	Amount
Pfizer Inc.	$403,988,710
Electric Boat Corp	$260,705,225
Ledges Groton #199Y LP	$21,222,950
Groton Devel Assoc	$19,286,806
Exit 88 Hotel LLC	$18,753,980
Net Grand List (SFY 2013-2014)	$3,868,863,246

Major Employers (2014)

U S Navy Submarine Base
Pfizer Inc.
TASMG (Hellicopter Repair)
Electric Boat Corp
Town of Groton

Education

2013-2014 School Year

	Grades	Enrollment
Groton School District	PK-12	4,657

Pre-K Enrollment (PSIS)

	2011-2012
Groton School District	236

4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Groton School District	84.0%	90.0%	79.0%

Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	54.8%	56.9%	61.9%	62.7%	81.3%	76.3%
Math	63.6%	61.6%	61.3%	65.4%	59.5%	65.2%
Writing	57.3%	60.0%	58.0%	63.1%	68.5%	67.3%

Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Groton School District	12.3%	8.8%	8.3%	23.2%

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

Groton, Connecticut

CERC Town Profile 2016

Connecticut Economic Resource Center

Government

Government Form: Council - Manager

Total Revenue (2014)	$130,721,622	Total Expenditures (2014)	$126,270,189	Annual Debt Service (2014)	$5,707,146
Tax Revenue	$81,882,690	Education	$82,192,134	As % of Expenditures	4.5%
Non-tax Revenue	$48,838,932	Other	$44,078,055	Eq. Net Grand List (2014)	$5,453,605,492
Intergovernmental	$46,217,827	Total Indebtedness (2014)	$59,282,038	Per Capita	$135,773
Per Capita Tax (2014)	$1,998	As % of Expenditures	46.9%	As % of State Average	94.0%
As % of State Average	74.0%	Per Capita	$1,476	Moody's Bond Rating (2014)	Aa2
		As % of State Average	63.7%	Actual Mill Rate (2014)	20.72
				Equalized Mill Rate (2014)	14.72
				% of Net Grand List Com/Ind (2014)	25.6%

Housing/Real Estate

Housing Stock (2010-2014)

	Town	County	State
Total Units	18,060	120,900	1,486,995
% Single Unit (2010-2014)	46.0%	65.0%	59.0%
New Permits Auth (2014)	40	646	5,329
As % Existing Units	0.2%	0.5%	0.4%
Demolitions (2014)	7	74	1,240
Home Sales (2013)	353	2,190	26,310
Median Price	$246,100	$247,700	$274,500
Built Pre-1950 share	23.1%	29.7%	29.7%
Owner Occupied Dwellings	7,721	71,809	913,043
As % Total Dwellings	47.4%	67.2%	67.3%
Subsidized Housing (2014)	4,044	13,882	168,655

Distribution of House Sales (2013)

	Town	County	State
Less than $100,000	82	363	3,417
$100,000-$199,999	101	629	7,522
$200,000-$299,999	78	628	6,031
$300,000-$399,999	31	295	3,380
$400,000 or More	61	275	5,960

Labor Force

Place of Residence (2014)

	Town	County	State
Labor Force	18,564	137,254	1,885,100
Employed	17,435	128,000	1,760,400
Unemployed	1,129	9,254	124,700
Unemployment Rate	6.1%	6.7%	6.6%

Place of Work (2014)

	Town	County	State
Units	1,046	7,110	114,608
Total Employment	25,693	121,313	1,653,545
2011-'14 AAGR	-62.3%	-75.9%	29.5%
Mfg Employment	10,968	14,208	159,607

Connecticut Commuters (2014)

Commuters Into Town From:		Town Residents Commuting To:	
Groton	5,135	Groton	5,135
Stonington	1,738	New London	1,442
Ledyard	1,672	Stonington	1,014
New London	1,378	Ledyard	916
Waterford	1,305	Waterford	764
Norwich	1,259	Montville	622
Montville	1,122	Norwich	594

Other Information

Crime Rate (2014)

	Town	State
Per 100,000 residents	1,908	2,167

Library (2014)

	Town
Circulation per Capita	11.14
Internet Use per Visit	0.00

Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	144

Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	1,965

Distance to Major Cities

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

Residential Utilities

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

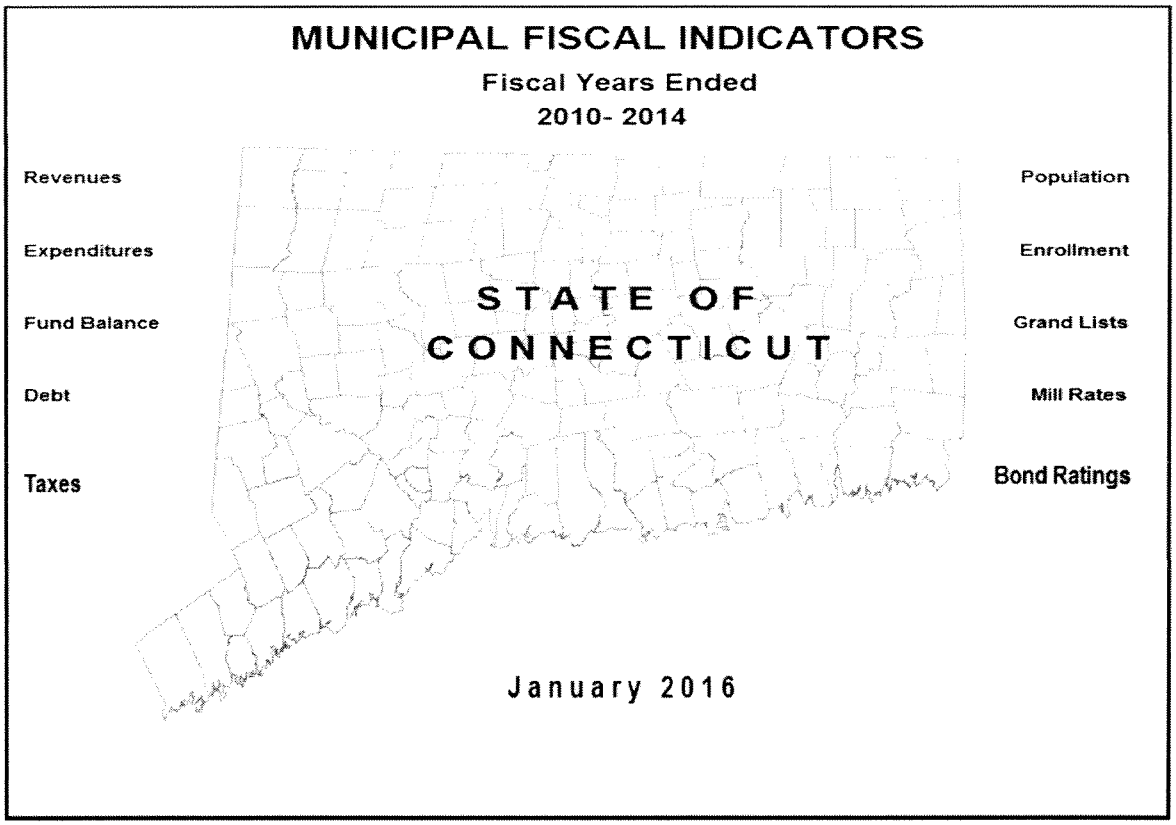
Gas Provider
Eversource Energy
(800) 989-0900

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

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

profiles.ctdata.com

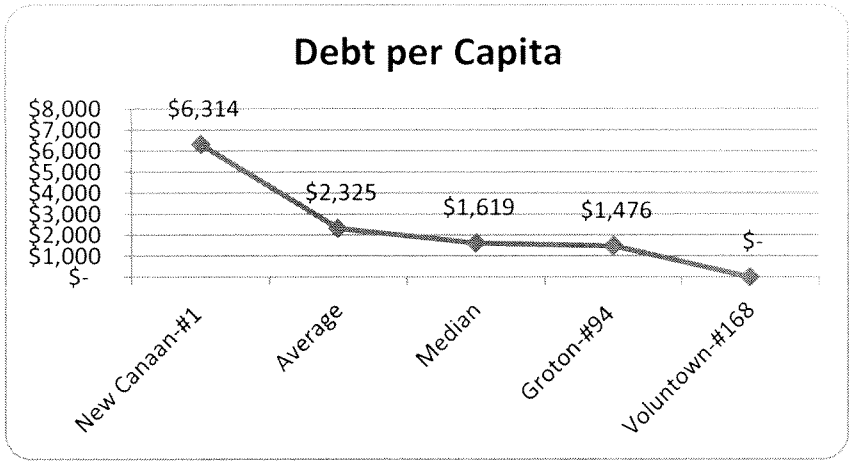
No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

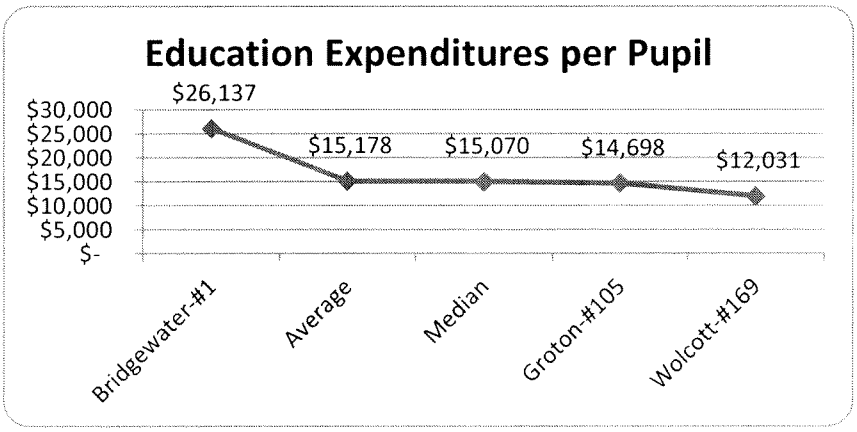


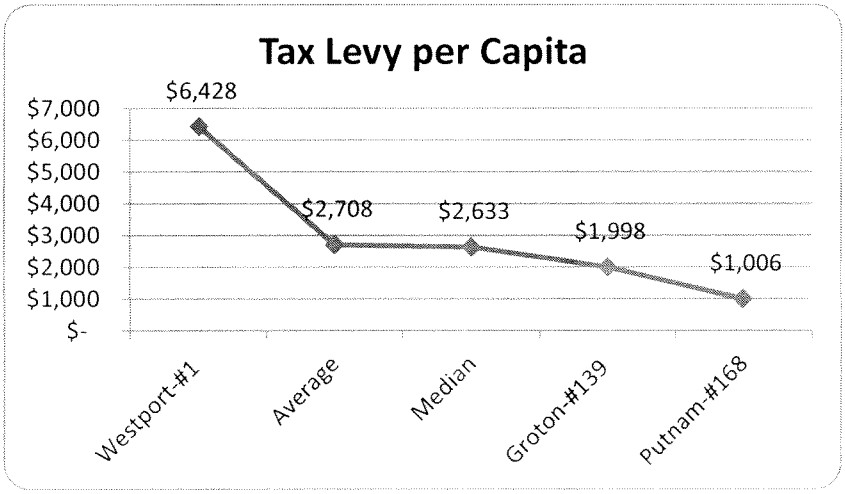
"Municipal Fiscal Indicators" is an annual publication of the Intergovernmental Policy Division Office of Policy and Management (OPM).
The publication consists of the most current financial information available for each of Connecticut's 169 municipalities. The majority of the data has been compiled from the audited financial reports of municipalities. The data extracted from these reports pertains primarily to each municipality's General Fund.

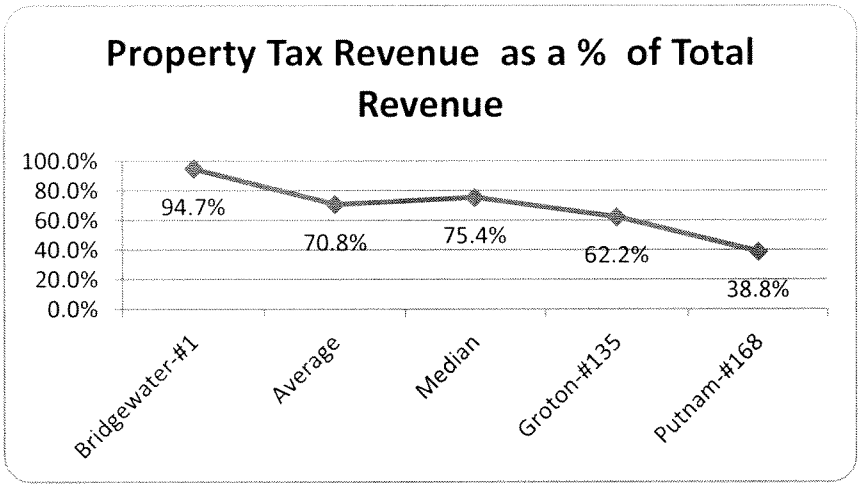
Attached are five (5) Fiscal Indicators that show the State-wide rankings comparing the Town of Groton along with the highest, lowest, average and median indicator for those five fiscal indicators:

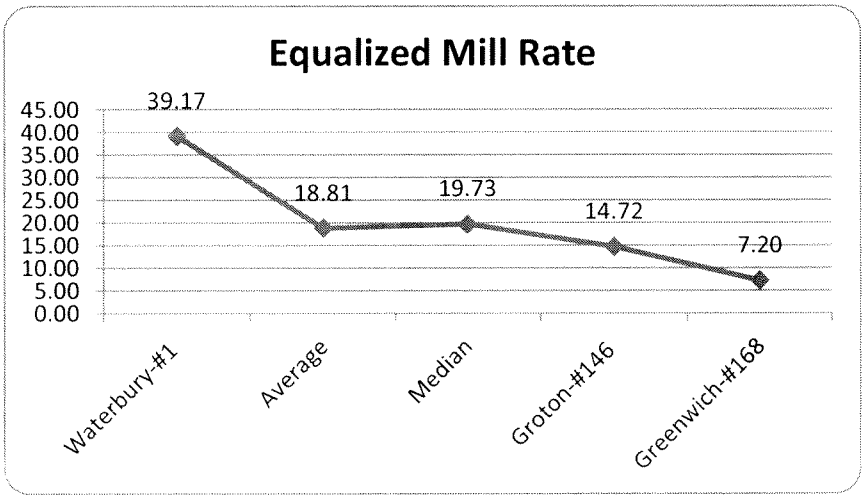
Debt Per Capita
Education Expeditures per Pupil
Tax Levy per Capita
Property Tax Revenue as a % of Total Revenue
Equalize Mill Rate


Debt per Capita
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
$6,314
$2,325
$1,619
$1,476
$-
New Canaan-#1
Average
Median
Groton-#94
Voluntown-#168


Education Expenditures per Pupil
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$-
$26,137
$15,178
$15,070
$14,698
$12,031
Bridgewater-#1
Average
Median
Groton-#105
Wolcott-#169


Tax Levy per Capita
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
$6,428
$2,708
$2,633
$1,998
$1,006
Westport-#1
Average
Median
Groton-#139
Putnam-#168





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

GOVERNMENTAL STRUCTURE

The structure of the Town's government combines a modern professional approach with the traditional town meeting form. Since 1957, the Town has been governed by a Town Council-Town Manager-Representative Town Meeting (RTM) structure. A revised Town Charter was adopted on November 4, 2008 and became effective January 3, 2009.

The Town Council is responsible for determining policy and appointing the Town Manager to execute this policy and administer the day-to-day affairs of the Town. The Council holds public hearings on the budget and sets the tax rate. It appoints one of its nine (9) members as Mayor to serve as chairperson of its meetings and as the Town's representative at ceremonial functions. The councilors each are elected for two-year terms.

The Town Manager is appointed by and directly responsible to the Council and serves for no definite term, but at the pleasure of the Council. The Manager is responsible to the Council for the supervision and administration of Town departments and boards and commissions of the Town, except those elected by the people, or appointed by the Council, Mayor or a regional or state authority. The Council appoints the Town's independent financial auditor.

The Council approves a budget that it sends to the RTM for consideration and final approval. The RTM must approve the budget before the Council sets the final tax rate. In most other matters, the RTM reviews the actions of the Council and has the power of initiative to institute legislation or force reconsideration of legislation already adopted. RTM members are elected by seven (7) voting districts for two-year terms.

Within the Town of Groton there are two political subdivisions, the City of Groton and Groton Long Point Association. In addition, there are seven (7) special taxing districts within the Town. For the political subdivisions, the Town funds up to one hundred percent of their public works budgets and up to fifty percent of their public safety budgets. The special districts are organized units of government within the Town, having separate governing bodies. They were established by special acts of the State legislature for specific purposes such as fire protection. All these governmental units have individual taxing authority.

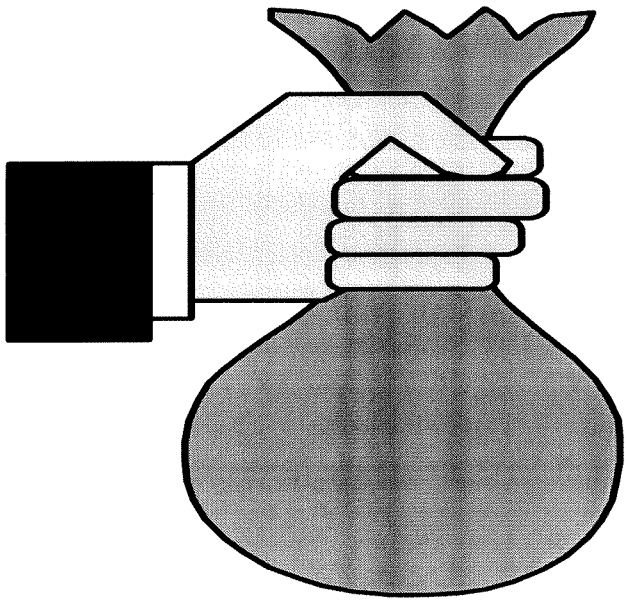
BUDGETARY CONTROL

The Town maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Town Council and RTM. Activities of the general fund, certain special revenue funds and the debt service are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The level of budgetary control (i.e., the level at which expenditures cannot legally exceed the appropriated amount) is the function level within each fund.

At the direction of the Town Manager, all Department Directors are expected to follow strict guidelines for expenditure control within the approved function appropriation. The Town Manager reserves the right to set "administrative spending authority" limits when justified to maintain the fiscal integrity of the budget. Department Directors are evaluated on budget management abilities.

The Town also maintains an encumbrance accounting system as another method of maintaining budgetary control. All purchases, except certain services as outlined in the Town's Purchasing Manual, require a purchase requisition and a purchase order. In addition, purchases over $500 require evidence that quotations were received and that the lowest quote, consistent with quality, was selected. The Town's Purchasing Manual requires formal competitive bids for expenditures over $15,000. Funds are recorded as encumbered when the purchase order is issued and expenditures are recorded when the Town issues a check or incurs a liability.

All unexpended and unencumbered appropriations lapse at year-end except in the Capital Reserve Fund where appropriations are continued until completion of the projects or five years from date of appropriation, whichever is less. However, any project shall be deemed to have been abandoned if three (3) fiscal years lapse without any expenditure from or encumbrance of the appropriation therefore. Budgetary control in the Capital Reserve Fund is achieved by the constraints imposed by the project's authorization or grant awards related to these funds.

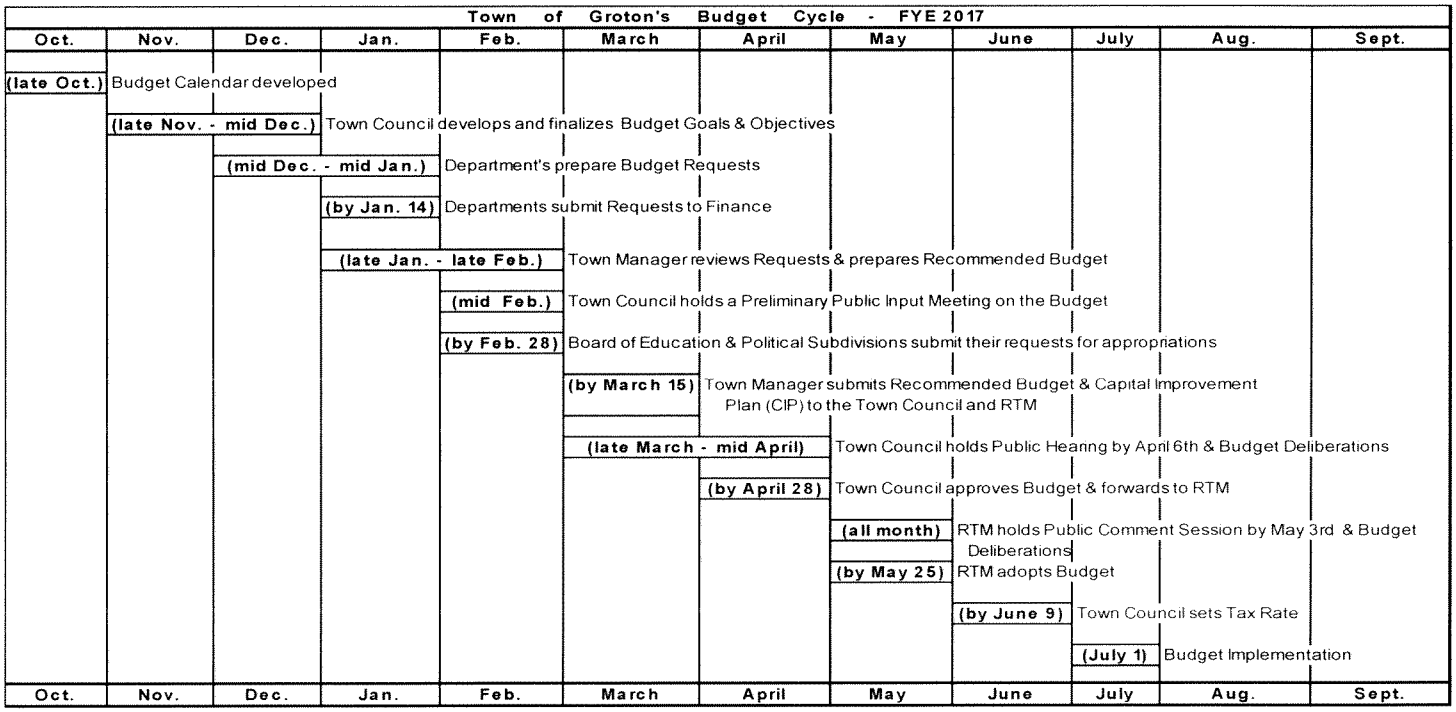


Budgetary Process

The budget process for the Town of Groton begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During the FYE 2017 development, the Directors were asked to submit a "level service" budget. In addition, directors were asked to submit with their initial budget request, reductions in their budget that would bring about budgets representing a 0% increase and a 5% decrease from the FYE 2016 Adopted Budget.

The Budget Cycle:

One of the functions of a budget is to provide a financial plan for the organization's operations for a given period of time. For the Town of Groton, the budget provides a plan from July through June of each year. Prior to implementation in July, the budget is developed with the aid, cooperation and resources of many participants. The entire process consumes almost a full year, from development of the goals, objectives and budget guidelines and assumptions by the Town Council in October through the implementation of the approved budget and printing of the Adopted Budget document. Opportunities for public comment are available throughout March and April before the final adoption of the budget by June. An overview of a typical Town of Groton Budget Cycle follows:



TOWN OF GROTON, CONNECTICUT

DEBT POLICY
&
MANAGEMENT / FISCAL PRACTICES

Revised by the Town Council on: February 4, 2014
Revised by the Town Council on: May 19, 2009
ADOPTED BY THE TOWN COUNCIL ON: SEPTEMBER 21, 1993.

==========

A. Purpose:

1. To establish a criteria for the issuance of debt obligations so as not to exceed acceptable levels of indebtedness.

2. To provide consistency and continuity to public policy development through the Town's Capital Improvement Program, a mechanism that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing, and

3. To transmit a message to investors and rating agencies who value such evidence of a community's commitment to financial management.

B. Guiding Principles/General Policies:

1. The Town Charter Section 9.13 "Borrowing" and applicable State Statutes governs the Town's issuance of debt as it pertains to referendum requirements and state mandated debt limitations.

2. The Town will conduct its debt management functions in a manner designed to maintain or enhance its existing credit ratings (Fitch: AA; Moody's: Aa2; and Standard & Poor: AA+).

3. Debt issuance will be utilized by the town only in those cases where equity, effectiveness and efficient use of limited resources favor debt over alternative sources of funds. The Town shall view debt as a mechanism to equalize the costs of improvements to present and future residents. The issuance of debt should provide a sufficient sum of money to make major improvements when it is needed and should take into account the relative costs of obtaining the funds. Decision criteria considered shall include the following:

   (a) Debt shall be primarily used to finance capital projects with a relatively long life expectancy, i.e., ten (10) years or greater. Capital requirements that are recurring, of relative small scale, or are for short-lived improvement should be funded through current funds or the Capital Reserve Fund.
   (b) Debt shall be issued in such a way so that the term of the financing does not exceed the useful life of the asset.

4. All budgeted funds are required to be balanced. As such, total anticipated revenues, plus fund balance applied if applicable, must equal the sum of budgeted expenditures for each fund.

5. The Town maintains a financial and budgetary control system to ensure adherence to the budget and an awareness of the financial environment, preparing quarterly reports to compare actual revenues and expenditures to budgeted amounts.

C. Capital Improvement Program:

1. A Capital Improvement Program shall be prepared by Town staff and submitted to the Planning Commission as per Connecticut General State Statutes.

2. The Town Council shall approve a Capital Improvement Program annually.

3. The Capital Improvement Program shall consist of a multi-year priority listing of long term capital projects, accompanied by a financing plan which finances all projects in the plan, and is supported by the appropriate sources of revenue. The financing plan shall be in accordance with the debt management policies contained herein.

4. It is the intent of these policies that authorized projects must be part of an adopted Capital Improvement Program.

5. Appropriations for construction or for other permanent improvements from whatever source derived shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned. However any project shall be deemed to have been abandoned if three (3) fiscal years lapse without any expenditure from or encumbrance of the appropriation therefore. Furthermore, any such appropriation which has not been completely expended at the end of five (5) years from the date thereof shall thereupon lapse, unless re-appropriated or extended.

D. Capital Reserve Fund:

1. A Capital Reserve Fund shall be funded annually to ensure that adequate funds are available to purchase equipment, repairs and improvements on a timely basis. This program is designed to stabilize budgeting for such purchases and to fund that part of the Town's capital budget related to those purchases.

2. As per council resolution adopted in December of 1984 and Ordinance Number 179 adopted on September 17, 1985, the Town Manager shall include in the proposed annual budget not less than four (4) percent of the total General Fund Budget for the purpose of paying current outstanding debt service and allocating funds to a "Reserve Fund for Capital and Non-Recurring Expenditures". The amount of said Capital Reserve Fund for capital items will be the remainder after subtracting the necessary debt service payments. The amount so allocated shall be subject to the annual budgetary process.

E. Management:

1. It shall be the responsibility of the Town Manager or his designee to maintain all necessary files associated with the issuance of Town debt.

2. The Town Manager shall submit for Council consideration a fiscal impact statement prior to any Council action to authorize a project involving the issuance of debt. The fiscal impact statement shall contain tables, charts and graphs which address the following:

   (a) an estimate of the debt service levy to be required at the time of long term debt issuance,
   (b) a calculation showing the impact of this additional levy to the existing debt service levy at that time,
   (c) a schedule showing the impact of such issuance on the mill rate over the period of time that the issuance is for, and
   (d) a table setting forth the computation of the debt limit of the Town and the debt incurring margin as set by State Statute and listing various debt ratios relating to the Town's indebtedness.

F. Debt Issuance Ratios/Limits and Repayment Schedules:

1. The Town shall use the following limits to guide issuance of debt:

   (a) The Town shall not exceed fifty (50) percent of its statutory debt limit.
   (b) Total direct indebtedness shall not exceed five (5) percent as percentage of full valuation (most recent equalized grand list as developed by the State of Connecticut).
   (c) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures.

2. Repayment schedules shall be designed to relate to the useful life of the asset and generally be in accordance with the following:

   (a) Fifteen (15) years for most general obligation public improvement debt.
   (b) Twenty (20) years for benefit district debt and debt supported by special revenues.
   (c) Ten (10) to twenty (20) years for capital improvement of town-wide significance and where justified by the magnitude of the project.
   (d) On an overall basis, all general obligation debt shall be structured to retire at least fifty (50) percent of the Town's indebtedness within ten (10) years.

G. Operating Reserves:

1. The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. They are an integral part of the financial structure of the Town and help make it possible for the Town to issue debt. Operating reserves are a significant factor considered in evaluating and assigning credit ratings by the bond rating agencies.

2. The Town shall maintain the following reserves:
   (a) An annual contingency reserve in the general fund operating budget which is not more than two (2) percent of annual expenditures.
   (b) An unassigned General Fund reserve maintained in an amount equal to at least seven and three-quarters (7.75%) percent of annual general fund expenditures.
   (c) A sixty (60) day reserve in special revenue funds in order to meet potential unanticipated needs.

H. Continuing Disclosure:

The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of the Securities and Exchange Commission (SEC), Rule 15c2-12 concerning primary and secondary market disclosure. The Town shall file such information through a nationally recognized municipal securities information repository (NRMSIR) and where applicable on the Town's web page.

I. Alternative Financing Plan:

The Town Manager is allowed to suggest to the Town Council an alternative financing plan for proposed capital projects if a complete analysis indicates that an alternative approach is deemed in the best interests of the Town of Groton.

Excerpt from Town Charter that describes the process for preparing, reviewing, adopting and amending the budget.

CHAPTER IX. BUDGET AND FINANCE

9.1 Annual Budget Preparation.

9.1.1 The Budget shall provide a complete financial plan of all town funds to be appropriated for the ensuing fiscal year and, except as required by CGS or this Charter, shall be in such form as the Council may require. The Budget shall begin with a general summary of its contents; shall show in detail all estimated income, including the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged to show comparative figures for actual revenue and expenditures of the preceding fiscal year, estimated revenue and expenditures of the current fiscal year, and estimates of revenue and requested budget for the next fiscal year.

9.1.2 The Budget shall include the Town Manager's recommendations of the amounts to be appropriated for the several departments, departmental functions, offices or agencies of the Town for the ensuing fiscal year for all items, except that the Town Manager shall transmit to the Council the estimates for the BOE or any political subdivision within the Town as submitted to the Town Manager under Section 9.2. Upon the request of the Council, the Town Manager may provide comments on the budget estimates of any political subdivision. The Town Manager shall present reasons for all the manager's recommendations with other such information as may be required by the Council.

9.1.3 *Proposed Capital Projects.*

As part of the annual Budget or as a separate report attached thereto, the Town Manager shall present a program, previously considered and acted upon by the Town Planning Commission in accordance with the CGS, concerning municipal improvements and proposed capital projects for the ensuing fiscal year and for the five (5) fiscal years thereafter. Estimates of the costs of such projects shall be submitted by each department, departmental function, office or agency including the BOE annually in the form and manner prescribed by the Town Manager. The Town Manager shall recommend to the Council those projects to be undertaken during the ensuing fiscal year and the methods of financing the same. All proposed capital projects, regardless of the proposed method or source of funding, shall be included in the Budget. No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

9.1.4 *Fiscal Year.*

The fiscal year of the Town shall begin on July 1st and end June 30th unless changed by the CGS.

9.2 Duties of the Town Manager on the Budget.

The Town Manager shall require each department, office or agency of the Town supported wholly or in part by town funds, or for which a specific town appropriation is made, including the BOE and any political subdivision within the Town requesting an appropriation, to set forth in such form as the Council may prescribe, a program or programs showing services, activities and work accomplished during the current year and to be accomplished during the ensuing year. Estimated cost of services, work and activities shall be included.

9.2.1 *Budget Estimates.*

9.2.1.1 The Town Manager shall compile preliminary estimates for the annual Budget. The head of each department, office or agency of the Town, except the BOE and any political subdivision within the Town requesting town appropriation, shall file with the Town Manager on or before January 14th on forms prescribed and provided by the Manager a detailed estimate of the expenditures to be incurred by each department, departmental function or agency and the revenue, other than tax revenues, to be earned thereby in the ensuing fiscal year and such other information as may be required by the Council or the Town Manager.

9.2.1.2. The Chairman of the BOE shall submit a similar report on or before February 28th.

9.2.1.3. The governing body of any political subdivision within the Town requesting town appropriations shall submit a similar report on or before February 28th.

9.2.2. Not later than March 15th the Town Manager shall present to the Council a total Budget of the general form and content described in Section 9.1.

Sec. 9.3 Duties of the Council on the Budget.

9.3.1 *General.*

Following receipt of the proposed budget estimates from the Town Manager, the Chairman of the BOE, and the political subdivisions, and not later than April 6th, the Council shall hold at least one public hearing at which the public may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. At least ten (10) days prior to the aforementioned public hearing, the Council shall cause sufficient copies of said budget estimates to be made available for general distribution in the office of the Town Clerk; shall cause a copy of said estimates to be made available for download via the internet; and shall cause to be published in a newspaper having circulation in the Town, a notice of such public hearing and a summary of said proposed budget estimates and also showing the amount proposed to be raised by taxation. After holding such hearing and on or before April 28th, the Council shall approve a Budget, present the same to the RTM, and set a date for the annual budget meeting of the RTM. The Council's proposed Budget need not be limited in total or in any particular by the recommendations of the Town Manager, the BOE, nor any political subdivision within the Town.

9.3.2 *Tax rate.*

When the Council approves the Budget, it shall also compute the tax rate in mills which would be levied on the taxable property in the Town for the ensuing fiscal year if the RTM adopts the Budget. Such tax shall be sufficient to pay all estimated expenses for the ensuing year, and any deficits of the current year. When the RTM has approved a final Budget, the Council shall determine the final tax rate on or before June 9th.

Sec. 9.4 Duties of the RTM on the Budget.

Following receipt of the Budget approved by the Council, the RTM shall meet as directed by the Council for the consideration of the Budget. This meeting shall be held on or before May 3rd at such hour and at such place as the Council shall direct. It may be adjourned from time-to-time provided that final action be taken on the Budget not later than May 25th.

The RTM may cut appropriations recommended in the Budget and may, by a two-thirds (2/3) vote of the members present and voting, restore cuts made in a department appropriation by the Council; provided, that in no case can the final total of the Budget or of any bond issue be greater than that proposed by the Town Manager (including the BOE budget) or by the Council, whichever is greater. The RTM shall return the approved Budget to the Council.

Sec. 9.5 Failure to adopt Budget.

9.5.1 *Council fails to adopt Budget.*

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager, in accordance with the provisions of Section 9.2.2 of this Charter, shall be presented to the RTM. Should the RTM adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the RTM's adopted Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.2 *RTM fails to adopt Budget.*

Should the Council approve a Budget on or before April 28th, and the RTM fails to adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the Council's approved Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.3 *Both Council and RTM fail to adopt Budget.*

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager in accordance with the provisions of Section 9.2.2 of the Charter, shall be presented to the RTM. Should the RTM fail to adopt a Budget at the annual budget meeting as specified in Section 9.4 of the Charter, the Budget as transmitted by the Town Manager in accordance with Section 9.2.2 of the Charter shall be deemed to be the Budget of the Town, and the Town Manager shall lay the tax rate in accordance therewith.

Sec. 9.6 Financial Powers of the RTM.

Any appropriation of ten thousand dollars ($10,000) or more in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes, except notes in anticipation of taxes to be paid within the fiscal year in which issued, and any resolution providing for the sale of real estate of the Town valued in excess of ten thousand dollars ($10,000) used or reserved for town purposes or the purchase of real estate valued in excess of ten thousand dollars ($10,000) for such purposes, shall become effective, except as otherwise specifically provided in this Charter, only after it has been adopted by the RTM by the vote of the majority of those present and voting at such meeting.

The RTM shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing except upon recommendation of the Council nor act upon any appropriation which has not been acted upon by the Council.

No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

Sec. 9.7 Emergency Appropriations.
Emergency appropriations not exceeding fifty thousand dollars ($50,000.00) in any one fiscal year may be made upon the recommendation of the Town Manager and by a vote of not less than seven (7) members of the Council for the purpose of meeting a public emergency threatening either the lives, health or property of citizens; provided a public hearing, at which any elector or taxpayer of the Town shall have an opportunity to be heard, shall be held prior to making such appropriations, notice of which hearing shall be given in a local daily newspaper having circulation in the Town not more than ten (10) days nor less than five (5) days prior to such hearing. Such hearing and notice of hearing may be waived if the Council by an affirmative vote of not less than eight (8) of its members shall decide that a delay in making the emergency appropriation would jeopardize the lives or health or property of citizens.

In addition to the above appropriation, upon the recommendation of the Town Manager, the Council may also make an emergency appropriation for similar purposes not exceeding ten thousand dollars ($10,000) without any such hearing and notice upon the affirmative vote of not less than six (6) of its members. In the absence of an available unappropriated and unencumbered surplus in the general fund to meet such appropriations, additional means of financing shall be provided in such a manner, consistent with the provisions of the CGS and of the Charter, as may be determined by the Council.

Sec. 9.8 Tax Bills.
It shall be the duty of the Tax Collector to prepare and mail to each taxpayer, before the date when taxes are due and payable, a tax bill the form of which shall be acceptable to the Commissioner of Revenue Services.

Sec. 9.9 Assessment and Collection of Taxes.
Except as specifically provided in the Charter, the assessment of property for taxation and the collection of taxes shall be carried on as provided in the CGS.

Sec. 9.10 Expenditures and Accounting.
9.10.1 *General.*
No purchase shall be made by any department, ABC, or officer of the Town other than the BOE, the Probate Court, except through the Purchasing Agent and such purchases shall be made under such rules and regulations as may be established by the Council. The Director of Finance shall record the amounts of authorized purchases and contracts for future purchases as encumbrances against the appropriation from which they are to be paid.

9.10.2 *Approval by Director of Finance.*
No voucher, claim or charge against the Town shall be paid until the same has been audited by the Director of Finance or the Director's agent and approved by him/her for correctness and legality. Checks shall be drawn by the Director of Finance for the payment of approved claims which shall be valid only when countersigned by the Treasurer. The Council may make provision, by resolution, for other town officials, or town or BOE employees to sign and countersign checks in the absence or inability to act of either the Director of Finance or the Treasurer, or both, subject to such conditions as the Council may impose.

9.10.2.1 *Restrictions on purchasing.* Purchases shall be made under such rules and regulations as may be established by the Council, subject to the provisions of CGS.

9.10.3 *Method of making Payments.*
The Director of Finance shall prescribe the time at which and the manner in which persons receiving money on account of the Town shall pay the same to the Town Treasurer.

9.10.4 *Council Approval before exceeding Budgetary item.*
The several departments, commissions, officers and boards of the Town shall not involve the Town in any obligation to spend money for any purpose in excess of the amount appropriated therefor until the matter has been approved and voted by the Council and each order drawn upon the Treasurer shall state the department, commission, board or officer or the appropriation against which it is to be charged. When any department, commission, board or officer shall desire to secure a transfer of funds in its or his/her appropriation from funds set apart for one specific purpose

to another, before incurring any expenditure therefor, such department, commission, board or officer shall make application to the Town Manager whose duty it shall be to examine into the matter, and upon approval of the Council such transfer may be made but not otherwise.

9.10.5 *Council Authority for Transfer of Funds.*
Upon the request of the Town Manager, but only within the last three (3) months of the fiscal year, the Council may by resolution transfer any unencumbered appropriations, balance or portion thereof from one department, commission, board or office to another.
In no instance shall appropriations for debt service or other statutory charges be transferred to other purposes. Transfers of ten thousand dollars ($10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.6 *Supplemental appropriations.*
Additional appropriations over and above the total Budget may be made from time to time by the Council, except as otherwise provided in this Charter, upon recommendation of the Town Manager and certification from the Director of Finance or his/her agent as approved by the Town Manager that there is available an unappropriated and unencumbered surplus in general fund to meet such appropriations.

9.10.7 *Contingency account.*
No expenditure may be charged to the contingency account, but the Council may transfer funds in the contingency account to any other account. Transfers of ten thousand dollars ($10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.8 *Penalties for violations.*
Every payment made in violation of the provision of this Charter shall be deemed illegal and every official authorizing or making such payment or taking part therein and every person receiving such payment or any part thereof shall be jointly and severally liable to the Town for the full amount so paid or received. If any officer or employee of the Town or BOE shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of the Charter or take any part therein, such action shall be cause for his/her removal.

Sec. 9.11 Contributions.
The annual Budget may include contributions to organizations or private corporations which perform a public function that benefits the Town and/or its residents. Such organizations or private corporations shall properly account for the proposed spending of funds provided by the Town.

Sec. 9.12 Annual Audit.
The Council shall require an annual audit of all accounts of record and all town funds appropriated, nonappropriated and held in trust in accordance with the CGS.

Sec. 9.13 Borrowing.
The Town shall have the power to incur indebtedness by issuing its bonds or notes as provided by the CGS subject to the limitations thereof and the provisions of this section.

The issuance of bonds and notes shall be authorized by ordinance and if any such bond issue or issuance of notes, except notes in anticipation of taxes to be paid or other revenue to be received within the fiscal year in which issued, shall exceed when authorized the sum of seven hundred fifty thousand dollars ($750,000) or which shall, when added to all other bond issues or issuance of notes previously authorized in the same fiscal year bring the total of such bond issues or issuance of notes authorized for that fiscal year to a sum in excess of seven hundred fifty thousand dollars ($750,000), said bond issue or issuance of notes shall be approved by a referendum vote at any regular town, state or special election or at a referendum called for that purpose.

ARTICLE I. IN GENERAL

Sec. 2-1. Reserve fund for capital and nonrecurring expenditures.

(a) *Creation of fund.* Pursuant to C.G.S. §§ 7-359 through 7-368, there is hereby established a reserve fund for capital and nonrecurring expenditures for the town.

(b) *Allocation to reserve fund.* The town manager shall include in the proposed annual budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures. The amount so allocated shall be subject to the annual budget and appropriation or supplemental appropriation process as provided in the Charter. No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget.

(c) *Appropriation from the fund.* The town manager shall annually recommend expenditures from such fund for the purpose of planning, construction, reconstruction, or acquisition of any specific capital improvement or acquisition of any specific item of equipment as provided by statute, such expenditures proposed shall be subject to the annual budget and appropriation or supplemental appropriation process as provided by the Charter. Appropriations from the fund shall be made only for capital assets, projects, or acquisitions of a nonrecurring nature, with a cost of over $25,000.00, and with a useful life expectancy of over five years. Supplemental appropriations from the fund shall require public notice, a public hearing, and simple majority vote of the town council and representative town meeting.

(d) *Maintenance of the fund.* At least quarterly, the town manager shall report to the town council on the status of the fund and the expended and unexpended balances of each appropriation.
(Ord. No. 179, 9-17-85)

TOWN OF GROTON, CONNECTICUT

BASIS OF BUDGETING AND ACCOUNTING

Background

There are three basic categories of differences between the basis of accounting and the basis of budgeting that follows generally accepted accounting principles (GAAP) for state and local government: (1) Basis of Accounting – "Cash plus encumbrances" and "modified accrual" are two of the different ways to define revenue and expenditures; (2) Perspective – The budget and accounting reports may have different fund reporting structures, e.g., a budget may account for debt services in the Local Funds, while GAAP principles require that debt service be recorded in a separate fund; (3) Reporting Component – the Town's Comprehensive Annual Financial Report (CAFR) may present "reporting components and funds in different ways than the budget document.

Accounting System

The Town's accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity (corresponding to a corporation in the private sector) having its own assets, liabilities, equity, revenue and expenditure/expenses. The types of funds used are determined by GAAP. The number of funds established within each type is determined by sound financial administration. Specialized accounting and reporting principles and practices apply to governmental funds. Proprietary and trust funds are accounted for in the same manner as similar business enterprises or nonbusiness organizations.

Internal Control

Management of the Town is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Town are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Basis of Budgeting

The basis of budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, which are the legal authority to spend or collect revenues. The Town uses a modified accrual basis for budgeting governmental funds under which expenditures are recorded at the time liabilities are incurred and revenues recorded when measurable and available to finance expenditures of the fiscal period. Propriety funds are budgeted using accrual concepts in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent. All operating and capital expenditures and revenue are identified in the budgeting process because of the need for appropriation authority.

The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in preparing the CAFR at the end of the fiscal year. A number of GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget.

FUND DESCRIPTIONS

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

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

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

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

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

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

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

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

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

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

Connecticard (Function 3310): This fund accounts for receipt of state aid for library purposes.

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

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

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

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

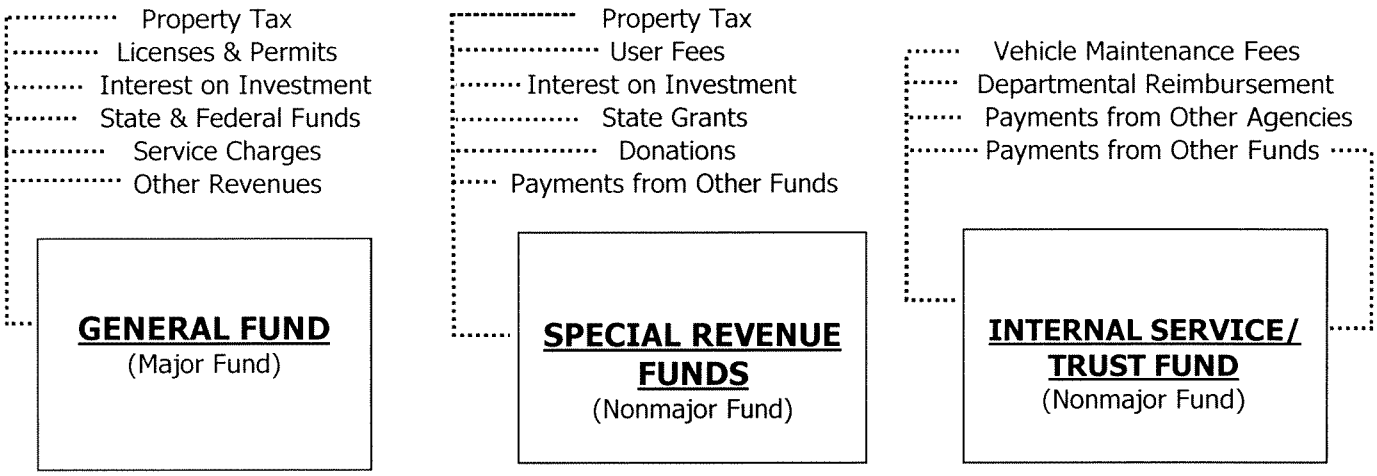
Fleet Reserve (Function 6040): This fund accounts for the reservation of funds for the acquisition and maintenance of vehicles, fuel and parts.

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

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

FLOW OF FUNDS STRUCTURE

Funding Sources:



Users:

General Government -
- Legislative Policy
- Voter Registration
- Town Clerk
- Legal Services

General Services -
- Executive Management
- Information Technology
- Human Resources
- Finance
- Emergency Communications

Public Works
Planning & Development
Human Services
Community Services -
- Groton Public Library
- Parks & Recreation

Non-Departmentals
Contributions to Other Funds
Education
Capital/Debt Service
Outside Agencies
Subdivisions
Contingency

Users:

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

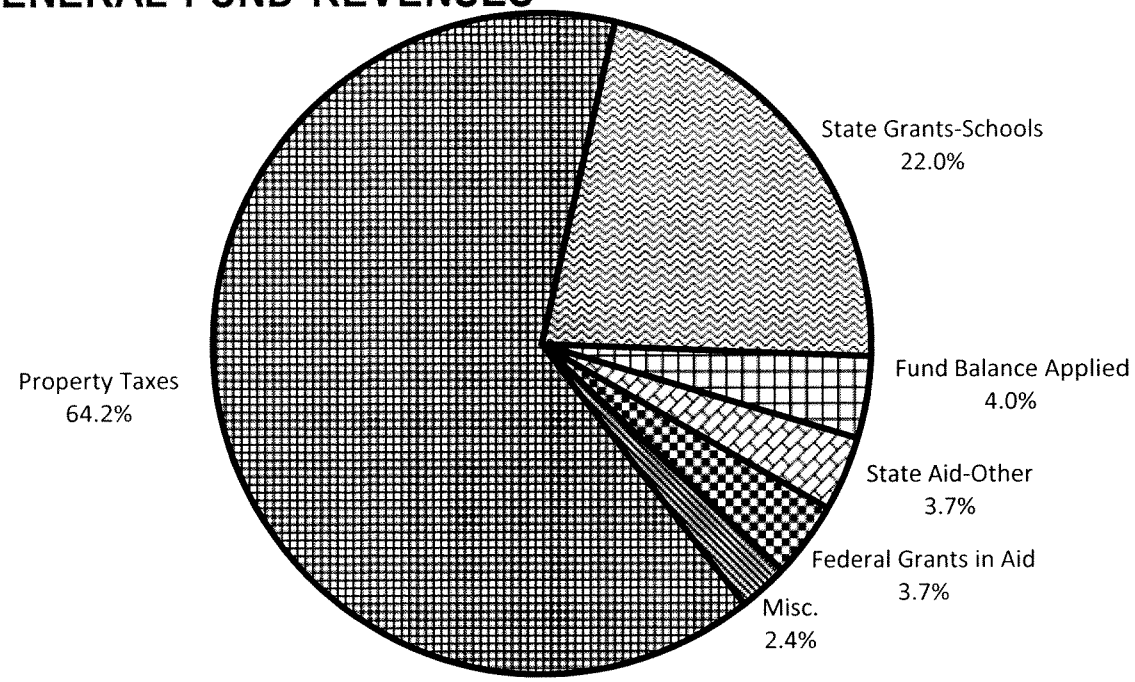
Users:

Fleet Reserve
Human Services Assistance

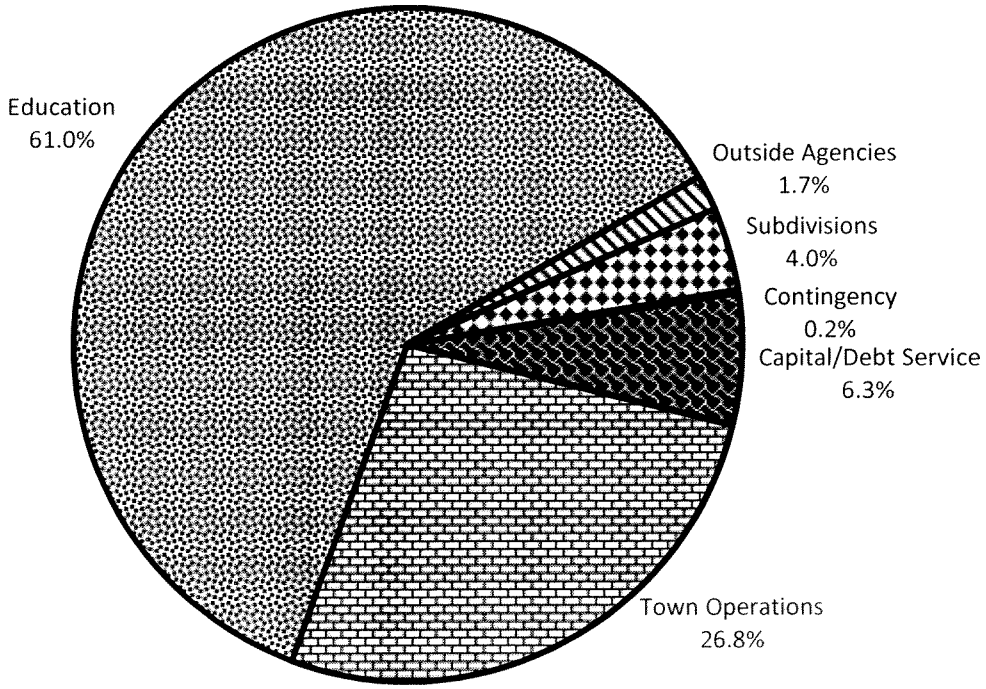
TOWN OF GROTON

Adjusted FYE 2016 Budget

GENERAL FUND REVENUES



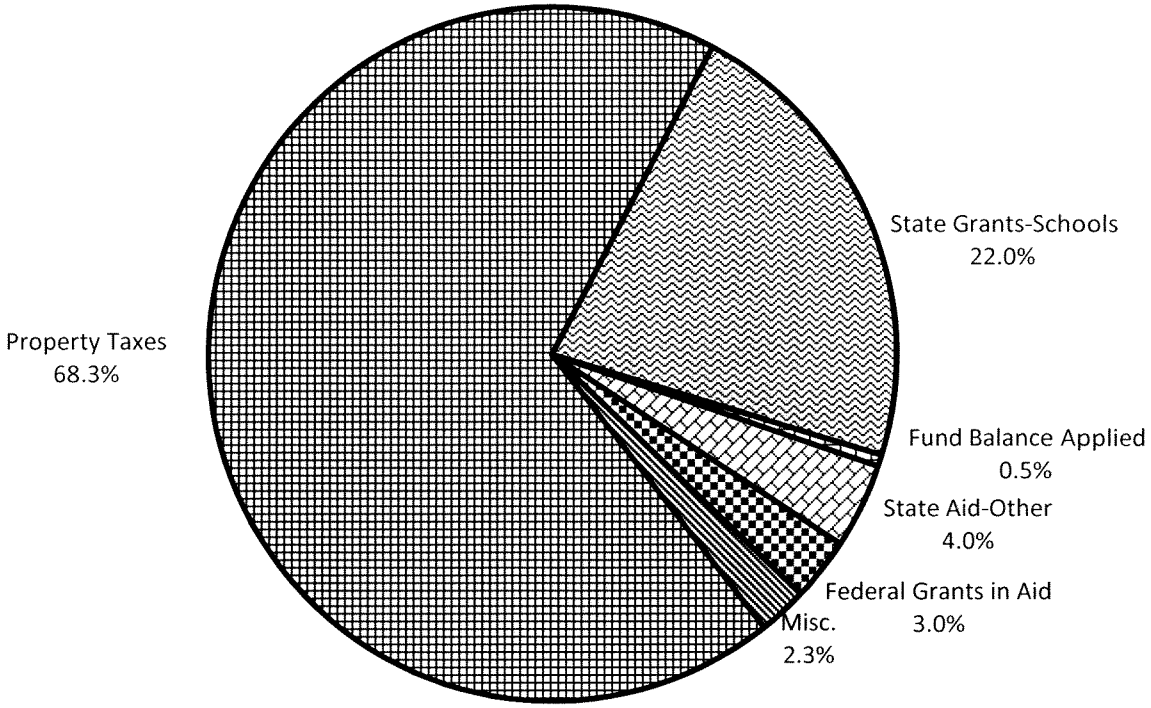
GENERAL FUND EXPENDITURES



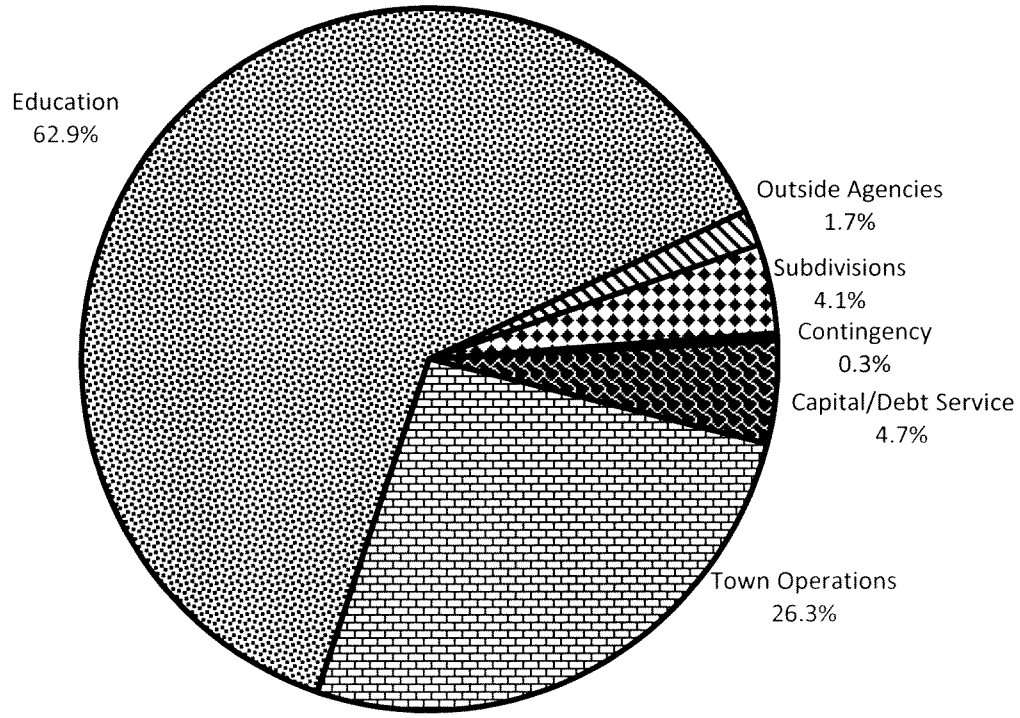
TOWN OF GROTON

Adopted FYE 2017 Budget

GENERAL FUND REVENUES



GENERAL FUND EXPENDITURES



TOWN OF GROTON

Reconciliation from Manager's to Council's to RTM's Budget

FYE 2017 Budget - General Fund (#100)

Manager's Budget (as of 3/15/2016):				$ 125,618,072
Additions to Manager's Budget by Town Council:				
10905	Highway Pending Arbitration (4/2/16)	$ 738,501		
1046	Planning & Development Services (4/12/16)	$ 97,639		
1001	Legislative Policy (4/25/16)	$ 15,000		
	Total Additions		$ 851,140	
Reductions to Manager's Budget by Town Council:				
1003	Voter Registration (3/30/16)	$ (533)		
1005	Town Clerk (3/30/16)	$ (6,115)		
1010	Executive Management (3/30/16)	$ (675)		
1011	Information Technology (3/30/16)	$ (22,959)		
1014	Emergency Communications (3/30/16)	$ (3,188)		
1012	Human Resources (3/30/16)	$ (1,073)		
10900	City of Groton Police (4/2/16)	$ (37,000)		
10901	City of Groton Highway (4/2/16)	$ (738,501)		
1092	Fire Districts Pilot (4/2/16)	$ (12)		
10260	Groton Ambulance (4/2/16)	$ (10,641)		
10261	Mystic River Ambulance (4/2/16)	$ (5,025)		
1024	Public Safety (4/4/16)	$ (57,232)		
1070	Insurance & Claims (4/4/16)	$ (38,500)		
1071	Self Funded Plans (4/4/16)	$ (159,638)		
1013	Finance (4/4/16)	$ (19,592)		
1051	Human Services (4/7/16)	$ (1,269)		
10911	Groton Long Point Highway (4/7/16)	$ (8,125)		
1035	Public Works (4/7/16)	$ (369,862)		
1063	Groton Public Library (4/9/16)	$ (14,434)		
10261	Mystic River Ambulance (4/9/16)	$ (19,975)		
1064	Parks & Recreation (4/9/16)	$ (31,786)		
1077	Contributions to Other Funds (4/9/16)	$ (100,000)		
10260	Groton Ambulance (4/25/16)	$ (42,334)		
1010	Executive Management (4/25/16)	$ (54,010)		
1075	Capital Reserve Contribution (4/25/16)	$ (1,726,000)		
	Total Reductions		$ (3,468,479)	
	Net Change			$ (2,617,339)
Council's Budget (as of 4/25/2016):				$ 123,000,733
Reductions to Council's Budget by RTM:				
1001	Legislative Policy (4/28/16)	$ (4,144)		
1003	Voter Registration (4/28/16)	$ (7,346)		
1005	Town Clerk (5/5/16)	$ (10,350)		
1006	Legal Services (5/5/16)	$ (25,000)		
1080	Education (5/5/16)	$ (262,000)		
1063	Groton Public Library (5/9/16)	$ (26,954)		
1065	Other Libraries (5/9/16)	$ (6,606)		
1091	Groton Long Point (5/9/16)	$ (5,000)		
1051	Human Services (5/11/16)	$ (13,540)		
1054	Health/Service/Cultural Agencies (5/11/16)	$ (32,777)		
1010	Executive Management (5/16/16)	$ (54,685)		
1012	Human Resources (5/16/16)	$ (15,410)		
1014	Emergency Communications (5/18/16)	$ (21,338)		
1090	City of Groton (5/18/16)	$ (22,075)		
1024	Public Safety (5/19/16)	$ (113,597)		
1013	Finance Administration (5/19/16)	$ (22,993)		
1077	Contributions to Other Funds (5/19/16)	$ (42,474)		
1075	Capital Reserve (5/19/16)	$ (602,000)		
1074	Contingency (5/19/16)	$ (125,000)		
1011	Information Technology (5/19/16)	$ (29,194)		
	Total Reductions		$ (1,442,483)	
	Net Change			$ (1,442,483)
RTM's Budget (as of 5/19/2016):				$ 121,558,250

TOWN OF GROTON

FYE 2017 General Fund

CALCULATION OF GRAND LIST, MILL RATE AND FUND BALANCE

Mill rate increased from 20.95 to 21.73 mills or .78 mills for a 3.7%.	5 24 2016

A	Based on NET 10/1/15 Grand List Categories	
1	Real Estate	$3,350,588,106
2	Motor Vehicle	$195,031,593
3	Personal Property	$243,919,361
4	Total Grand List (adjusted net)	$ 3,789,539,060
5	(AFTER Board of Assessment Appeals adjustments)	$ 3,789,539,060

B	Calculation of Mill Rate			
1	Total Operating Appropriations	$121,558,250		
2	Less: Operating Revenues	$39,943,164		
5	Sub-Total: Appropriations less Operating Revenues & Grants	$81,615,086		
6	Less: (Fund Balance Applied) / needed to maintain 7.75%	($666,693)		
7	Balance To Be Raised From Taxes	**$80,948,393**	Mill Rate	One Mill =
8	divided by Grand list (at 100% collection rate)	0.021361	21.36	
9	Mill Rate Adjusted (at 98.3% Collection Rate)			
10	(based on a 3 year collection rate)	0.021730	21.73	$3,725,117

C	Analysis of Unassigned Fund Balance	
1	Unassigned Fund Balance as of June 30, 2015	$9,510,492
	Fund Balance Committed to FY 2017	$900,000
2	Less: Supplemental Appropriations during the year	$0
3	Add: FYE 2016 returned to Fund Balance or (additional needed)	$ (323,035)
4	Estimated Unassigned Fund Balance as of June 30, 2016	$10,087,457
5	Less: (Fund Balance Designated for FYE 2017)	$ (666,693)
6	Estimated Unassigned Fund Balance as of June 30, 2017	$9,420,764
7	Estimated Unassigned Fund Balance on June 30, 2017 as a % of FYE 2016 Operating Appropriations	7.75%

TOWN OF GROTON
FYE 2017 Adopted Budget
GENERAL FUND REVENUE DETAIL

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	PROPOSED FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
	General Property Taxes								
4110	Current Taxes	$ 76,483,898	$ 78,417,402	$ 77,775,000	$ 84,502,142	$ 81,256,703	$ 80,948,393	$ 2,530,991	3.2%
4111	Supplemental MV Tax	$ 415,003	$ 450,000	$ 467,000	$ 415,000	$ 415,000	$ 452,000	$ 2,000	0.4%
4113	Interest & Lien Fees	$ 562,722	$ 650,000	$ 635,000	$ 574,000	$ 574,000	$ 574,000	$ (76,000)	-11.7%
4114	Prior Year Taxes	$ 1,091,998	$ 1,200,000	$ 970,000	$ 1,160,000	$ 1,160,000	$ 1,000,000	$ (200,000)	-16.7%
	Total General Property Taxes	$ 78,553,621	$ 80,717,402	$ 79,847,000	$ 86,651,142	$ 83,405,703	$ 82,974,393	$ 2,256,991	2.8%
	Licenses and Permits								
4234	Bldg & Related Permits/C.O.	$ 317,645	$ 210,130	$ 334,370	$ 251,640	$ 251,640	$ 271,640	$ 61,510	29.3%
4236	Sporting Licenses	$ 672	$ 700	$ 700	$ 675	$ 675	$ 675	$ (25)	-3.6%
4238	Dog Licenses	$ 8,346	$ 7,500	$ 7,500	$ 7,000	$ 7,000	$ 7,000	$ (500)	-6.7%
4239	Other Licenses & Permits	$ 15,048	$ 20,020	$ 19,635	$ 18,546	$ 18,546	$ 18,546	$ (1,474)	-7.4%
4242	Building Permits-Education Fee	$ 306	$ 180	$ 322	$ 242	$ 242	$ 242	$ 62	34.4%
4243	State Land Use Fees	$ 114	$ 175	$ 175	$ 175	$ 175	$ 175	$ -	0.0%
	Total Licenses and Permits	$ 342,131	$ 238,705	$ 362,702	$ 278,278	$ 278,278	$ 298,278	$ 59,573	25.0%
	Revenue from Investments								
4412	Interest on Investments	$ 100,211	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ -	0.0%
	Total Revenue from Investments	$ 100,211	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ -	0.0%
	State Grants in Aid-Education								
4521	Education Cost Sharing	$ 25,532,449	$ 25,625,179	$ 25,753,096	$ 25,622,519	$ 25,622,519	$ 25,287,526	$ (337,653)	-1.3%
4522	Adult Education	$ 117,502	$ 105,778	$ 103,357	$ 109,304	$ 109,304	$ 102,660	$ (3,118)	-2.9%
4525	Special Education	$ 1,303,932	$ 1,376,555	$ 1,142,663	$ 1,142,663	$ 1,142,663	$ 1,142,663	$ (233,892)	-17.0%
4527	Non-Public Transportation	$ 36,623	$ 32,407	$ 50,020	$ 52,511	$ 52,511	$ -	$ (32,407)	-100.0%
4534	School Transportation	$ 314,677	$ 275,881	$ 236,836	$ 256,614	$ 256,614	$ -	$ (275,881)	-100.0%
4534A	Magnet School Transportation	$ 204,100	$ 182,000	$ 182,000	$ 182,000	$ 182,000	$ 182,000	$ -	0.0%
4544	Non-Public Pupil Service	$ 33,784	$ 33,514	$ 21,743	$ -	$ -	$ -	$ (33,514)	-100.0%
	Total State Grants in Aid-Education	$ 27,543,067	$ 27,631,314	$ 27,489,715	$ 27,365,611	$ 27,365,611	$ 26,714,849	$ (916,465)	-3.3%
	State Grants in Aid-General Gov								
4507	State Grants	$ 11,797	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4516	Municipal Project Grant	$ 1,168,576	$ 1,240,819	$ 1,240,819	$ 1,240,819	$ 1,240,819	$ 1,240,819	$ -	0.0%
4551	PILOT: Enterprise Zone	$ 61,088	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4553	PILOT: State & Tax Exempts	$ 1,289,402	$ 1,181,146	$ 986,196	$ 1,022,818	$ 1,022,818	$ 1,015,992	$ (165,154)	-14.0%
4554	Pequot-Mohegan Grant	$ 1,390,133	$ 1,407,316	$ 1,412,077	$ 1,339,581	$ 1,339,581	$ 1,336,108	$ (71,208)	-5.1%
4555	911 Enhancements	$ 164,344	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ -	0.0%
4556	Miscellaneous State Revenue	$ 99	$ 7,455	$ 7,026	$ 7,026	$ 7,026	$ 7,026	$ (429)	-5.8%
4557	Nuclear Safety Drill	$ 53,276	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ -	0.0%
4558	Highway Illumination	$ 1,812	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ -	0.0%
4559	Town Highway Aid	$ 377,392	$ 377,392	$ 380,167	$ 380,167	$ 380,167	$ 380,167	$ 2,775	0.7%
4560	Telephone Access	$ 168,684	$ 162,000	$ 162,000	$ 162,000	$ 162,000	$ 162,000	$ -	0.0%
4562	Municipal Rev. Sharing: Sales Tax Funds	$ -	$ -	$ -	$ 623,548	$ 623,548	$ 433,177	$ 433,177	0.0%
4565	Municipal Aid Adjustment Grant	$ 519,984	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4566	TVCCA-Supp Housing Program Grant	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ -	0.0%
4568	Youth Service Bureau	$ 31,737	$ 31,737	$ 29,859	$ 29,859	$ 29,859	$ 29,859	$ (1,878)	-5.9%
	Total State Grants in Aid-General Gov	$ 5,247,324	$ 4,620,843	$ 4,431,122	$ 5,018,796	$ 5,018,796	$ 4,818,126	$ 197,283	4.3%
	Federal Grants in Aid								
4508	Federal Funds	$ 278,552	$ 90,000	$ 116,429	$ 90,000	$ 90,000	$ 120,000	$ 30,000	33.3%
4510	FEMA Reimbursement	$ 40,173	$ -	$ 15,421	$ -	$ -	$ -	$ -	0.0%
4591	Pupil Impact Aid	$ 3,222,953	$ 4,570,000	$ 3,816,551	$ 3,459,863	$ 3,459,863	$ 3,459,863	$(1,110,137)	-24.3%
4592	Emergency Management (SLA)	$ 19,948	$ 20,019	$ 20,088	$ 20,019	$ 20,019	$ 20,019	$ -	0.0%
	Total	$ 3,561,626	$ 4,680,019	$ 3,968,489	$ 3,569,882	$ 3,569,882	$ 3,599,882	$(1,080,137)	-23.1%

TOWN OF GROTON
FYE 2017 Adopted Budget
GENERAL FUND REVENUE DETAIL

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	PROPOSED FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
Charges for Current Services									
4602	Planning Application Fees	$ 15,065	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ -	0.0%
4610	Recording Instruments	$ 142,702	$ 168,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ (18,000)	-10.7%
4611	Conveyance Tax	$ 941,121	$ 650,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 50,000	7.7%
4616	Golf Course Contribution	$ 60,339	$ 60,376	$ 60,376	$ 59,430	$ 59,430	$ 59,430	$ (946)	-1.6%
4617	Maps/Copies/Document Sales	$ 1,016	$ 750	$ 600	$ 500	$ 500	$ 500	$ (250)	-33.3%
4618	Tax Collection Services	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ -	0.0%
4620	Sewer Fund/Landfill Service Contribution	$ 768,004	$ 768,004	$ 768,004	$ 469,624	$ 469,624	$ 469,624	$ (298,380)	-38.9%
4622	Accident Reports	$ 3,294	$ 1,580	$ 3,875	$ 3,950	$ 3,950	$ 3,950	$ 2,370	150.0%
4623	Dispatch/Paramedic Service	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ -	0.0%
4624	N Stonington-Dispatch	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ -	0.0%
4627	Housing Authority Shelter Rent	$ 61,075	$ 61,313	$ 61,313	$ -	$ -	$ -	$ (61,313)	-100.0%
4629	Coord Medical Emerg Direc	$ 22,176	$ 22,832	$ 22,257	$ 22,257	$ 22,257	$ 22,257	$ (575)	-2.5%
4631	BOE-FHS/Ground Mowing	$ 53,408	$ 55,010	$ 55,010	$ 56,660	$ 56,660	$ 56,660	$ 1,650	3.0%
4632	GIS Revenue	$ 1,376	$ 700	$ 650	$ 700	$ 700	$ 700	$ -	0.0%
4637	Snow/Ice Control Services	$ 66,278	$ 32,467	$ 26,105	$ 32,467	$ 32,467	$ 32,467	$ -	0.0%
4641	Vital Statistics	$ 4,721	$ 5,300	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ (300)	-5.7%
	Total Charges for Current Services	$ 2,343,213	$ 2,040,970	$ 2,067,828	$ 1,715,226	$ 1,715,226	$ 1,715,226	$ (325,744)	-16.0%
Schools-Library-Recreation									
4662	Tuition from Other Towns	$ 94,858	$ 14,785	$ 97,686	$ 97,828	$ 97,828	$ 97,828	$ 83,043	561.7%
4669	Other School Receipts	$ 66,942	$ 72,080	$ 72,080	$ 72,080	$ 72,080	$ 72,080	$ -	0.0%
4670	Library Fines	$ 19,001	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	0.0%
4671	Library-Lost & Damaged	$ 3,537	$ 3,400	$ 3,400	$ 3,400	$ 3,400	$ 3,400	$ -	0.0%
4672	Senior Programs	$ 50,295	$ 50,000	$ 55,000	$ 2,500	$ 2,500	$ 2,500	$ (47,500)	-95.0%
4683	Park Concession & Rental	$ -	$ 1,500	$ -	$ -	$ -	$ -	$ (1,500)	-100.0%
4686	Park & Recreation Rentals	$ 2,375	$ 3,000	$ 1,000	$ 2,400	$ 2,400	$ 1,500	$ (1,500)	-50.0%
4688	Library Fees	$ 17,591	$ 17,500	$ 16,000	$ 16,500	$ 16,500	$ 16,500	$ (1,000)	-5.7%
4691	Library-Copier Fees	$ 6,339	$ 6,200	$ 6,200	$ 6,200	$ 6,200	$ 6,200	$ -	0.0%
	Total Schools-Library-Recreation	$ 260,938	$ 188,465	$ 271,366	$ 220,908	$ 220,908	$ 220,008	$ 31,543	16.7%
Other Revenue									
4310	Court Fines	$ 26,002	$ 16,930	$ 20,250	$ 18,250	$ 18,250	$ 18,250	$ 1,320	7.8%
4311	Parking Tickets	$ 770	$ 3,240	$ 425	$ 1,500	$ 1,500	$ 1,500	$ (1,740)	-53.7%
4710	Land Record Copies	$ 29,519	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ -	0.0%
4711	Vital Copies	$ 69,524	$ 64,000	$ 65,000	$ 64,000	$ 64,000	$ 64,000	$ -	0.0%
4712	Finance Dept. Copies	$ 971	$ 900	$ 900	$ 900	$ 900	$ 900	$ -	0.0%
4714	Returned Check Fees	$ 1,036	$ 1,400	$ 850	$ 1,000	$ 1,000	$ 1,000	$ (400)	-28.6%
4715	Aircraft Registrations	$ 22,040	$ 21,700	$ 21,700	$ 20,000	$ 20,000	$ 20,000	$ (1,700)	-7.8%
4716	Delinquent MV Fee	$ 18,709	$ 17,476	$ 18,700	$ 18,709	$ 18,709	$ 18,709	$ 1,233	7.1%
4731	Sale of Capital Assets	$ 16,666	$ 5,000	$ 2,262	$ 2,500	$ 2,500	$ 2,500	$ (2,500)	-50.0%
4733	Misc. Unclassified	$ 22,434	$ 5,000	$ 5,700	$ 5,000	$ 5,000	$ 5,000	$ -	0.0%
4734	Animal Control Fees	$ 3,308	$ 4,310	$ 3,827	$ 4,150	$ 4,150	$ 4,150	$ (160)	-3.7%
4740	Disposal Fees	$ 146,624	$ 162,830	$ 150,123	$ 130,000	$ 130,000	$ 130,000	$ (32,830)	-20.2%
4741	Lease Fees	$ 151,283	$ 128,040	$ 155,640	$ 156,786	$ 156,786	$ 156,786	$ 28,746	22.5%
4766	Payments From Other Funds	$ 1,433,478	$ 32,107	$ 32,107	$ 5,000	$ 5,000	$ 5,000	$ (27,107)	-84.4%
	Total Other Revenue	$ 1,942,364	$ 490,933	$ 505,484	$ 455,795	$ 455,795	$ 455,795	$ (35,138)	-7.2%
	Total Revenue	$119,894,495	$120,703,651	$119,038,706	$125,370,638	$122,125,199	$120,891,557	$ 187,906	0.2%
4999A	Committed Fund Balance	$ -	$ 1,800,000	$ 1,800,000	$ 247,434	$ 875,534	$ 666,693	$(1,133,307)	
4999	Fund Balance Applied	$ 2,292,094	$ 3,235,029	$ 3,558,064	$ -	$ -	$ -	$(3,235,029)	
	Total Fund Balance Applied	$ 2,292,094	$ 5,035,029	$ 5,358,064	$ 247,434	$ 875,534	$ 666,693	$(4,368,336)	
	Total Revenue with Fund Balance	$122,186,589	$125,738,680	$124,396,770	$125,618,072	$123,000,733	$121,558,250	$(4,180,430)	-3.3%

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

The adopted financing plan for the General Fund for Fiscal Year Ending June 30, 2017 totals $121,558,250 . This is a decrease of 3.3% over the FYE 2016 revenue budget. The following are explanations of the FYE 2017 revenues by category along with comparison financial data.
The revenues designated from the State of Connecticut are based on the State's Adopted Budget for FYE 2017 as of May 13, 2016.
This budget estimates that $9.4 million (7.75%) will remain in the fund balance after $666,693 is applied to fund the FYE 2017 Budget.

*****GENERAL PROPERTY TAXES; 68.3% of the General Fund Budget:**

For FYE 2017, the FYE 2016 mill rate of 20.95 mills is increased by .78 mills to 21.73 mills, a 3.7% increase.

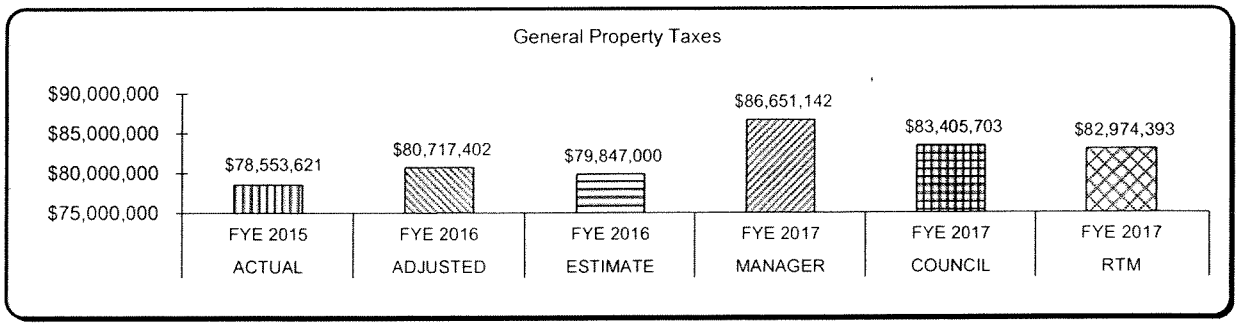
*Current Taxes: The current levy for FYE 2017 is based on all taxable property in the Town as of October 1, 2015, after adjustments by the Board of Assessment Appeals.
The total of all taxable property is called the Grand List and consists of real estate, personal property and motor vehicles.
The amount to be raised by taxes is calculated by taking the adopted budget appropriations for FYE 2017 less estimated receipts from non-tax sources.
The mill rate (one mill is equivalent to one dollar of tax for every one thousand dollars of assessed value) is then calculated by using the October 1, 2015 Grand List and the tax collection rate of 98.3%.
Current taxes are due July 1 and January 1.
The Grand List which consists of three categories, decreased .5%. The real estate category remained flat at $3.351 billion, personal property decreased 6.2% and motor vehicles decreased by 1.1%. Both personal property and motor vehicles are revalued every year.

*Supplemental Motor Vehicle Tax: These taxes are based on vehicles expected to be registered in the Town during the interim period of October 2, 2015 to August 1, 2016; i.e., after the Grand List of October 1, 2015 has been set.

*Interest & Lien Fees: An interest rate of 1.5% per month is applied on delinquent taxes as well as a $24.00 lien fee on any property that has a lien placed on it.

*Prior Year Taxes: These are the anticipated collections of delinquent taxes.

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4110	Current Taxes	$ 76,483,898	$ 78,417,402	$ 77,775,000	$ 84,502,142	$ 81,256,703	$ 80,948,393	1999
4111	Supplemental MV Tax	$ 415,003	$ 450,000	$ 467,000	$ 415,000	$ 415,000	$ 452,000	1999
4113	Interest & Lien Fees	$ 562,722	$ 650,000	$ 635,000	$ 574,000	$ 574,000	$ 574,000	1999
4114	Prior Year Taxes	$ 1,091,998	$ 1,200,000	$ 970,000	$ 1,160,000	$ 1,160,000	$ 1,000,000	1999
	Total General Property Taxes	$ 78,553,621	$ 80,717,402	$ 79,847,000	$ 86,651,142	$ 83,405,703	$ 82,974,393	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****LICENSES & PERMITS;** **0.2% of the General Fund Budget:**

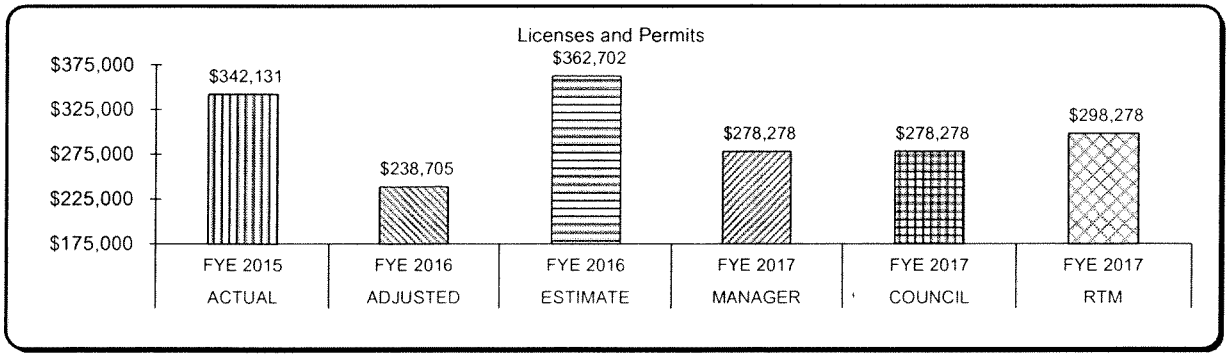
*Building Permits/Certificates of Occupancy: The Town charges $20.00 on the first thousand dollars of construction cost and thereafter a $10.00 fee on each one thousand dollars of construction. The Town also collects an issuance fee of $10 or 2% of the building permit fee, whichever is greater.

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

*Dog Licenses: revenues reflect the Town's portion of the amount of License fees that are collected of which some of the remainder is returned to the State.

*Other Licenses and Permits: This category includes revenues from Marriage Licenses, Pistol Permits and Vendor Permits.

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4234	Build and Related Permits/C.O.	$ 317,645	$ 210,130	$ 334,370	$ 251,640	$ 251,640	$ 271,640	1046
4236	Sporting Licenses	$ 672	$ 700	$ 700	$ 675	$ 675	$ 675	1005
4238	Dog Licenses	$ 8,346	$ 7,500	$ 7,500	$ 7,000	$ 7,000	$ 7,000	1005
4239	Other Licenses & Permits	$ 15,048	$ 20,020	$ 19,635	$ 18,546	$ 18,546	$ 18,546	1005, 1024
4242	Building Permits-Education Fee	$ 306	$ 180	$ 322	$ 242	$ 242	$ 242	1046
4243	State Land Use Fees	$ 114	$ 175	$ 175	$ 175	$ 175	$ 175	1046
	Total Licenses & Permits	$ 342,131	$ 238,705	$ 362,702	$ 278,278	$ 278,278	$ 298,278	

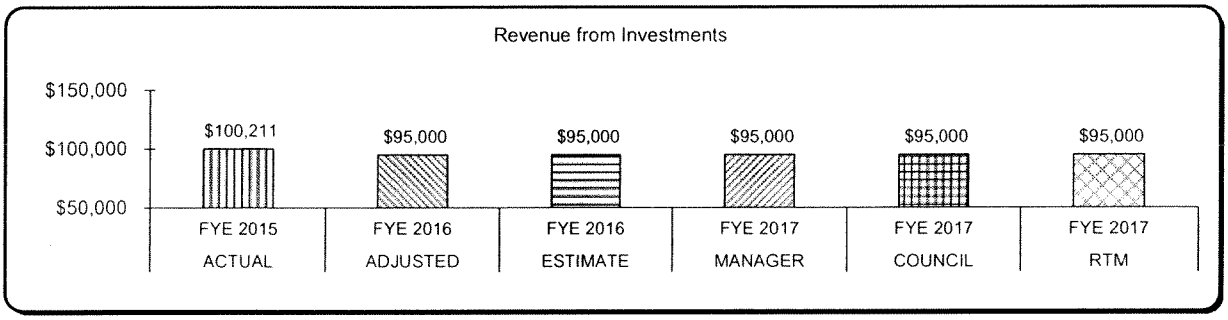


TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****REVENUE FROM INVESTMENTS;** **0.1% of the General Fund Budget:**

*Interest on Investments: reflects the income earned from temporary investments made when Town funds in a given period exceeds the Town's immediate disbursement needs. Projected earnings from investments were budgeted at an average interest rate of 0.19% for FYE 2016 and now estimated at 0.25% for FYE 2017.

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4412	Interest on Investments	$ 100,211	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	1013
	Total Revenue from Investments	$ 100,211	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****STATE GRANTS IN AID-EDUCATION;** **22% of the General Fund Budget:**

The FYE 2017 revenues designated from the State of Connecticut are based on the State's Adopted Budget. The FYE 2016 Adjusted revenues were based on the Governor's FYE 2016 budget while the FYE 2016 Estimate is based on the State's FYE 2016 Adopted Bi-annual Budget of May 13, 2016. The Special Education and Non-Public Pupil Services revenues are based on information received from the Groton Board of Education.

*Education Cost Sharing (ECS): reflects the aid to the Town based on a State formula which takes into account a municipalities' wealth, State Guaranteed Wealth Level, state minimum education requirement and the count of "need students".

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

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

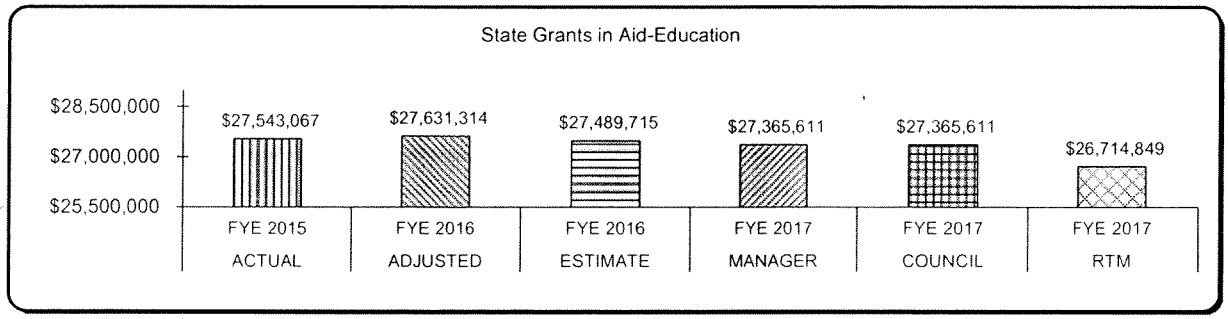
*Non-Public Transportation: reimbursement for transportation provided to private schools in the same manner and the basis as Public School transportation.

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

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

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4521	Education Cost Sharing	$ 25,532,449	$ 25,625,179	$ 25,753,096	$ 25,622,519	$ 25,622,519	$ 25,287,526	1080
4522	Adult Education	$ 117,502	$ 105,778	$ 103,357	$ 109,304	$ 109,304	$ 102,660	1080
4525	Special Education	$ 1,303,932	$ 1,376,555	$ 1,142,663	$ 1,142,663	$ 1,142,663	$ 1,142,663	1080
4527	Non-Public Transportation	$ 36,623	$ 32,407	$ 50,020	$ 52,511	$ 52,511	$ 0	1080
4534	School Transportation	$ 314,677	$ 275,881	$ 236,836	$ 256,614	$ 256,614	$ 0	1080
4534A	Magnet School Transportation	$ 204,100	$ 182,000	$ 182,000	$ 182,000	$ 182,000	$ 182,000	1080
4544	Non-Public Pupil Service	$ 33,784	$ 33,514	$ 21,743	$ 0	$ 0	$ 0	1080
	Total State Grants in Aid-Education	$ 27,543,067	$ 27,631,314	$ 27,489,715	$ 27,365,611	$ 27,365,611	$ 26,714,849	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****STATE GRANTS IN AID-GENERAL GOVERNMENT; 4.0% of the General Fund Budget:**

The FYE 2017 revenues designated from the State of Connecticut are based on the State's Adopted budget. The FYE 2016 Adjusted revenues were based on the Governor's FYE 2016 budget while the FYE 16 Estimate revenues were based on the State's Adopted FYE 2017 Budget.

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

*PILOT: State & Tax Exemptions: represents tax loss resulting from the exemptions for eligible state-owned property as well as exemptions for veterans and the elderly.

*Pequot/Mohegan Grant: represents the allocation of funds resulting from the agreement reached in 1993, as amended between the State of Connecticut, the Mashantucket Pequots and the Mohegans for a portion of Indian Gaming revenues from slot machines. The State returns a portion of these revenues to the municipalities based on various statutory formulas.

*911 Enhancements: represents a state legislated monthly surcharge of $.40 to $.50 placed on each telephone line. The funds will be used to provide grants to Medical Regional Communications Centers (MRCC) to purchase new 911 computer equipment and pay network costs of the 911 system.

*Nuclear Safety Drill: the Town's reimbursement for expenses incurred for conducting a Millstone safety drill and other related expenses.

*Highway Illumination: State grant to reimburse the cost of streetlights along state highways.

*Town Highway Aid: is a grant used for various purposes including the construction and maintenance of public highways, roads and bridges.

*Telephone Access: reflects the amount of personal property tax liability for telecommunications services providers. The tax liability is calculated by applying a 70% assessment ratio to the declared value of personal property in the Town as of October 1, 2015.

*Municipal Rev. Sharing: Sales Tax Funds: new for FYE 2017,a portion of sales taxes revenue will be diverted to the Municipal Revenue Sharing account to be distributed to municipalites.

*Municipal Aid Adjustment Grant: provides municipalities an offset of any lost revenue from the elimination of funding from major statutory formula grants. The FYE 2016 State budget eliminated funding for this grant.

*Thames Valley Council for Community Action (TVCCA): represents a grant which provides supplemental funding to the Human Services Department which allows expanded housing and outreach activities.

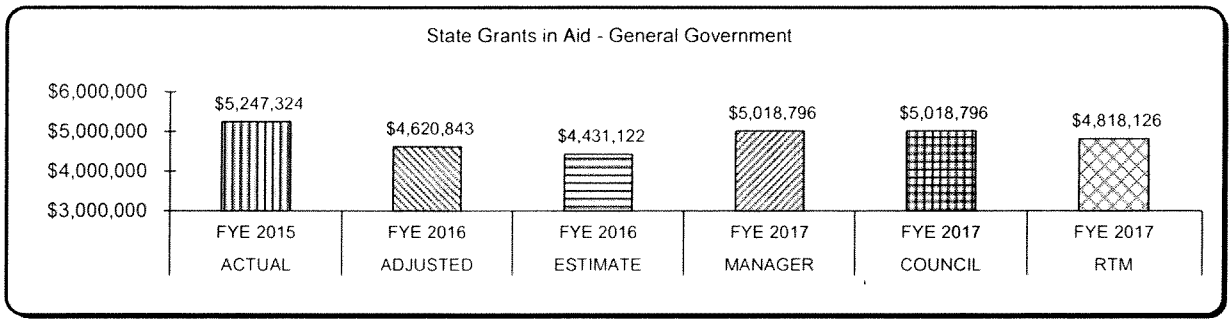
*Youth Service Bureau: represents a grant which enables the Human Services Department to provide counseling and crisis intervention services for at risk children, youth and parents.

(con't)

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4507	State Grants	$ 11,797	$ 0	$ 0	$ 0	$ 0	$ 0	various
4516	Municipal Project Grant	$ 1,168,576	$ 1,240,819	$ 1,240,819	$ 1,240,819	$ 1,240,819	$ 1,240,819	1035
4551	PILOT: Enterprise Zone	$ 61,088	$ 0	$ 0	$ 0	$ 0	$ 0	1999
4553	PILOT: State & Tax Exempts	$ 1,289,402	$ 1,181,146	$ 986,196	$ 1,022,818	$ 1,022,818	$ 1,015,992	1999
4554	Pequot-Mohegan Grant	$ 1,390,133	$ 1,407,316	$ 1,412,077	$ 1,339,581	$ 1,339,581	$ 1,336,108	1999
4555	911 Enhancements	$ 164,344	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	1014
4556	Miscellaneous State Revenue	$ 99	$ 7,455	$ 7,026	$ 7,026	$ 7,026	$ 7,026	1024
4557	Nuclear Safety Drill	$ 53,276	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ 37,041	1014
4558	Highway Illumination	$ 1,812	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ 1,619	1035
4559	Town Highway Aid	$ 377,392	$ 377,392	$ 380,167	$ 380,167	$ 380,167	$ 380,167	1035
4560	Telephone Access	$ 168,684	$ 162,000	$ 162,000	$ 162,000	$ 162,000	$ 162,000	1999
4562	Municipal Rev. Sharing: Sales Tax Funds	$ 0	$ 0	$ 0	$ 623,548	$ 623,548	$ 433,177	1999
4565	Municipal Aid Adjustment Grant	$ 519,984	$ 0	$ 0	$ 0	$ 0	$ 0	1999
4566	TVCCA-Supp Housing Program Grant	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ 9,000	1051
4568	Youth Service Bureau	$ 31,737	$ 31,737	$ 29,859	$ 29,859	$ 29,859	$ 29,859	1051
	Total State Grants in Aid-General Govern.	$ 5,247,324	$ 4,620,843	$ 4,431,122	$ 5,018,796	$ 5,018,796	$ 4,818,126	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****FEDERAL GRANTS IN AID;** **3.0% of the General Fund Budget:**

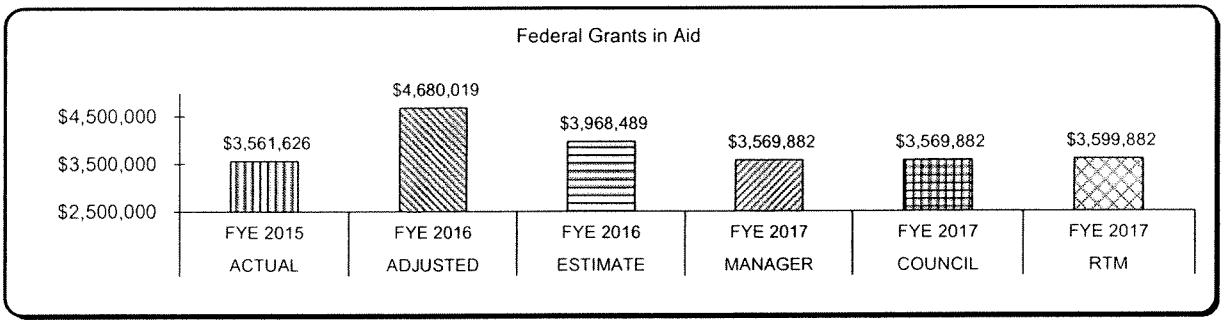
*Federal Funds: Federal reimbursements for health services for special education students who are eligible to receive Medicaid.

*FEMA Reimbursement: Federal reimbursement for storm related damages.

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

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4508	Federal Funds	$ 278,552	$ 90,000	$ 116,429	$ 90,000	$ 90,000	$ 120,000	1080
4510	FEMA Reimbursement	$ 40,173	$ 0	$ 15,421	$ 0	$ 0	$ 0	
4591	Pupil Impact Aid	$ 3,222,953	$ 4,570,000	$ 3,816,551	$ 3,459,863	$ 3,459,863	$ 3,459,863	1080
4592	Emergency Management (SLA)	$ 19,948	$ 20,019	$ 20,088	$ 20,019	$ 20,019	$ 20,019	1014
	Total Federal Grants in Aid	$ 3,561,626	$ 4,680,019	$ 3,968,489	$ 3,569,882	$ 3,569,882	$ 3,599,882	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

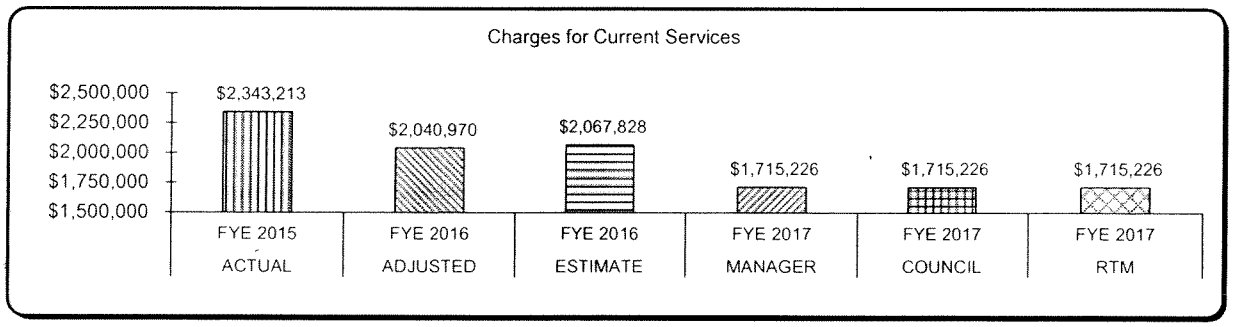
*****CHARGES FOR CURRENT SERVICES;** **1.4% of the General Fund Budget:**

*A variety of revenues that the Town's General Fund receives for services that it provides to the public, other organizations and other funds.

Conveyance Tax revenue is made up of two portions, a local real estate conveyance tax of 0.25% of the selling price for all municipalities and an additional 0.25% for "targeted investment communities" (TIC) of which Groton is categorized, for a total of 0.50%.

On February 1, 2016 the Town Council approved amending the cooperation agreements with the Housing Authority for Grasso Gardens and Pequot Village. The amended agreement reduces the shelter rent PILOT payment from 10% to 0% and the Authority will assume payment of the sewer use charges themselves.

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4602	Planning Commission Fees	$ 15,065	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	1046
4610	Recording Instruments	$ 142,702	$ 168,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	1005
4611	Conveyance Tax	$ 941,121	$ 650,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000	1005
4616	Golf Course Contribution	$ 60,339	$ 60,376	$ 60,376	$ 59,430	$ 59,430	$ 59,430	1999
4617	Maps/Copies/Document Sales	$ 1,016	$ 750	$ 600	$ 500	$ 500	$ 500	1046
4618	Tax Collection Services	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	1013
4620	Sewer Fund/Landfill Service Contribution	$ 768,004	$ 768,004	$ 768,004	$ 469,624	$ 469,624	$ 469,624	1999
4622	Accident Reports	$ 3,294	$ 1,580	$ 3,875	$ 3,950	$ 3,950	$ 3,950	1024
4623	Dispatch/Paramedic Service	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	1014
4624	N Stonington-Dispatch	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	1014
4627	Housing Authority Shelter Rent	$ 61,075	$ 61,313	$ 61,313	$ 0	$ 0	$ 0	1054
4629	Coord Medical Emerg Direc	$ 22,176	$ 22,832	$ 22,257	$ 22,257	$ 22,257	$ 22,257	1014
4631	BOE-FHS/Ground Mowing	$ 53,408	$ 55,010	$ 55,010	$ 56,660	$ 56,660	$ 56,660	1064
4632	GIS Revenue	$ 1,376	$ 700	$ 650	$ 700	$ 700	$ 700	1013
4637	Snow/Ice Control Services	$ 66,278	$ 32,467	$ 26,105	$ 32,467	$ 32,467	$ 32,467	1035
4641	Vital Statistics	$ 4,721	$ 5,300	$ 5,000	$ 5,000	$ 5,000	$ 5,000	1005
	Total Charges for Current Services	$ 2,343,213	$ 2,040,970	$ 2,067,828	$ 1,715,226	$ 1,715,226	$ 1,715,226	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

*****SCHOOLS-LIBRARY-RECREATION;** **0.2% of the General Fund Budget:**

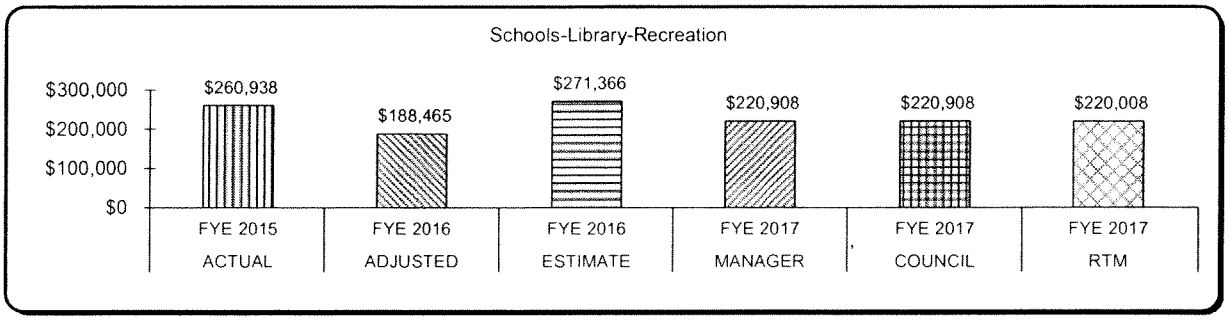
Includes revenues generated from activities provided by the Town and Board of Education of which the major revenue sources are:

*Tuition from Other Towns: reflects payments for students outside the district to attend Groton Schools.

*Other School Receipts: includes Adult Education tuition and building use fees. This category reflects the fees and tuition generated by various programs, activities and classes offered by the Town.

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017	FUNCTION(S) CODE
4662	Tuition from Other Towns	$ 94,858	$ 14,785	$ 97,686	$ 97,828	$ 97,828	$ 97,828	1080
4669	Other School Receipts	$ 66,942	$ 72,080	$ 72,080	$ 72,080	$ 72,080	$ 72,080	1080
4670	Library Fines	$ 19,001	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	1063
4671	Library-Lost & Damaged	$ 3,537	$ 3,400	$ 3,400	$ 3,400	$ 3,400	$ 3,400	1063
4672	Senior Programs	$ 50,295	$ 50,000	$ 55,000	$ 2,500	$ 2,500	$ 2,500	1064
4683	Park Concession & Rental	$ 0	$ 1,500	$ 0	$ 0	$ 0	$ 0	1064
4686	Park & Recreation Rentals	$ 2,375	$ 3,000	$ 1,000	$ 2,400	$ 2,400	$ 1,500	1064
4688	Library Fees	$ 17,591	$ 17,500	$ 16,000	$ 16,500	$ 16,500	$ 16,500	1063
4691	Library-Copier Fees	$ 6,339	$ 6,200	$ 6,200	$ 6,200	$ 6,200	$ 6,200	1063
	Total Schools-Library-Recreation	$ 260,938	$ 188,465	$ 271,366	$ 220,908	$ 220,908	$ 220,008	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

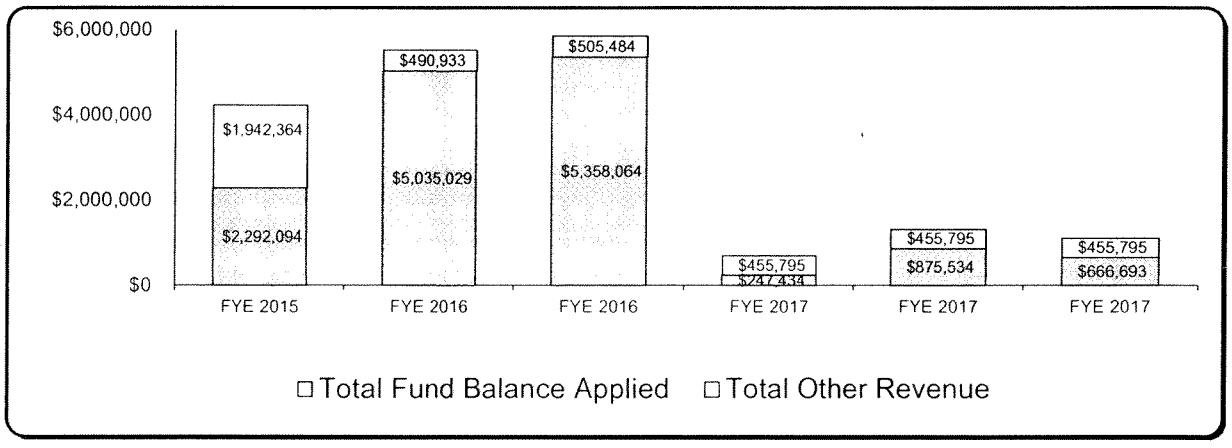
*****OTHER REVENUE and FUND BALANCE APPLIED:** **.9% of the General Fund Budget:**

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

Payments from Other Funds: for FYE 2015 represents funds associated with the Community Investment Act (CIA) for Town Clerk expenses ($5,200), accumulated administrative fees in the Police Outside Work Fund (POW) ($61,778) and transfers from available fund balances from various funds to achieve a reduction in required tax revenue in FYE 2016 (Solid Waste Fund $750,000, Capital Reserve Fund $451,500, Recreation and Sr. Activities Fund $100,000 and Fleet Fund $65,000). FYE 2016 includes payments from the CIA ($5,000) and POW ($27,107). FYE 2017 includes a transfer into the General Fund from the CIA.

A major dollar amount in this category is the Fund Balance Applied which reflects funds earmarked from unassigned funds to balance the the proposed fiscal year's expenditures. With this year's allocation of Fund Balance Applied, the General Fund's unassigned Fund Balance is projected to be at 7.75% which is the current Town Council policy. A portion of the committed Fund balance allocated for FY 2017 ($666,693) will be used to fund the proposed budget.

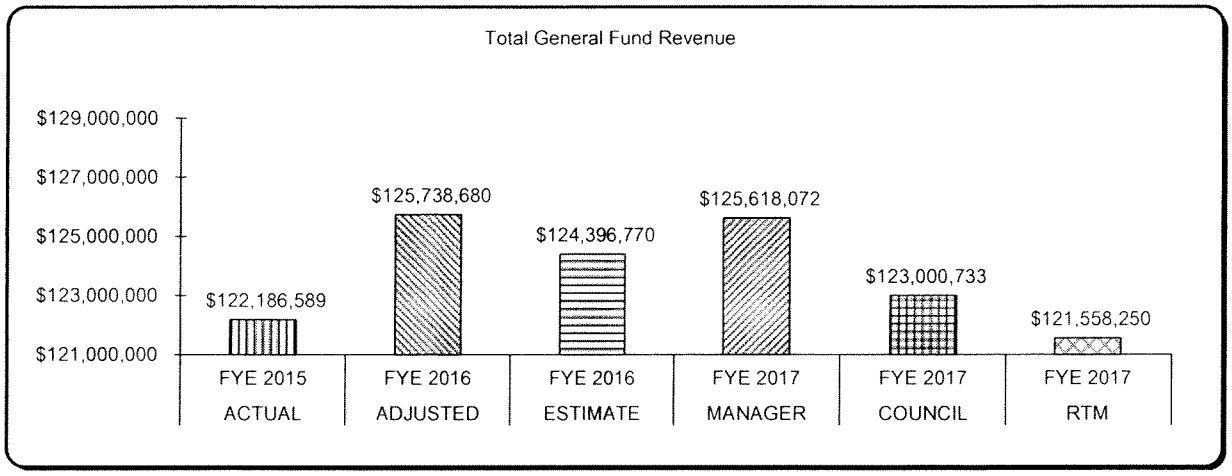
		FYE 2015	FYE 2016	FYE 2016	FYE 2017	FYE 2017	FYE 2017	CODE
4310	Court Fines	$ 26,002	$ 16,930	$ 20,250	$ 18,250	$ 18,250	$ 18,250	1024
4311	Parking Tickets	$ 770	$ 3,240	$ 425	$ 1,500	$ 1,500	$ 1,500	1024
4710	Land Record Copies	$ 29,519	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	1005
4711	Vital Copies	$ 69,524	$ 64,000	$ 65,000	$ 64,000	$ 64,000	$ 64,000	1005
4712	Finance Dept. Copies	$ 971	$ 900	$ 900	$ 900	$ 900	$ 900	1013
4714	Returned Check Fees	$ 1,036	$ 1,400	$ 850	$ 1,000	$ 1,000	$ 1,000	1013
4715	Aircraft Registrations	$ 22,040	$ 21,700	$ 21,700	$ 20,000	$ 20,000	$ 20,000	1013
4716	Delinquent MV Fee	$ 18,709	$ 17,476	$ 18,700	$ 18,709	$ 18,709	$ 18,709	1013
4731	Sale of Capital Assets	$ 16,666	$ 5,000	$ 2,262	$ 2,500	$ 2,500	$ 2,500	1013
4733	Misc. Unclassified	$ 22,434	$ 5,000	$ 5,700	$ 5,000	$ 5,000	$ 5,000	various
4734	Animal Control Fees	$ 3,308	$ 4,310	$ 3,827	$ 4,150	$ 4,150	$ 4,150	1024
4740	Disposal Fees	$ 146,624	$ 162,830	$ 150,123	$ 130,000	$ 130,000	$ 130,000	1035
4741	Lease Fees	$ 151,283	$ 128,040	$ 155,640	$ 156,786	$ 156,786	$ 156,786	various
4766	Payments From Other Funds	$ 1,433,478	$ 32,107	$ 32,107	$ 5,000	$ 5,000	$ 5,000	various
	Total Other Revenue	$ 1,942,364	$ 490,933	$ 505,484	$ 455,795	$ 455,795	$ 455,795	
4999	Fund Balance Applied	$ 2,292,094	$ 3,235,029	$ 3,558,064	$ 0	$ 0	$ 0	1999
4999A	Committed Fund Balance Applied	$ 0	$ 1,800,000	$ 1,800,000	$ 247,434	$ 875,534	$ 666,693	1999
	Total Fund Balance Applied	$ 2,292,094	$ 5,035,029	$ 5,358,064	$ 247,434	$ 875,534	$ 666,693	
	Total Other Revenue & Fund Balance	$ 4,234,458	$ 5,525,962	$ 5,863,548	$ 703,229	$ 1,331,329	$ 1,122,488	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2017

***TOTAL GENERAL FUND REVENUE:

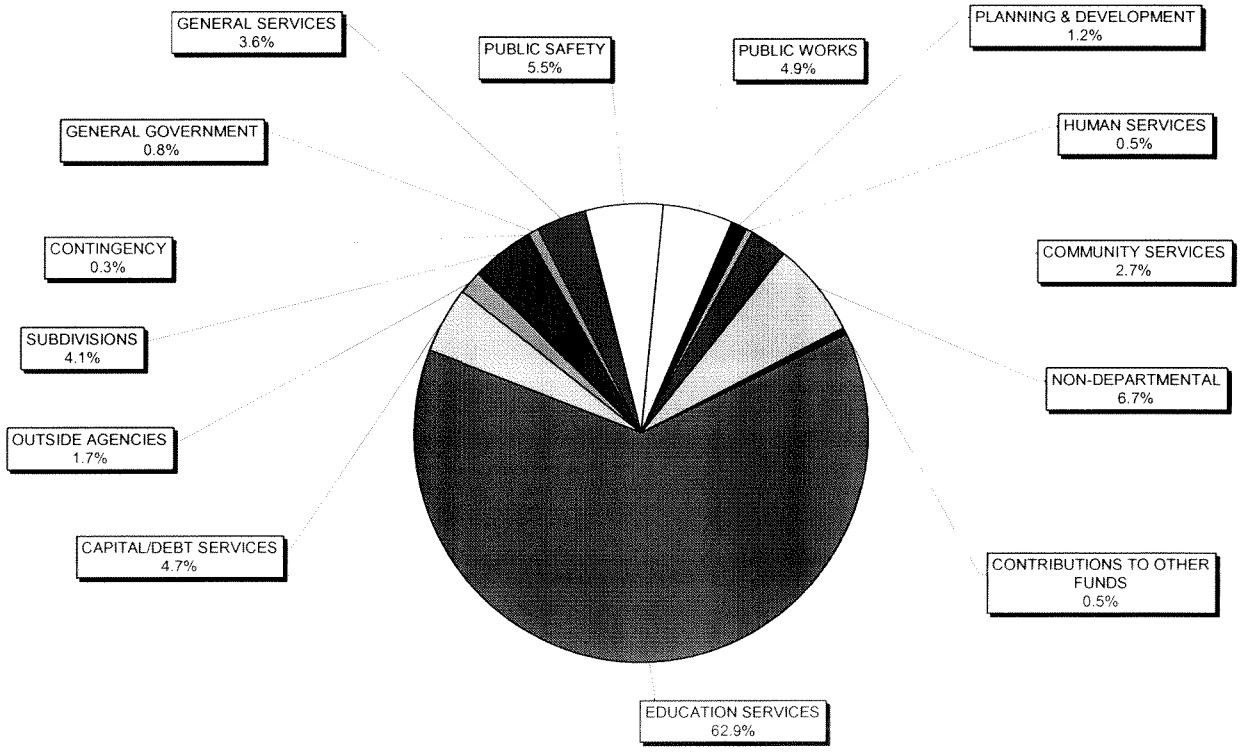
	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
Total Revenues and Fund Balance Applied	$122,186,589	$125,738,680	$124,396,770	$125,618,072	$ 123,000,733	$ 121,558,250



Town of Groton
TOWN OPERATION
FYE 2017 Adopted Budget
Program Summary General Fund

AREA OF SERVICE	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM ADOPTED FYE 2017
GENERAL GOVERNMENT	$ 1,311,050	$ 975,292	$ 1,104,464	$ 981,390	$ 978,590	$ 986,942	$ 940,102
GENERAL SERVICES	$ 4,511,311	$ 4,619,445	$ 4,452,869	$ 4,593,606	$ 4,592,656	$ 4,491,159	$ 4,347,539
PUBLIC SAFETY	$ 6,579,164	$ 6,881,594	$ 6,736,920	$ 6,989,686	$ 6,833,186	$ 6,775,954	$ 6,662,357
PUBLIC WORKS	$ 6,547,475	$ 6,622,387	$ 6,469,090	$ 6,703,941	$ 6,379,772	$ 6,009,910	$ 6,009,910
PLANNING & DEVELOPMENT	$ 1,127,849	$ 1,269,335	$ 1,232,488	$ 1,419,525	$ 1,319,725	$ 1,417,364	$ 1,417,364
HUMAN SERVICES	$ 594,088	$ 604,238	$ 584,513	$ 592,355	$ 592,355	$ 591,086	$ 577,546
COMMUNITY SERVICES	$ 3,364,249	$ 3,475,687	$ 3,395,033	$ 3,370,039	$ 3,346,525	$ 3,300,305	$ 3,273,351
SUBTOTAL TOWN DEPARTMENTS	$ 24,035,186	$ 24,447,978	$ 23,975,377	$ 24,650,542	$ 24,042,809	$ 23,572,720	$ 23,228,169
NON-DEPARTMENTAL	$ 9,218,830	$ 9,080,921	$ 9,103,617	$ 8,340,507	$ 8,340,507	$ 8,142,369	$ 8,142,369
CONTRIBUTIONS TO OTHER FUNDS	$ 115,000	$ 187,000	$ 187,000	$ 720,724	$ 720,724	$ 620,724	$ 578,250
SUBTOTAL TOWN OTHER	$ 9,333,830	$ 9,267,921	$ 9,290,617	$ 9,061,231	$ 9,061,231	$ 8,763,093	$ 8,720,619
TOWN OPERATIONS	$ 33,369,016	$ 33,715,899	$ 33,265,994	$ 33,711,773	$ 33,104,040	$ 32,335,813	$ 31,948,788
EDUCATION SERVICES	$ 74,742,449	$ 76,730,239	$ 76,130,239	$ 76,730,239	$ 76,730,239	$ 76,730,239	$ 76,468,239
CAPITAL/DEBT SERVICES	$ 6,951,249	$ 7,906,875	$ 7,829,832	$ 8,039,757	$ 8,039,757	$ 6,313,757	$ 5,711,757
OUTSIDE AGENCIES	$ 2,078,792	$ 2,147,716	$ 2,147,716	$ 2,137,411	$ 2,137,411	$ 2,059,436	$ 2,020,053
SUBDIVISIONS	$ 5,045,084	$ 5,025,247	$ 5,022,989	$ 5,056,625	$ 5,056,625	$ 5,011,488	$ 4,984,413
CONTINGENCY	$ -	$ 212,704	$ -	$ 550,000	$ 550,000	$ 550,000	$ 425,000
TOTAL GENERAL FUND	$122,186,590	$125,738,680	$124,396,770	$126,225,805	$125,618,072	$ 123,000,733	$121,558,250

Adopted General Fund Budget by Area of Service



Comparison By Function

FYE 2016 Adopted/Adjusted Budget to Adopted FYE 2017 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2016	Estimated FYE 2016	Adopted Budget FYE 2017	$ Variance Adjusted FYE16 vs. Adopted FYE17	% Variance Adjusted FYE16 vs. Adopted FYE17
1001	Legislative Policy	77	$ 42,933	$ 40,413	$ 52,591	$ 9,658	22.5%
1003	Voter Registration	81	$ 148,811	$ 140,217	$ 149,694	$ 883	0.6%
1005	Town Clerk	84	$ 333,548	$ 323,834	$ 312,817	$ (20,731)	(6.2%)
1006	Legal Services	89	$ 450,000	$ 600,000	$ 425,000	$ (25,000)	(5.6%)
	GENERAL GOVERNMENT		**$ 975,292**	**$ 1,104,464**	**$ 940,102**	**$ (35,190)**	**(3.6%)**
1010	Executive Management	92	$ 420,983	$ 347,671	$ 311,560	$ (109,423)	(26.0%)
1011	Information Technology	96	$ 1,027,366	$ 1,012,420	$ 990,895	$ (36,471)	(3.5%)
1012	Human Resources	105	$ 332,750	$ 324,495	$ 313,181	$ (19,569)	(5.9%)
1013	Finance Administration	121	$ 1,422,130	$ 1,400,411	$ 1,376,903	$ (45,227)	(3.2%)
1014	Emergency Communications	131	$ 1,416,216	$ 1,367,872	$ 1,355,000	$ (61,216)	(4.3%)
	GENERAL SERVICES		**$ 4,619,445**	**$ 4,452,869**	**$ 4,347,539**	**$ (271,906)**	**(5.9%)**
1024	Public Safety	136	$ 6,881,594	$ 6,736,920	$ 6,662,357	$ (219,237)	(3.2%)
	PUBLIC SAFETY		**$ 6,881,594**	**$ 6,736,920**	**$ 6,662,357**	**$ (219,237)**	**(3.2%)**
1035	Public Works	143	$ 6,622,387	$ 6,469,090	$ 6,009,910	$ (612,477)	(9.2%)
	PUBLIC WORKS		**$ 6,622,387**	**$ 6,469,090**	**$ 6,009,910**	**$ (612,477)**	**(9.2%)**
1046	Planning & Development Svcs	165	$ 1,269,335	$ 1,232,488	$ 1,417,364	$ 148,029	11.7%
	PLANNING & DEVELOPMENT		**$ 1,269,335**	**$ 1,232,488**	**$ 1,417,364**	**$ 148,029**	**11.7%**
1051	Human Services	172	$ 604,238	$ 584,513	$ 577,546	$ (26,692)	(4.4%)
	HUMAN SERVICES		**$ 604,238**	**$ 584,513**	**$ 577,546**	**$ (26,692)**	**(4.4%)**
1063	Groton Public Library	182	$ 1,703,843	$ 1,668,311	$ 1,650,000	$ (53,843)	(3.2%)
1064	Parks & Recreation	191	$ 1,771,844	$ 1,726,722	$ 1,623,351	$ (148,493)	(8.4%)
	COMMUNITY SERVICES		**$ 3,475,687**	**$ 3,395,033**	**$ 3,273,351**	**$ (202,336)**	**(5.8%)**
	SUBTOTAL TOWN DEPARTMENTS		**$ 24,447,978**	**$ 23,975,377**	**$ 23,228,169**	**$ (1,219,809)**	**(5.0%)**
1070	Insurance & Claims	110	$ 577,407	$ 600,103	$ 578,485	$ 1,078	0.2%
1071	Self Funded Plans	114	$ 8,503,514	$ 8,503,514	$ 7,563,884	$ (939,630)	(11.0%)
	NON-DEPARTMENTAL		**$ 9,080,921**	**$ 9,103,617**	**$ 8,142,369**	**$ (938,552)**	**(10.3%)**
1077	Contributions to Other Funds	210	$ 187,000	$ 187,000	$ 578,250	$ 391,250	209.2%
	CONTRIBUTIONS TO OTHER FUNDS		**$ 187,000**	**$ 187,000**	**$ 578,250**	**$ 391,250**	**209.2%**
	SUBTOTAL TOWN OTHER		**$ 9,267,921**	**$ 9,290,617**	**$ 8,720,619**	**$ (547,302)**	**(5.9%)**
	TOWN OPERATIONS		**$ 33,715,899**	**$ 33,265,994**	**$ 31,948,788**	**$ (1,767,111)**	**(5.2%)**
1080	Education	213	$ 76,730,239	$ 76,130,239	$ 76,468,239	$ (262,000)	(0.3%)
	EDUCATION SERVICES		**$ 76,730,239**	**$ 76,130,239**	**$ 76,468,239**	**$ (262,000)**	**(0.3%)**
1075	Capital Reserve	246	$ 2,723,400	$ 2,723,400	$ 744,000	$ (1,979,400)	(72.7%)
1076	Debt Service	253	$ 5,183,475	$ 5,106,432	$ 4,967,757	$ (215,718)	(4.2%)
	CAPITAL/DEBT SERVICES		**$ 7,906,875**	**$ 7,829,832**	**$ 5,711,757**	**$ (2,195,118)**	**(27.8%)**
1007	Regional Agencies	216	$ 137,415	$ 137,415	$ 137,415	$ -	0.0%
1026	Ambulance Services	219	$ 145,951	$ 145,951	$ 77,976	$ (67,975)	(46.6%)
1054	Health/Service/Cultural Agencies	222	$ 1,656,350	$ 1,656,350	$ 1,598,268	$ (58,082)	(3.5%)
1065	Other Libraries	226	$ 208,000	$ 208,000	$ 206,394	$ (1,606)	(0.8%)
	OUTSIDE AGENCIES		**$ 2,147,716**	**$ 2,147,716**	**$ 2,020,053**	**$ (127,663)**	**(5.9%)**
1090	City of Groton	229	$ 4,353,293	$ 4,351,249	$ 4,325,546	$ (27,747)	(0.6%)
1091	Groton Long Point	232	$ 425,942	$ 425,728	$ 412,867	$ (13,075)	(3.1%)
1092	Fire Districts PILOT	235	$ 246,012	$ 246,012	$ 246,000	$ (12)	(0.0%)
	SUBDIVISIONS		**$ 5,025,247**	**$ 5,022,989**	**$ 4,984,413**	**$ (40,834)**	**(0.8%)**
1074	Contingency	259	$ 212,704	$ -	$ 425,000	$ (125,000)	**(22.7%)**
	CONTINGENCY		**$ 212,704**	**$ -**	**$ 425,000**	$ (125,000)	**(22.7%)**
	GENERAL FUND TOTAL		**$ 125,738,680**	**$ 124,396,770**	**$ 121,558,250**	**$ (4,180,430)**	**(3.3%)**

Town of Groton

Comparison By Fund

FYE 2016 Adopted/Adjusted Budget to Adopted FYE 2017 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2016	Estimated FYE 2016	Adopted Budget FYE 2017	$ Variance Adjusted FYE16 vs. Adopted FYE17	% Variance Adjusted FYE16 vs. Adopted FYE17
2010	Golf Course Fund	198	$ 1,210,400	$ 1,191,123	$ 1,190,883	$ (19,517)	(1.6%)
2020	Sewer Operating Fund	151	$ 6,944,693	$ 6,859,830	$ 6,076,637	$ (868,056)	(12.5%)
2030	Solid Waste Fund	156	$ 2,346,842	$ 1,807,759	$ 1,504,364	$ (842,478)	(35.9%)
2060	Mumford Cove	238	$ 21,028	$ 21,028	$ 21,028	$ -	0.0%
2120	Revaluation Fund	127	$ 250,000	$ 250,000	$ 180,000	$ (70,000)	(28.0%)
3240	Recreation & Senior Activities	203	$ 1,043,831	$ 1,020,941	$ 1,077,730	$ 33,899	3.2%
3310	Connecticard	187	$ 46,366	$ 43,841	$ 65,637	$ 19,271	41.6%
4010	Groton Sewer District	241	$ 835,450	$ 835,450	$ 828,774	$ (6,676)	(0.8%)
5010	Capital Reserve Fund	249	$ 4,452,400	$ 4,452,400	$ 1,795,000	$ (2,657,400)	(59.7%)
6040	Fleet Reserve Fund	160	$ 1,589,985	$ 1,586,907	$ 1,476,903	$ (113,082)	(7.1%)
6050	Technology Replacement Fund	101	$ 125,320	$ 125,320	$ 70,833	$ (54,487)	(43.5%)
7320	Human Serv. Asst Fund	178	$ 40,000	$ 38,000	$ 35,000	$ (5,000)	(12.5%)

TOWN OF GROTON

Fiscal Year Ending June 30, 2017

BUDGETS-IN-BRIEF WITHOUT FUND BALANCE APPLIED: ALL FUNDS

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

FINANCING PLAN BY FUND	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATED FYE 2016	ADOPTED FYE 2017
General Fund (100)	$ 119,894,493	$ 120,703,651	$ 119,038,706	$ 120,891,557
Golf Course (201)	$ 1,146,964	$ 1,233,494	$ 1,206,068	$ 1,221,545
Sewer Operating Fund (202)	$ 5,797,854	$ 6,806,144	$ 6,633,667	$ 6,004,204
Solid Waste (203)	$ 2,202,005	$ 2,335,674	$ 1,824,378	$ 1,483,424
Mumford Cove Taxing District (206)	$ 20,746	$ 21,028	$ 20,985	$ 21,028
Revaluation Fund (212)	$ 50,895	$ 100,915	$ 101,050	$ 129,200
Recreation & Senior Activities (324)	$ 984,026	$ 1,038,175	$ 1,062,250	$ 1,146,500
Connecticard (331)	$ 33,476	$ 33,500	$ 30,303	$ 29,650
Sewer District (401)	$ 675,519	$ 635,450	$ 624,993	$ 628,774
Capital Reserve Fund (501)	$ 2,217,741	$ 3,413,350	$ 3,413,175	$ 1,265,133
Fleet Reserve Fund (604)	$ 1,245,307	$ 1,158,762	$ 1,154,897	$ 1,215,092
Technology Replacement Fund (605)	$ 78,446	$ 72,361	$ 72,290	$ 3,783
Human Services Asst Fund (732)	$ 14,242	$ 24,115	$ 25,370	$ 2,115
Total Revenue By Fund Without Fund Balance Applied	**$ 134,361,714**	**$ 137,576,619**	**$ 135,208,132**	**$ 134,042,005**

EXPENDITURES BY FUND	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATED FYE 2016	ADOPTED FYE 2017
General Fund (100)	$ 122,186,589	$ 125,738,680	$ 124,396,770	$ 121,558,250
Golf Course (201)	$ 1,130,992	$ 1,210,400	$ 1,191,123	$ 1,190,883
Sewer Operating Fund (202)	$ 5,593,790	$ 6,944,693	$ 6,859,830	$ 6,076,637
Solid Waste (203)	$ 3,108,251	$ 2,346,842	$ 1,807,759	$ 1,504,364
Mumford Cove Taxing District (206)	$ 21,008	$ 21,028	$ 21,028	$ 21,028
Revaluation Fund (212)	$ 14,383	$ 250,000	$ 250,000	$ 180,000
Recreation & Senior Activities (324)	$ 1,068,323	$ 1,043,831	$ 1,020,941	$ 1,077,730
Connecticard (331)	$ 44,728	$ 46,366	$ 43,841	$ 65,637
Sewer District (401)	$ 848,659	$ 835,450	$ 835,450	$ 828,774
Capital Reserve Fund (501)	$ 2,910,000	$ 4,452,400	$ 4,452,400	$ 1,795,000
Fleet Reserve Fund (604)	$ 1,256,257	$ 1,589,985	$ 1,586,907	$ 1,476,903
Technology Replacement Fund (605)	$ 142,355	$ 125,320	$ 125,320	$ 70,833
Human Services Asst Fund (732)	$ 25,027	$ 40,000	$ 38,000	$ 35,000
Total Expenditures By Fund	**$ 138,350,362**	**$ 144,644,995**	**$ 142,629,369**	**$ 135,881,039**

TOWN OF GROTON

Fiscal Year Ending 2017

ESTIMATED CHANGES IN FUND BALANCE

Purpose: To document estimated changes in fund balance for each fund. This presentation identifies the impact of budget decisions and assumptions upon the financial position of each fund.

Fund Description & #	Audit Fund Balance FYE 2015	Estimated Fund Balance FYE 2016*	FYE 2017 Proposed Revenues	FYE 2017 Proposed Expenditures	Estimated Fund Balance FYE 2017 **	Fund Balance as a % of Expenditures
General (100)	$12,745,521	$9,187,457	$120,891,557	$121,558,250	$9,420,764	7.75%
Golf Course (201)	$35,346	$50,291	$1,221,545	$1,190,883	$80,953	6.80%
Sewer Operating (202)	$2,511,263	$2,285,100	$6,004,204	$6,076,637	$2,212,667	36.41%
Solid Waste (203)	$587,471	$604,090	$1,483,424	$1,504,364	$583,150	38.76%
Mumford Cove (206)	$256	$213	$21,028	$21,028	$213	1.01%
Revaluation (212)	$222,148	$73,198	$129,200	$180,000	$22,398	12.44%
Rec & Senior Activities (324)	$302,044	$343,353	$1,146,500	$1,077,730	$412,123	38.24%
Connecticard (331)	$74,973	$61,435	$29,650	$65,637	$25,448	38.77%
Sewer District (401)	$902,724	$692,267	$628,774	$828,774	$492,267	59.40%
Capital Reserve (501)	$2,856,890	$1,217,595	$1,265,133	$1,795,000	$687,728	38.31%
Fleet Reserve (604)	$901,290	$469,280	$1,215,092	$1,476,903	$207,469	14.05%
Technology Replacement (605)	$448,031	$395,001	$3,783	$70,833	$327,951	462.99%
Human Serv Asst fund (732)	$89,297	$76,667	$2,115	$35,000	$43,782	125.09%
Total All Funds	$21,677,254	$15,455,947	$134,042,005	$135,881,039	$14,516,913	10.68%

* Estimated Fund Balance for the General Fund includes the use of $1,800,000 of committed fund balance to offset anticipated revenue loss in FYE 2016 per Town Council resolution adopted on June 3, 2014.

** Estimated Fund Balance for the General Fund includes the use of $900,000 of committed fund balance to offset anticipated revenue loss in FYE 2017 per Town Council resolution adopted on June 3, 2014.

TOWN OF GROTON

SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2017

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

REVENUES - SOURCE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Property Taxes	$ 82,974,393				$ 21,028	
Licenses & Permits	$ 298,278					
Revenue from Investments	$ 95,000		$ 1,200	$ 380		$ 950
State Grants in Aid-General Govt	$ 4,818,126					
State Grants in Aid-Education	$ 26,714,849					
Federal Grants in Aid	$ 3,599,882					
Charges for Current Services	$ 1,715,226			$ -		
Schools-Library-Recreation	$ 220,008					
Other Revenue	$ 455,795			$ 15,702		
Memberships,Greens Fees, Carts		$ 1,185,545				
Sewer Use Charges			$ 6,003,004			
Disposal Fees, Bldg Lease Pmts		$ 36,000		$ 1,467,342		
Payments from Other Funds						$ 128,250
Total Revenues	$ 120,891,557	$ 1,221,545	$ 6,004,204	$ 1,483,424	$ 21,028	$ 129,200

EXPENDITURES - USE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Government	$ 940,102					
General Services	$ 4,347,539					$ 180,000
Public Safety	$ 6,662,357					
Public Works	$ 6,009,910		$ 6,076,637	$ 1,504,364		
Planning & Development	$ 1,417,364					
Human Services	$ 577,546					
Community Services	$ 3,273,351	$ 1,190,883				
Non-Departmental	$ 8,142,369					
Contributions To Other Funds	$ 578,250					
Education	$ 76,468,239					
Capital/Debt Service	$ 5,711,757					
Outside Agencies	$ 2,020,053					
Subdivisions	$ 4,984,413				$ 21,028	
Contingency	$ 425,000					
Total Expenditures	$ 121,558,250	$ 1,190,883	$ 6,076,637	$ 1,504,364	$ 21,028	$ 180,000

CHANGES IN FUND BALANCE	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
Net Increase (Decrease) In Fund Balance	$ (666,693)	$ 30,662	$ (72,433)	$ (20,940)	$ -	$ (50,800)
Estimated Beginning Fund Balance 7/1/2016	$ 10,087,457	$ 50,291	$ 2,285,100	$ 604,090	$ 213	$ 73,198
Estimated Ending Fund Balance 6/30/2017	$ 9,420,764	$ 80,953	$ 2,212,667	$ 583,150	$ 213	$ 22,398

TOWN OF GROTON

SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2017

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

REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
		$ 614,194					$ 83,609,615
							$ 298,278
	$ 250	$ 980	$ 10,700	$ 1,925	$ 600	$ 115	$ 112,100
	$ 29,400	$ 13,600					$ 4,861,126
							$ 26,714,849
							$ 3,599,882
$ 1,146,500			$ 9,000				$ 2,870,726
							$ 220,008
					$ 3,183	$ 2,000	$ 476,680
							$ 1,185,545
							$ 6,003,004
							$ 1,503,342
			$ 1,245,433	$ 1,213,167		$ -	$ 2,586,850
$ 1,146,500	$ 29,650	$ 628,774	$ 1,265,133	$ 1,215,092	$ 3,783	$ 2,115	$ 134,042,005

REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
							$ 940,102
		$ 828,774			$ 70,833		$ 5,427,146
							$ 6,662,357
				$ 1,476,903			$ 15,067,814
							$ 1,417,364
						$ 35,000	$ 612,546
$ 1,077,730	$ 65,637						$ 5,607,601
							$ 8,142,369
							$ 578,250
							$ 76,468,239
			$ 1,795,000				$ 7,506,757
							$ 2,020,053
							$ 5,005,441
							$ 425,000
$ 1,077,730	$ 65,637	$ 828,774	$ 1,795,000	$ 1,476,903	$ 70,833	$ 35,000	$ 135,881,039

REC & SENIOR ACTIVITIES 324	CONNECTICARD 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
$ 68,770	$ (35,987)	$ (200,000)	$ (529,867)	$ (261,811)	$ (67,050)	$ (32,885)	$ (1,839,034)
$ 343,353	$ 61,435	$ 692,267	$ 1,217,595	$ 469,280	$ 395,001	$ 76,667	$ 16,355,947
$ 412,123	$ 25,448	$ 492,267	$ 687,728	$ 207,469	$ 327,951	$ 43,782	$ 14,516,913

Town of Groton
Full Time Employees

FYE 2016 ADJUSTED vs FYE 2017 ADOPTED

FUNCTION NUMBER & DESCRIPTION	LAST YEAR FYE 2015 ADJUSTED	THIS YEAR FYE 2016 ADJUSTED	THIS YEAR FYE 2016 ESTIMATE	NEXT YEAR FYE 2017 MANAGER	NEXT YEAR FYE 2017 ADOPTED	THIS | NEXT YEAR | YEAR FYE 2016 | FYE 2017 ADJ VS. ADOPTED # DIFFERENCE	CHANGE DESCRIPTION FYE 2017
1005-TOWN CLERK	5.00	5.00	5.00	5.00	5.00	0.00	
SUBTOTAL: GENERAL GOVERNMENT	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	
1010-EXECUTIVE MANAGEMENT	4.00	4.00	4.00	4.00	3.00	-1.00	-1 Assistant Town Manager
1011-INFORMATION TECHNOLOGY	7.00	7.00	7.00	7.00	7.00	0.00	
1012-HUMAN RESOURCES	4.25	4.25	4.25	4.00	4.00	-0.25	-.25 Coordinator Risk & Emerg. Mgt.
1013-FINANCE	19.00	19.00	19.00	19.00	18.00	-1.00	-1 Financial Assitant II +1 Budget Analyst & Coordinator - 1 Administrative Assistant
1014-EMERGENCY COMMUNICATIONS	14.75	14.75	14.75	14.00	14.00	-0.75	-.75 Coordinator Risk & Emerg. Mgt.
SUBTOTAL: GENERAL SERVICES	**49.00**	**49.00**	**49.00**	**48.00**	**46.00**	**-3.00**	
1024-PUBLIC SAFETY	73.00	73.00	73.00	73.00	73.00	0.00	
SUBTOTAL: PUBLIC SAFETY	**73.00**	**73.00**	**73.00**	**73.00**	**73.00**	**0.00**	
1035-PUBLIC WORKS	52.25	53.25	53.25	52.25	48.25	-5.00	+1 Civil Engineer -1 Project Management Specialist -1 Inspector II -1 Grant Writer -1 Office Assistant II -1 Maintainer -1Solid Waste Inspector -2 Certified Maint Tech II +2 Skilled Building Techs
SUBTOTAL: PUBLIC WORKS	**52.25**	**53.25**	**53.25**	**52.25**	**48.25**	**-5.00**	
1046-PLANNING & DEVELOPMENT SVCS	14.00	14.00	14.00	14.00	14.00	0.00	
SUBTOTAL: PLANNING & DEVELOPMENT	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**	
1051-HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	0.00	
SUBTOTAL: HUMAN SERVICES	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**	
1063-LIBRARY	20.00	20.00	20.00	20.00	20.00	0.00	
1064-PARKS & RECREATION	20.75	20.75	20.75	19.75	19.75	-1.00	+1 Floor Leader -1 Foreman -1 Groundskeeper
SUBTOTAL: COMMUNITY SERVICES	**40.75**	**40.75**	**40.75**	**39.75**	**39.75**	**-1.00**	
GENERAL FUND: SUB-TOTAL	**242.00**	**243.00**	**243.00**	**240.00**	**234.00**	**-9.00**	
2010-GOLF COURSE FUND	6.25	6.25	6.25	6.25	6.25	0.00	
2020-SEWER FUND	18.75	18.75	18.75	18.75	18.75	0.00	
OTHER FUNDS: SUB-TOTAL	**25.00**	**25.00**	**25.00**	**25.00**	**25.00**	**0.00**	
T O T A L S - ALL FUNDS	**267.00**	**268.00**	**268.00**	**265.00**	**259.00**	**-9.00**	

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

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

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

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

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

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 discuses 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

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

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

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

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

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

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

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.

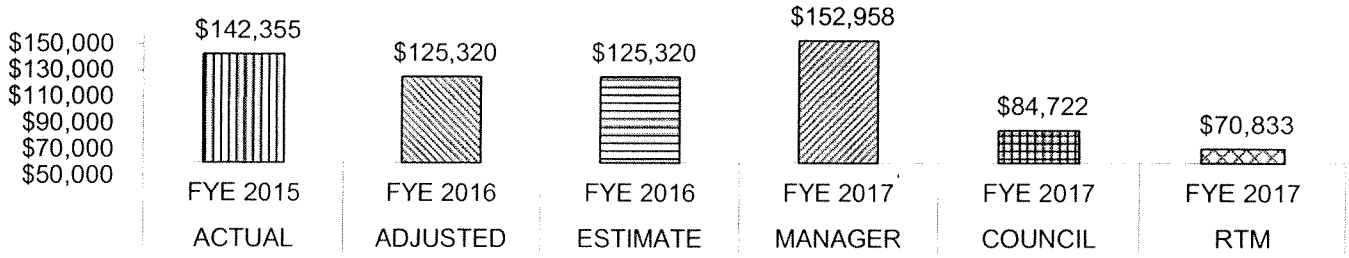
Other Agencies - MDT: represents the amount received from outside agencies for purchases of mobile data terminals.

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

Technology Replacement Fund Revenues



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 Police: July 1, 2014 – June 30, 2016
Telecommunicators: July 1, 2014 – June 30, 2018 USWA: July 1, 2011 – June 30, 2015
AFSCME: July 1, 2013 – June 30, 2016

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

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

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

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

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

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

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	$4,862	$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	$3,767	$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	$4,696	$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**	**$13,325**	**$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	$2,485	$105,761	$773	$14,453	$26,042		$184,260
2020-SEWER FUND	18.75	3.25			3.50	12.00			$112,887	$0	$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**	**$2,485**	**$423,044**	**$3,090**	**$57,813**	**$104,167**		**$738,232**
T O T A L S - ALL FUNDS------FYE 2017	**265.00**	**38.00**	**5.00**	**5.00**	**96.00**	**53.00**	**66.00**	**3.00**	**$2,250,333**	**$15,810**	**$4,159,631**	**$32,750**	**$612,817**	**$1,044,167**	**$186,608**	**$8,302,116**
FYE 2016 Adopted Budget: General & Other									$2,299,574	$15,810	$5,021,796	$32,750	$379,198	$1,365,576	$188,612	$9,303,316
$ Change from FYE 2016 to FYE 2017	---------->								**($49,241)**	**$0**	**($862,165)**	**$0**	**$233,619**	**($321,409)**	**($2,004)**	**($1,001,200)**
% Change from FYE 2016 to FYE 2017	---------->								**-2.1%**	**0.0%**	**-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.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Outputs			
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.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Outputs			
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	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
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	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
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

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

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

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

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

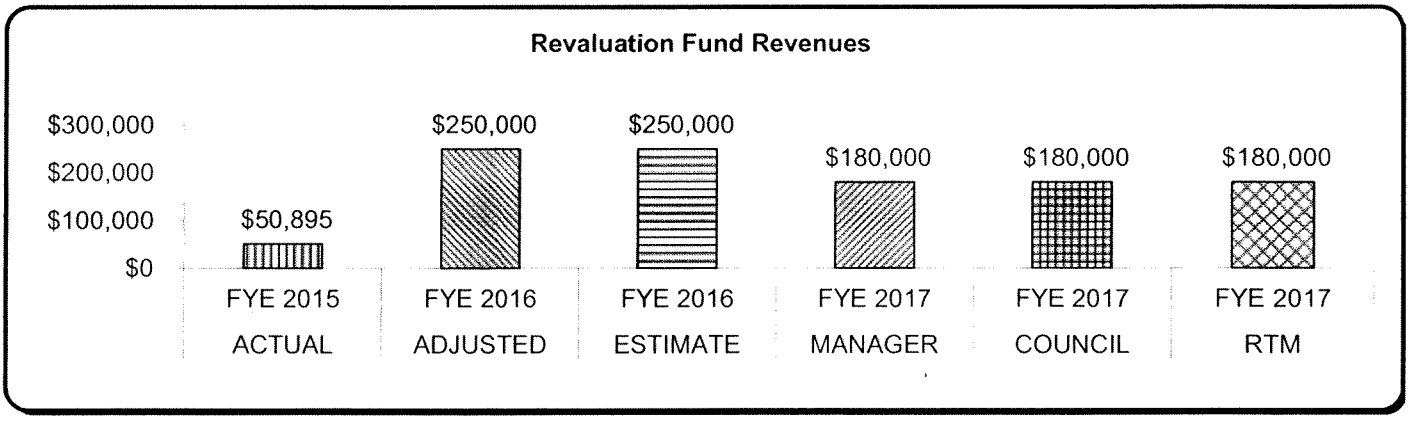
TOWN OF GROTON, CT
FYE 2017 BUDGET

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.

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
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	$ 50,895	$ 250,000	$ 250,000	$ 180,000	$ 180,000	$ 180,000



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.

Emergency Communications	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
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.

Emergency Management	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
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

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

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

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.

FUNCTION ACTIVITIES:	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
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.

FUNCTION ACTIVITIES:	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
Calls for Service from the community	27,530	27,665	27,665
Instruct DARE program	352	352	198
Encompasses All 5th & 7th 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

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

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

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

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

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

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

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

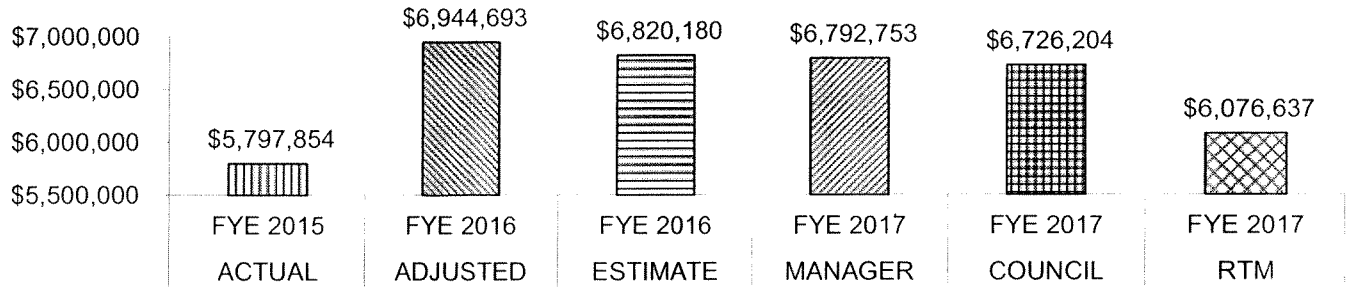
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

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.

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

Sewer Operating Fund Revenues



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 (SCRRRA), municipal solid waste generated within the Town is directed to the Waste-to-Energy Facility located on Route 12, in Preston CT. SCRRRA 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. SCRRRA then bills the Town for the waste as the agreement is between the Town and SCRRRA. 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

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

	FYE 2016	FYE 2017
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.

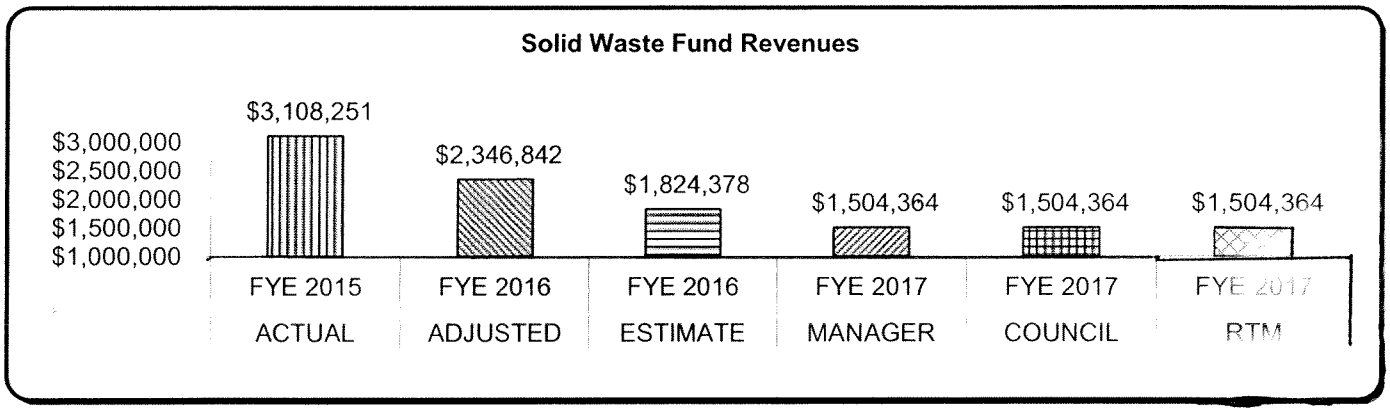
Disposal Fees - includes payments from private haulers for MSW delivered to Preston (includes City of Groton, Navy) and for waste from the Transfer Station diverted to the Waste-to-Energy facility for more cost effective disposal.

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

SCRRRA 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.

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

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

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.

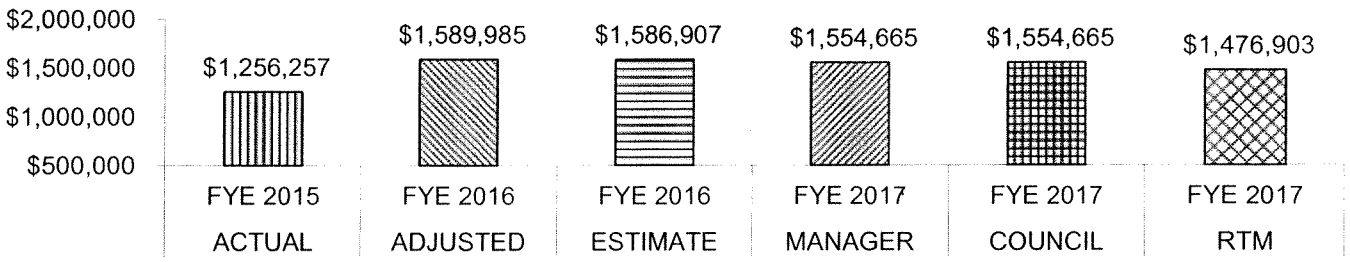
Sale of Fixed Assets – represents revenues generated from the sale of obsolete equipment.

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	$1,703,599	$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

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

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

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 (CAMAE), 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

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

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

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

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

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

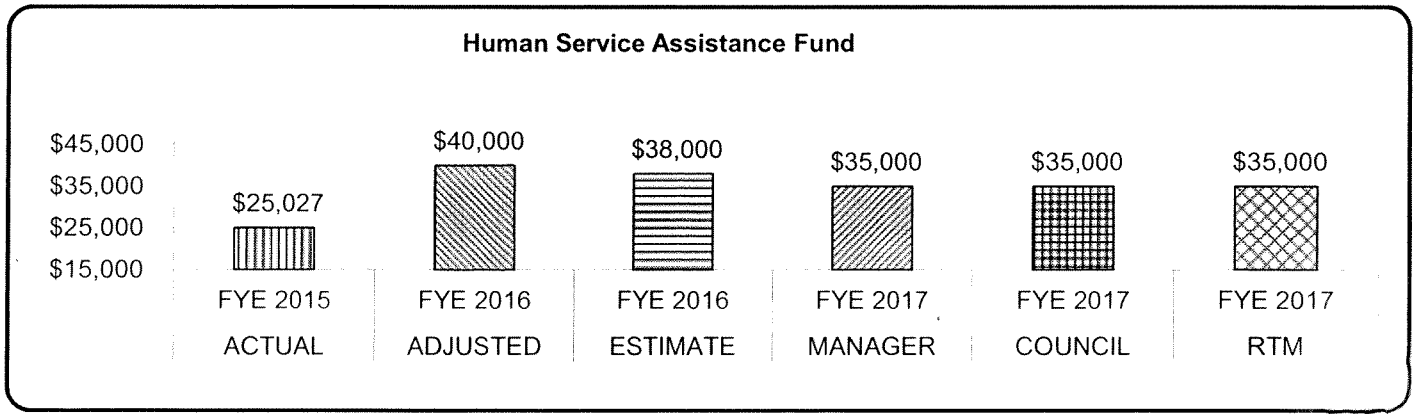
TOWN OF GROTON, CT
FYE 2017 BUDGET

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.

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



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

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

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

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

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

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.

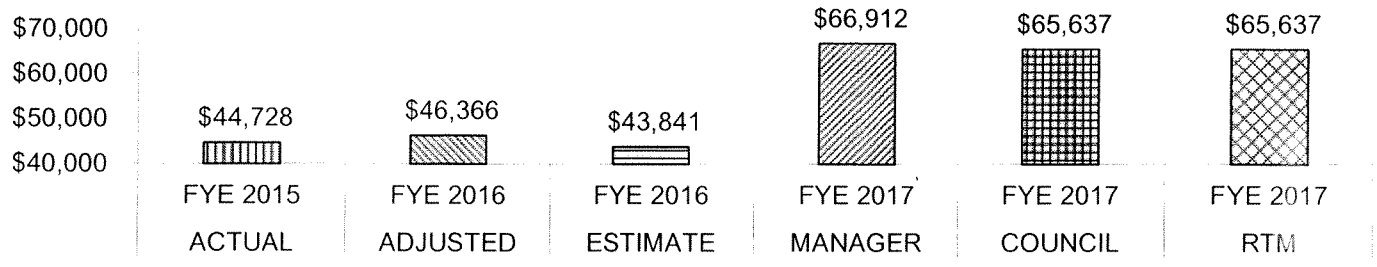
State Grants - Each public library shall be eligible to receive a state grant of $1,200 providing the requirements of CGS 11-24b are met.

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
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 then 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.



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.

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 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.

6501

Rides provided to local seniors in 2015

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.

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.



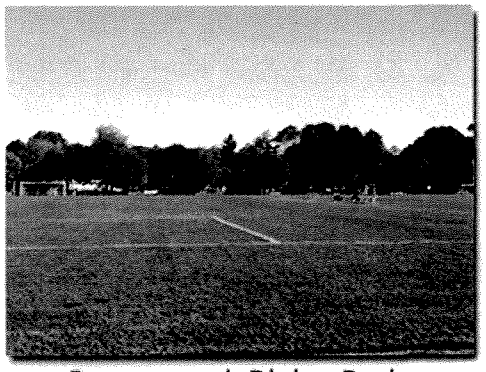
Groton Seniors at the Fields of Fire ropes course in Mystic

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

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

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

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
GROUNDSKEEPER	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
GROUNDSKEEPER	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 build a fund balance of 10% of the course operating costs.

AUDUBON INTERNATIONAL

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

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

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

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.

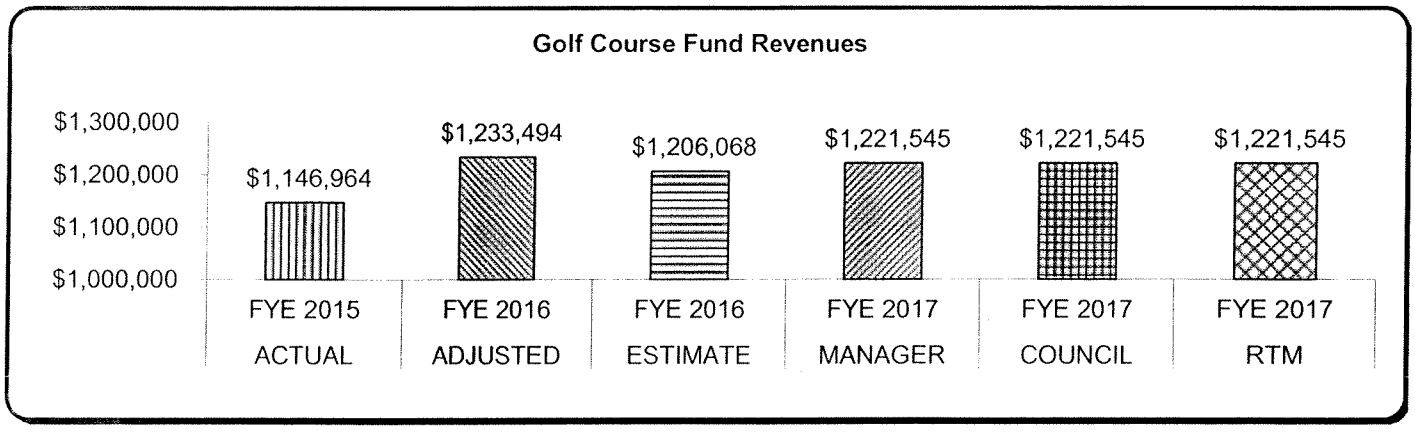
Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from $305 for a youth pass to $3,140 for a non-resident family pass.

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%

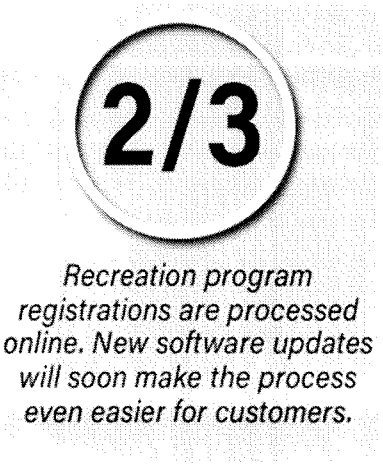
Cost Center 1 – Recreation Programs

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.).

Outputs	FYE 2014	FYE 2015	FYE 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.



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

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	FYE 2014	FYE 2015	FYE 2016 (est)
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	FYE 2014	FYE 2015	FYE 2016 (est)
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	FYE 2014	FYE 2015	FYE 2016
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 nco 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	FYE 2014	FYE 2015	FYE 2016
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	FYE 2014	FYE 2015	FYE 2016
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

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

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

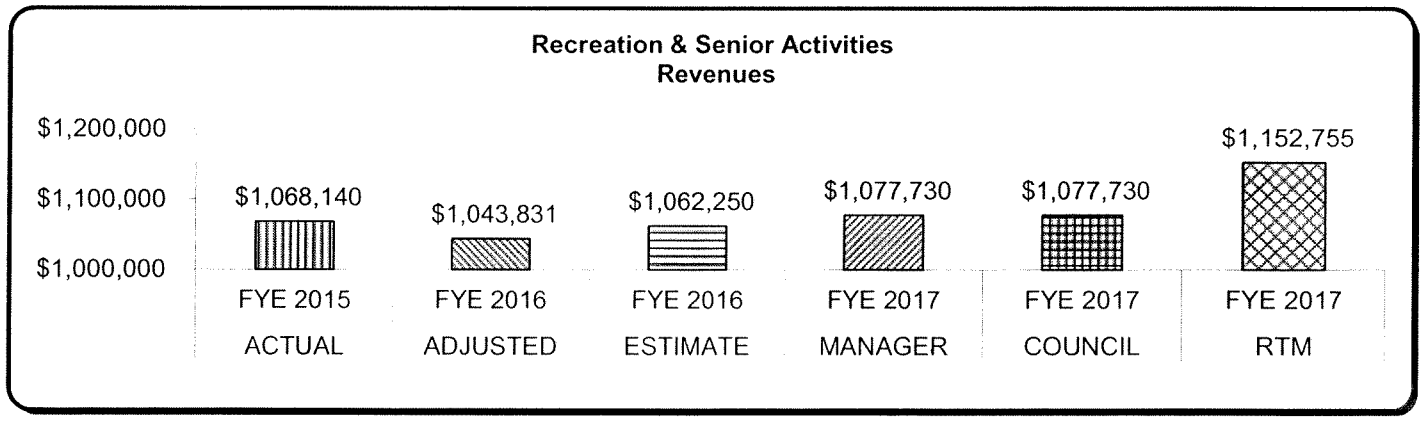
TOWN OF GROTON, CT
FYE 2017 BUDGET

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

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

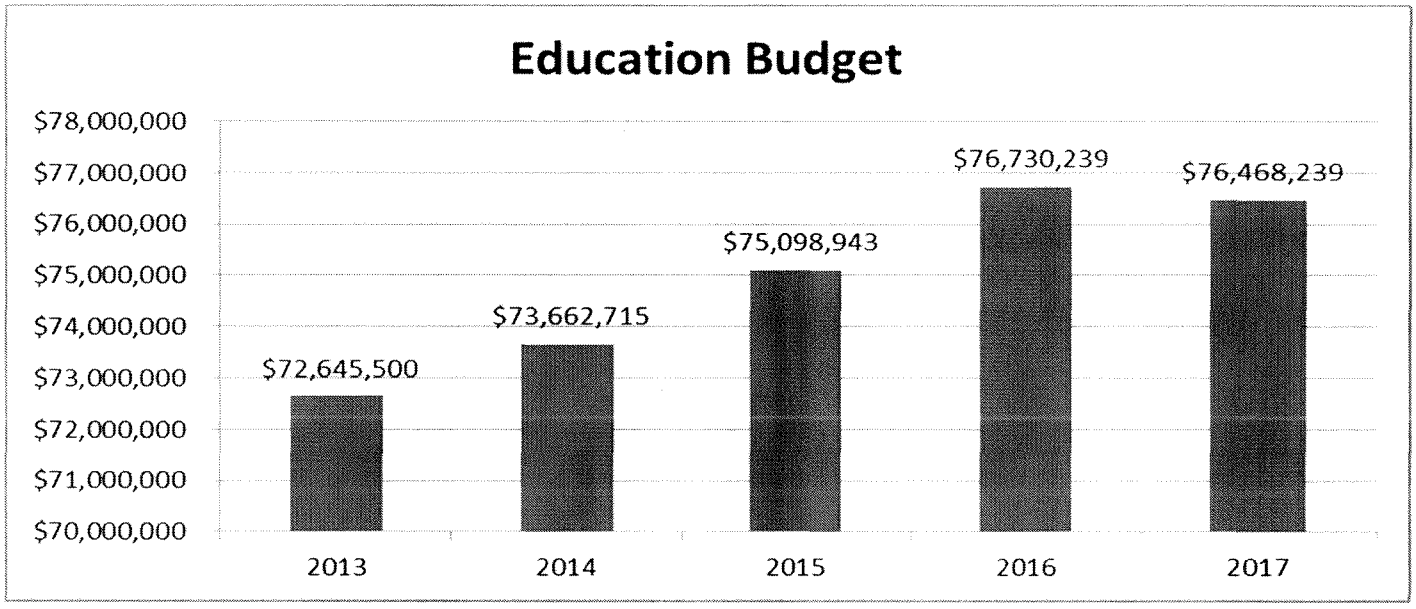
AREA OF SERVICE: CONTR. TO OTHER FUNDS
DEPARTMENT: CONTR. TO OTHER FUNDS
FUNCTION: CONTR. TO OTHER FUNDS 1077

	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

EDUCATION #1080

Final Budget Result: During budget deliberations, the RTM reduced this function by $262,000 or .3%.

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



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	74,742,449	76,730,239	76,130,239	76,730,239	76,730,239	76,730,239	76,468,239
Total Appropriation	$74,742,449	$76,730,239	$76,130,239	$76,730,239	$76,730,239	$76,730,239	$76,468,239
COST CENTERS							
10800 EDUCATION SERVICES	74,742,449	76,730,239	76,130,239	76,730,239	76,730,239	76,730,239	76,468,239
Total Cost Centers	$74,742,449	$76,730,239	$76,130,239	$76,730,239	$76,730,239	$76,730,239	$76,468,239
FINANCING PLAN							
FEDERAL FUNDS	278,552	90,000	116,429	90,000	90,000	90,000	120,000
FEMA REIMBURSEMENT	6,284	0	649	0	0	0	0
EDUC COST SHARING	25,532,449	25,625,179	25,753,096	25,622,519	25,622,519	25,622,519	25,287,526
ADULT EDUCATION	117,502	105,778	103,357	109,304	109,304	109,304	102,660
SPECIAL EDUCATION	1,303,932	1,376,555	1,142,663	1,142,663	1,142,663	1,142,663	1,142,663
TRANSPORT-PRIVATE SCHOOLS	36,623	32,407	50,020	52,511	52,511	52,511	0
TRANSPORTATION-GRANTS	314,677	275,881	236,836	256,614	256,614	256,614	0
MAGNET SCHL TRANSPORTATIN	204,100	182,000	182,000	182,000	182,000	182,000	182,000
NON PUBLIC PUPIL SERVICE	33,784	33,514	21,743	0	0	0	0
PUPIL IMPACT AID	3,222,953	4,570,000	3,816,551	3,459,863	3,459,863	3,459,863	3,459,863
TUITION-FR OTHR TOWNS	94,858	14,785	97,686	97,828	97,828	97,828	97,828
OTHR SCHOOL RECEIPTS	66,942	72,080	72,080	72,080	72,080	72,080	72,080
GENERAL FUND	43,529,793	44,352,060	44,537,129	45,644,857	45,644,857	45,644,857	46,003,619
Total Financing Plan	$74,742,449	$76,730,239	$76,130,239	$76,730,239	$76,730,239	$76,730,239	$76,468,239

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	74,742,449	76,730,239	76,130,239	76,730,239	76,730,239	76,730,239	76,468,239
Total Operating Expenses	$74,742,449	$76,730,239	$76,130,239	$76,730,239	$76,730,239	$76,730,239	$76,468,239
GRAND TOTAL	$74,742,449	$76,730,239	$76,130,239	$76,730,239	$76,730,239	$76,730,239	$76,468,239

Regional Agencies #1007

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, no changes were made. This budget request is for the same amount as last year.

Cost Center 0 – Southeastern Connecticut Council of Governments

Southeastern Connecticut Council of Governments (SCCOG) municipal dues $16,349 are based on a rate of $0.55 per capita which is the same per capita rate as FYE 2016. Dues are assessed using the 2010 U.S. Census population data and the City of Groton pays their prorated share of the dues directly. Currently the Town manager serves on the Executive Committee of the Council of Governments.

Cost Center 1 – Southeastern Connecticut Enterprise Region (seCTer)

Southeastern Connecticut Enterprise Region (seCTer) dues are $14,041 and are based on the rate of $0.35 per capita.

Cost Center 2 – Southeastern Area Transit Authority (SEAT)

Southeastern Area Transit (SEAT) request of $93,592 is the same as the FYE 2016 appropriation. The Town Manager serves on the Board of Directors.

Cost Center 3 – Southeastern Connecticut Regional Probate Court

On January 3, 2011, the probate courts of Groton, Stonington, North Stonington and Ledyard were consolidated into the new regional probate court. The Town's contribution is a per capita prorated share (50.3%) of the total municipal funding that is being requested by the court $26,700. This year's request is $13,433, the same as the FYE 2016 request.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	134,249	137,415	137,415	137,415	137,415	137,415	137,415
Total Appropriation	$134,249	$137,415	$137,415	$137,415	$137,415	$137,415	$137,415
COST CENTERS							
10070 SE CT COG	16,349	16,349	16,349	16,349	16,349	16,349	16,349
10071 SECTER	14,040	14,041	14,041	14,041	14,041	14,041	14,041
10072 SEAT	90,427	93,592	93,592	93,592	93,592	93,592	93,592
10073 SE CT PROBATE COURT	13,433	13,433	13,433	13,433	13,433	13,433	13,433
Total Cost Centers	$134,249	$137,415	$137,415	$137,415	$137,415	$137,415	$137,415
FINANCING PLAN							
GENERAL FUND	134,249	137,415	137,415	137,415	137,415	137,415	137,415
Total Financing Plan	$134,249	$137,415	$137,415	$137,415	$137,415	$137,415	$137,415

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	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	134,249	137,415	137,415	137,415	137,415	137,415	137,415
Total Operating Expenses	$134,249	$137,415	$137,415	$137,415	$137,415	$137,415	$137,415
GRAND TOTAL	$134,249	$137,415	$137,415	$137,415	$137,415	$137,415	$137,415

AMBULANCE SERVICES #1026

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced Groton Ambulance by $52,975 and Mystic River Ambulance by $25,000. The RTM sustained these changes.

Cost Center 0 – Groton Ambulance

Groton Ambulance is requesting a contribution of $105,951 which is the same amount as FYE 2016.
The Association was incorporated in 1954 and provides ambulance service to the residents and visitors of Groton. GAA transported 3,620 patients to various medical facilities during the calendar year 2015.

Cost Center 1 – Mystic River Ambulance

Mystic River Ambulance is requesting a contribution of $50,000 which is $10,000 more than FYE 2016. MRA transported 2,601 patients in calendar year 2015. Fifty-six percent or 1,482 of these were in the Town of Groton.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	145,951	145,951	145,951	155,951	155,951	77,976	77,976
Total Appropriation	$145,951	$145,951	$145,951	$155,951	$155,951	$77,976	$77,976
COST CENTERS							
10260 GROTON AMBULANCE	105,951	105,951	105,951	105,951	105,951	52,976	52,976
10261 MYSTIC RIVER AMBUL	40,000	40,000	40,000	50,000	50,000	25,000	25,000
Total Cost Centers	$145,951	$145,951	$145,951	$155,951	$155,951	$77,976	$77,976
FINANCING PLAN							
GENERAL FUND	145,951	145,951	145,951	155,951	155,951	77,976	77,976
Total Financing Plan	$145,951	$145,951	$145,951	$155,951	$155,951	$77,976	$77,976

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	145,951	145,951	145,951	155,951	155,951	77,976	77,976
Total Operating Expenses	$145,951	$145,951	$145,951	$155,951	$155,951	$77,976	$77,976
GRAND TOTAL	$145,951	$145,951	$145,951	$155,951	$155,951	$77,976	$77,976

HEALTH/SERVICE/CULTURAL AGENCIES #1054

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the RTM reduced this function by $32,777.

This function includes the Town and City contributions to the Ledge Light Health District; the cost of services provided by the Visiting Nurses Association (VNA) to the Board of Education as well as health promotion activities; Housing Authority Sewer use payments; requests for funding by Outside Social Service and Cultural Agencies; and the Marine Sewage Disposal Service.

Cost Center 0 – Ledge Light Health District

The requested contribution to the Ledge Light Health District increased $5,560 based on population estimates of its member communities and a per capita rate of $7.29 which is 14 cents higher than FYE 2016. The requested contribution of $292,818 includes a contribution of $68,147 for the City of Groton

Cost Center 1 – VNA (School Health)

VNA/School Health FYE 2017 request is $1,202,326 which is a $23,557 increase over FYE 2016. The final approved amount is $1,177,730.

Cost Center 2 – VNA (Health Promotion)

The VNA account Health Promotion is proposed to be funded at $44,832 a decrease of $11,628. The final approved amount is $42,590

Cost Center 4 – Housing Authority

On February 1, 2016 the Town Council approved amending the cooperation agreements with the Housing Authority for Grasso Gardens and Pequot Village. The amended agreement reduces the shelter rent PILOT payment from 10% to 0% and the Authority will assume payment of the sewer use charges themselves.

Cost Center 5 & 6 – Service & Cultural Agencies

Service/Cultural/Outside Agency requests are reviewed by a committee of town employees and their recommendations are forwarded to the Town Manager. Requests received totaled $103,839 and the committee recommended funding in the amount of $71,089, which is a $18,339 increase from FYE 2016. For FYE 2017 it is proposed that the funding for the Meals on Wheels (MOW) program be provided from this account instead of the Senior Center budget ($19,914). See summary table on the following page with the final approved amounts.

Cost Center 7 – Marine Sewage Disposal

Marine sewage disposal pertains to expenses related to providing pump out boat service along our coastal waters. The FYE 2017 request for $19,980 has increased $180 over FYE 2016. Total program costs exceed $250,000

SUMMARY OF OUTSIDE AGENCIES				
Agency	**Approved**	**Requested**	**Proposed**	**Adopted**
	FYE 2016	FYE 2017	FYE 2017	FYE 2017
Meals on Wheels	$0	$19,914	$19,914	$19,914
Community Health Center, Inc. (CHC)	$5,000	$5,000	$5,000	$5,000
New London Homeless Hospitality Center, Inc.	7,500	8,000	7,500	7,500
SCADD	2,000	4,200	2,000	1,884
Safe Futures, Inc. (formerly The Women's Center of Southeastern CT, Inc.	10,000	10,000	10,000	10,000
ARC of New London County Inc.	0	2,500	0	0
Connecticut Legal Services	10,000	11,000	10,000	8,157
TVCCA, Inc.	0	3,000	0	0
United Community and Family Services, Inc.				
Dental Health Services	2,000	11,500	2,000	2,000
Adult Day Care	0	2,800	0	0
Behavioral Health Services	4,000	4,000	4,000	4,000
Primary Care	0	3,000	0	0
Boys and Girls Club of Southeastern CT	1,500	3,000	1,500	1,270
Mystic Area Shelter and Hospitality Inc.	7,500	7,500	7,500	5,000
Sexual Assault Crisis Center of Eastern CT, Inc.	0	2,000	0	0
Senior Resources Agency on Aging	1,000	0	0	0
Union Baptist Church (Groton Community Meals)	1,000	425	425	425
SUBTOTAL - Social Services	**$51,500**	**$97,839**	**$69,839**	**$65,150**
Eastern Connecticut Symphony	$1,000	$5,000	$1,000	$0
Noank Mystic Community Band	250	250	250	0
SUBTOTAL - Cultural	**$1,250**	**$5,250**	**$1,250**	**$0**
TOTAL - GRANTS	**$52,750**	**$103,089**	**$71,089**	**$65,150**

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	1,590,591	1,656,350	1,656,350	1,631,045	1,631,045	1,631,045	1,598,268
Total Appropriation	$1,590,591	$1,656,350	$1,656,350	$1,631,045	$1,631,045	$1,631,045	$1,598,268
COST CENTERS							
10540 LEDGELIGHT HEALTH	278,474	287,258	287,258	292,818	292,818	292,818	292,818
10541 VNA (SCHOOL HEALTH)	1,139,856	1,178,769	1,178,769	1,202,326	1,202,326	1,202,326	1,177,730
10542 VNA (HEALTH PROMO)	41,900	56,460	56,460	44,832	44,832	44,832	42,590
10544 HOUSING AUTHORITY	58,811	61,313	61,313	0	0	0	0
10545 SERVICE AGENCIES	50,500	51,500	51,500	69,839	69,839	69,839	65,150
10546 CULTURAL AGENCIES	1,250	1,250	1,250	1,250	1,250	1,250	0
10547 MARINE SEWAGE DISP.	19,800	19,800	19,800	19,980	19,980	19,980	19,980
Total Cost Centers	$1,590,591	$1,656,350	$1,656,350	$1,631,045	$1,631,045	$1,631,045	$1,598,268
FINANCING PLAN							
HOUS AUTH-SHELTER RENT	61,075	61,313	61,313	0	0	0	0
GENERAL FUND	1,529,516	1,595,037	1,595,037	1,631,045	1,631,045	1,631,045	1,598,268
Total Financing Plan	$1,590,591	$1,656,350	$1,656,350	$1,631,045	$1,631,045	$1,631,045	$1,598,268

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	58,811	61,313	61,313	0	0	0	0
5230 PYMNTS/CONTRIBUTIONS	1,531,780	1,595,037	1,595,037	1,631,045	1,631,045	1,631,045	1,598,268
Total Operating Expenses	$1,590,591	$1,656,350	$1,656,350	$1,631,045	$1,631,045	$1,631,045	$1,598,268
GRAND TOTAL	$1,590,591	$1,656,350	$1,656,350	$1,631,045	$1,631,045	$1,631,045	$1,598,268

OTHER LIBRARIES #1065

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the RTM reduced the Mystic Noank Library by $4,606 and the Bill Memorial Library by $2,000 for a total reduction of $6,606.

Cost Center 0 – Mystic Noank Library

The Mystic & Noank Library is requesting a contribution of $188,000 which is the same amount they received in FYE 2017. The final approved contribution is $183,394.

The Mystic & Noank Library, Inc. was dedicated on January 23, 1894. The Library was formed to anticipate and fulfill the information and reading needs of the community while fostering the values of the human spirit in a welcoming environment. Groton residents account for 58% of their circulation. They are partially funded with grants and donations from the community but depend on the Towns of Groton and Stonington to help pay the staff needed to provide library services for the patrons. They continue to use funds from the principal of an endowment, up to the limits for prudent management of investments under legal and accounting rules applicable to 501(c)(3) non-profits. The Library is open 54 hours a week.

Cost Center 1 – Bill Memorial Library

The Bill Memorial Library is requesting a contribution $25,000 which is a $5,000 increase over the amount they received in FYE 2016. The final approved contribution is $23,000.

The Bill Memorial Library is a 501(c)(3) nonprofit organization incorporated in 1889 "for the purpose of keeping and maintaining a public library and a collection of works of art … for the use of the inhabitants of the town of Groton, forever." No longer the principal public library, the Bill Memorial operates in conjunction with the other Groton libraries to serve the residents of Groton. The library is open 48 hours per week. They have approximately 1700 card holders and approximately 21,000 people use the library during the year.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	208,000	208,000	208,000	213,000	213,000	213,000	206,394
Total Appropriation	$208,000	$208,000	$208,000	$213,000	$213,000	$213,000	$206,394
COST CENTERS							
10650 MYSTIC NOANK LIBRARY	188,000	188,000	188,000	188,000	188,000	188,000	183,394
10651 BILL MEMORIAL LIBRAR	20,000	20,000	20,000	25,000	25,000	25,000	23,000
Total Cost Centers	$208,000	$208,000	$208,000	$213,000	$213,000	$213,000	$206,394
FINANCING PLAN							
GENERAL FUND	208,000	208,000	208,000	213,000	213,000	213,000	206,394
Total Financing Plan	$208,000	$208,000	$208,000	$213,000	$213,000	$213,000	$206,394

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	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	208,000	208,000	208,000	213,000	213,000	213,000	206,394
Total Operating Expenses	$208,000	$208,000	$208,000	$213,000	$213,000	$213,000	$206,394
GRAND TOTAL	$208,000	$208,000	$208,000	$213,000	$213,000	$213,000	$206,394

CITY OF GROTON #1090

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council cut City Highway by $738,501 and City Police by $37,000. The Council funded Highway Pending Arbitration in the amount of $738,501. The RTM further reduced City Police by $22,075.

As per the Town Charter, the Manager submits the Subdivision budgets to the Council with no adjustments.

Section 40 of Number 362 of the Special Acts of 1933 requires that the Town Council shall pay to the City the amount of monies that are "necessary and proper for making and repairing of the streets and highways" within the City. There is no similar Special Act regarding the payment of monies to the City for its police.

Cost Center 0 – Police

The City of Groton's budget request for Police represents an increase of $45,831 or 1.98% from their FYE 2016 appropriation.

Cost Center 1 – Highway Maintenance

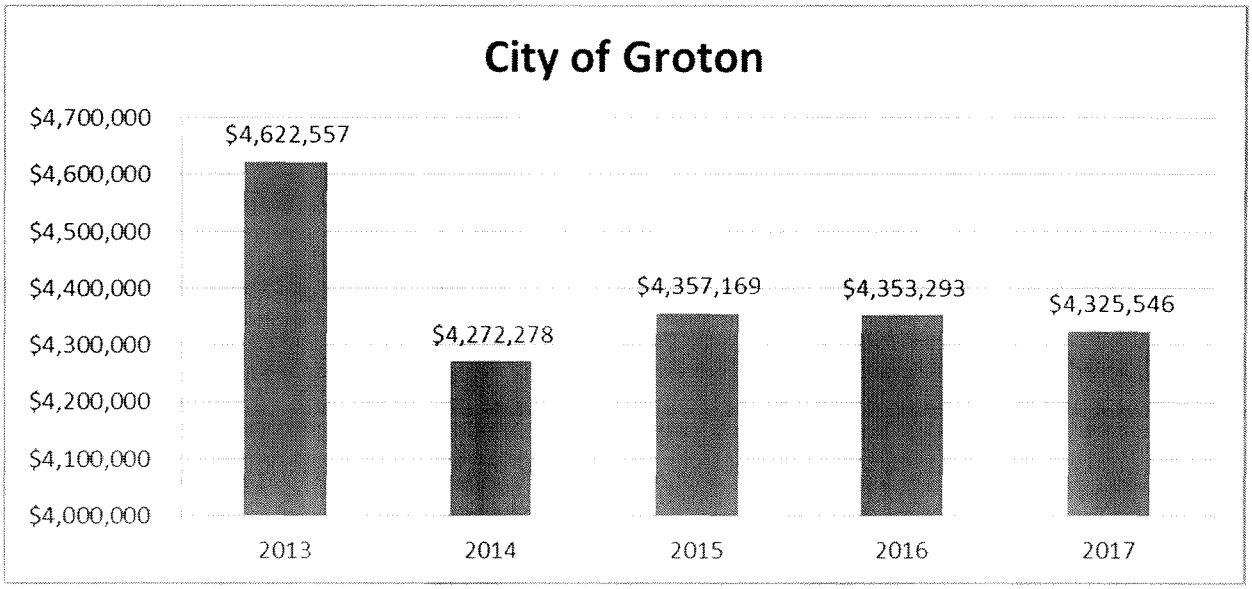
Their request for Highway services has decreased $14,684 or .8% from their FYE 2016 request.

Cost Center 4 – Street Lighting

The Town pays for Street Lighting expenses associated with the City ($113,351) and the expenditures will be charged here.

Cost Center 5 – Highway Pending Arbitration

During FYE 2016 budget deliberations the Town council cut City highway by $830,292. The Council created a new cost center, Highway Pending Arbitration and approved $830,292 in funding. Arbitration is still pending.



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	4,352,342	4,353,293	4,351,249	4,384,621	4,384,621	4,347,621	4,325,546
Total Appropriation	$4,352,342	$4,353,293	$4,351,249	$4,384,621	$4,384,621	$4,347,621	$4,325,546
COST CENTERS							
10900 POLICE	2,232,573	2,317,137	2,317,137	2,362,968	2,362,968	2,325,968	2,303,893
10901 HIGHWAY MAINTENANCE	2,008,281	1,092,694	1,092,694	1,908,302	1,908,302	1,169,801	1,169,801
10904 STREET LIGHTING	111,488	113,170	111,126	113,351	113,351	113,351	113,351
10905 HIGHWAY PENDING ARBI	0	830,292	830,292	0	0	738,501	738,501
Total Cost Centers	$4,352,342	$4,353,293	$4,351,249	$4,384,621	$4,384,621	$4,347,621	$4,325,546
FINANCING PLAN							
GENERAL FUND	4,352,342	4,353,293	4,351,249	4,384,621	4,384,621	4,347,621	4,325,546
Total Financing Plan	$4,352,342	$4,353,293	$4,351,249	$4,384,621	$4,384,621	$4,347,621	$4,325,546

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	111,488	113,170	111,126	113,351	113,351	113,351	113,351
5230 PYMNTS/CONTRIBUTIONS	4,240,854	4,240,123	4,240,123	4,271,270	4,271,270	4,234,270	4,212,195
Total Operating Expenses	$4,352,342	$4,353,293	$4,351,249	$4,384,621	$4,384,621	$4,347,621	$4,325,546
GRAND TOTAL	$4,352,342	$4,353,293	$4,351,249	$4,384,621	$4,384,621	$4,347,621	$4,325,546

GROTON LONG POINT #1091

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced Highway Maintenance by $8,125. The RTM reduced Police by $5,000.

As per the Town Charter, the Manager submits Subdivision budgets to the Council with no adjustments. Section 24 of the Groton Long Point Association Special Act/Charter requires that the Town of Groton shall pay to the Groton Long Point Association the amount of monies that "shall be necessary and proper for the making and repairing of the highways and bridges within the territorial limits of the Association." There is no similar Special Act regarding the payment of monies to the Groton Long Point Association for its police function.

Cost Center 0 – Police

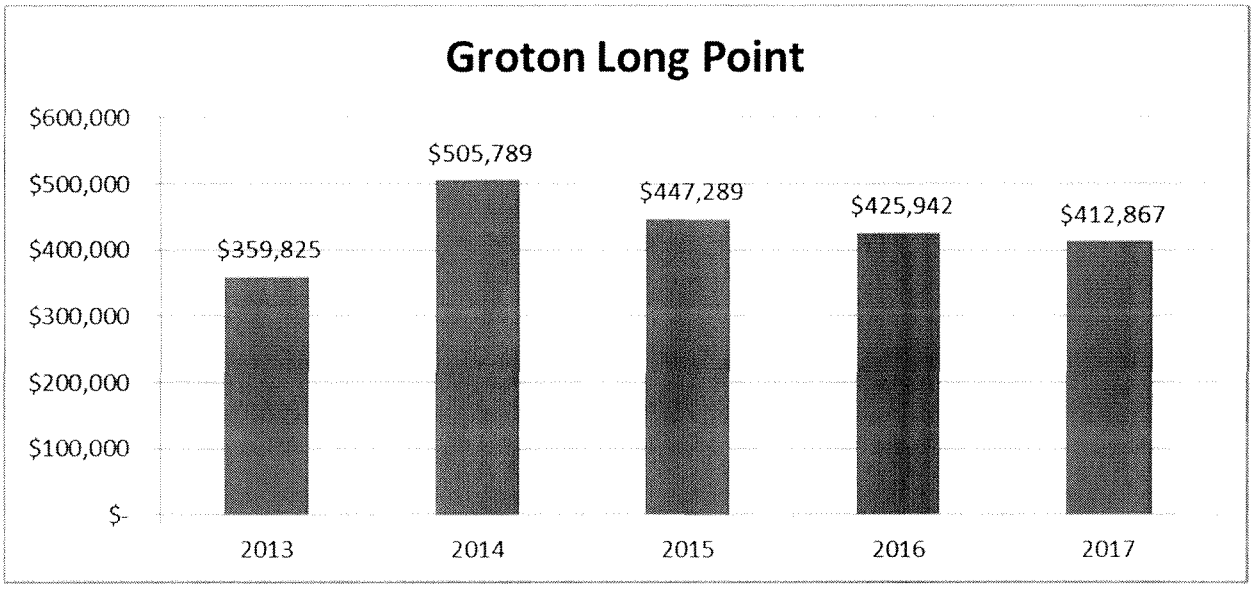
The Groton Long Point Police budget request of $250,000 is the same as the FYE 2016 appropriation.

Cost Center 1 – Highway Maintenance

The Highway budget request of $162,500 is the same as the FYE 2016 appropriation.

Cost Center 2 – Street Lighting

The Town pays for Street Lighting expenses associated with Groton Long Point ($13,492) and the expenditures will be charged here.



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	446,730	425,942	425,728	425,992	425,992	417,867	412,867
Total Appropriation	$446,730	$425,942	$425,728	$425,992	$425,992	$417,867	$412,867
COST CENTERS							
10910 POLICE	250,000	250,000	250,000	250,000	250,000	250,000	245,000
10911 HIGHWAY MAINTENANCE	183,500	162,500	162,500	162,500	162,500	154,375	154,375
10912 STREET LIGHTING	13,230	13,442	13,228	13,492	13,492	13,492	13,492
Total Cost Centers	$446,730	$425,942	$425,728	$425,992	$425,992	$417,867	$412,867
FINANCING PLAN							
GENERAL FUND	446,730	425,942	425,728	425,992	425,992	417,867	412,867
Total Financing Plan	$446,730	$425,942	$425,728	$425,992	$425,992	$417,867	$412,867

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	13,230	13,442	13,228	13,492	13,492	13,492	13,492
5230 PYMNTS/CONTRIBUTIONS	433,500	412,500	412,500	412,500	412,500	404,375	399,375
Total Operating Expenses	$446,730	$425,942	$425,728	$425,992	$425,992	$417,867	$412,867
GRAND TOTAL	$446,730	$425,942	$425,728	$425,992	$425,992	$417,867	$412,867

FIRE DISTRICTS PILOT #1092

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by $12. The RTM sustained this action.

There are two components to the Fire District PILOT program:

1) The State allocates an "in lieu of real estate taxes" payment which is intended to reimburse the Town for services to State-owned properties. The Town cannot collect taxes on State-owned property. Since the Town is not providing fire protection services and as the fire district also depend on real estate taxes as their major revenue source, a share of the State "in lieu of real estate taxes" payment is passed on. Fire Districts provide protection to the State-owned properties and receive no payment from the State for this service. All seven operating fire districts receive a $1,000 base payment for the formula in recognition that all assume some responsibility for protection of State property through the mutual aid system. The total is reduced by the $7,000 in base payments and the remainder is distributed according to a prior year allocation. For FYE 2017 the overall payment is the same as FYE 2016 $121,012.

2) Fire District mill taxes are not collected on Town-owned property. Begun in FYE 2002 was a PILOT (payment in lieu of taxes) to be divided among the fire districts according to a formula based on acres of Town-owned land and square footage of Town-owned buildings within each District. For FYE 2017, the overall payment is the same as FYE 2016 $125,000.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	246,012	246,012	246,012	246,012	246,012	246,000	246,000
Total Appropriation	$246,012	$246,012	$246,012	$246,012	$246,012	$246,000	$246,000
COST CENTERS							
10920 CITY OF GROTON	37,707	37,707	37,707	37,707	37,707	37,705	37,705
10921 POQ BRIDGE FIRE DIST	154,550	154,550	154,550	154,550	154,550	154,548	154,548
10922 MYSTIC FIRE DISTRICT	13,841	13,841	13,841	13,841	13,841	13,839	13,839
10923 NOANK FIRE DISTRICT	6,361	6,361	6,361	6,361	6,361	6,360	6,360
10924 OLD MYSTIC FIRE DIST	18,185	18,185	18,185	18,185	18,185	18,183	18,183
10925 GROTON LONG POINT AS	1,271	1,271	1,271	1,271	1,271	1,270	1,270
10926 CTR GROTON FIRE DIST	5,625	5,625	5,625	5,625	5,625	5,624	5,624
10927 WEST PLEASANT VALLEY	8,472	8,472	8,472	8,472	8,472	8,471	8,471
Total Cost Centers	$246,012	$246,012	$246,012	$246,012	$246,012	$246,000	$246,000
FINANCING PLAN							
GENERAL FUND	246,012	246,012	246,012	246,012	246,012	246,000	246,000
Total Financing Plan	$246,012	$246,012	$246,012	$246,012	$246,012	$246,000	$246,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	246,012	246,012	246,012	246,012	246,012	246,000	246,000
Total Operating Expenses	$246,012	$246,012	$246,012	$246,012	$246,012	$246,000	$246,000
GRAND TOTAL	$246,012	$246,012	$246,012	$246,012	$246,012	$246,000	$246,000

MUMFORD COVE SPECIAL DISTRICT #2060

HIGHLIGHTS & GOALS

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

The budget request is for the same amount as last year.

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

The adopted mill rate is an increase of .001 to 0.31 mills for FYE 2017.

FYE 2017 Tax rate calculation is as follows:

• Amount to be raised by taxes	$21,028
• Divided by the 10/1/15 Grand list	$68,076,524
• Equals	0.0003089
• Divided by 99.8% collection rate =	0.0003095
• Multiplied by 1000 = mill rate	0.31

Audit Fund Balance as of 6/30/2015	$256
Estimated Fund Balance as of 6/30/16	$318
Estimated Fund Balance as of 6/30/17	$318
Fund Balance as a % of 2017 Expenditures	1.5%

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	21,008	21,028	21,028	21,028	21,028	21,028	21,028
Total Appropriation	$21,008	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
COST CENTERS							
20600 FIRE PROTECTION	21,008	21,028	21,028	21,028	21,028	21,028	21,028
Total Cost Centers	$21,008	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
FINANCING PLAN							
CURRENT TAXES	20,700	21,028	20,975	21,028	21,028	21,028	21,028
PRIOR YEAR TAXES	47	0	10	0	0	0	0
FUND BALANCE APPLIED	261	0	43	0	0	0	0
Total Financing Plan	$21,008	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	1,008	1,008	1,008	1,008	1,008	1,008	1,008
5290 PROFESS/TECHNICAL SE	20,000	20,020	20,020	20,020	20,020	20,020	20,020
Total Operating Expenses	$21,008	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
GRAND TOTAL	$21,008	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028

GROTON SEWER DISTRICT #4010

HIGHLIGHTS & GOALS

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

The overall decrease in this budget is $6,676 or 0.8%

The Groton Sewer District is primarily a debt service fund which pays the principal and interest on sewer bonds and payments to the State of CT for the Clean Water fund loan. Currently the only sewer debt outstanding is the Clean Water Fund loan. The November 2015 referendum approved an ordinance appropriating $8,230,000 for sewer projects. The principal source of revenue is the Sewer District tax.

The proposed mill rate is maintained at 0.25 mills for FYE2017.

FYE 2017 Tax rate calculation is as follows:

- Amount to be raised by taxes $614,194
- Divided by the 10/1/15 Grand list $2,470,845,364
- Equals 0.000249
- Divided by 98.7% collection rate = 0.000252
- Multiplied by 1000 = mill rate 0.25

Cost Center 0 – Operating Expense

Covers the Sewer district costs related to preparation and mailing of the tax bills.

Cost Center 1 – Debt Service

Debt service for the Clean Water Fund loan payments due to the State of CT.

Sewer Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/15	FYE 2016 Principal Payment	FYE 2016 Interest Payment	FYE 2017 Principal Payment	FYE 2017 Interest Payment
2030	12,864,411.44	11/1/2009	20	Clean Water Funds	8,737,236.65	606,051.12	169,189.26	606,051.12	157,068.24
2030	114,143.22	11/1/2011	19	Clean Water Funds	90,998.78	6,312.12	1,762.10	6,312.12	1,635.86
				Totals	8,828,235.43	612,363.24	170,951.36	612,363.24	158,704.10

Debt Service Payment FYE 2017 through FYE 2030

Function #40101-Sewer District			
FYE	**Principal**	**Interest**	**FYE Total**
2017	612,363.24	158,704.10	771,067.34
2018	612,363.24	146,456.84	758,820.08
2019	612,363.24	134,209.58	746,572.82
2020	612,363.24	121,962.32	734,325.56
2021	612,363.24	109,715.06	722,078.30
2022	612,363.24	97,467.80	709,831.04
2023	612,363.24	85,220.53	697,583.77
2024	612,363.24	72,973.27	685,336.51
2025	612,363.24	60,726.00	673,089.24
2026	612,363.24	48,478.75	660,841.99
2027	612,363.24	36,231.48	648,594.72
2028	612,363.24	23,984.23	636,347.47
2029	612,363.24	11,736.96	624,100.20
2030	255,151.35	1,275.76	256,427.11

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	848,659	835,450	835,450	828,774	828,774	828,774	828,774
Total Appropriation	$848,659	$835,450	$835,450	$828,774	$828,774	$828,774	$828,774
COST CENTERS							
40100 OPERATING EXPENSE	53,097	52,135	52,135	57,706	57,706	57,706	57,706
40101 DEBT SERVICE	795,562	783,315	783,315	771,068	771,068	771,068	771,068
Total Cost Centers	$848,659	$835,450	$835,450	$828,774	$828,774	$828,774	$828,774
FINANCING PLAN							
CURRENT TAXES	604,430	611,015	605,000	613,594	613,594	613,594	614,194
INTEREST & LIEN FEES	7,820	9,950	8,100	7,500	7,500	7,500	7,500
PRIOR YEAR TAXES	5,598	7,530	6,100	6,700	6,700	6,700	6,100
INTEREST INCOME	1,140	1,940	980	980	980	980	980
PILOT:ENTERPRISE ZONE	20	0	0	0	0	0	0
PILOT:STATE/TAX EXEMPTS	38	15	0	0	0	0	0
SEWER ASSESSMENTS	56,472	5,000	4,813	0	0	0	0
FUND BALANCE APPLIED	173,141	200,000	210,457	200,000	200,000	200,000	200,000
Total Financing Plan	$848,659	$835,450	$835,450	$828,774	$828,774	$828,774	$828,774

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	6,433	6,117	5,854	10,986	10,986	10,986	10,986
5230 PYMNTS/CONTRIBUTIONS	44,534	44,534	44,534	44,534	44,534	44,534	44,534
5290 PROFESS/TECHNICAL SE	2,130	780	828	828	828	828	828
5300 MATERIALS & SUPPLIES	0	704	919	1,358	1,358	1,358	1,358
5450 DEBT SERVICE	795,562	783,315	783,315	771,068	771,068	771,068	771,068
Total Operating Expenses	$848,659	$835,450	$835,450	$828,774	$828,774	$828,774	$828,774
GRAND TOTAL	$848,659	$835,450	$835,450	$828,774	$828,774	$828,774	$828,774

TOWN OF GROTON, CT
FYE 2017 BUDGET

SEWER DISTRICT FUND REVENUES: #4010

Current Taxes - The current levy for FYE 2017 is based on all taxable property in the Town (excluding the political sub-division of the City) as of October 1, 2015, after adjustments by the Board of Assessment Appeals.
The amount to be raised by taxes is calculated by taking the adopted budget appropriations for FYE 2017 less estimated receipts from non-tax resources. The Grand List pertaining to the Sewer District increased 0.4%.
The adopted mill rate for FYE 2016 will be maintained at 0.25 mills.

Interest & Liens - represents the interest rate of 1.5% per month that is applied on delinquent taxes as well as a $24.00 lien fee on any property that has a lien placed on it.

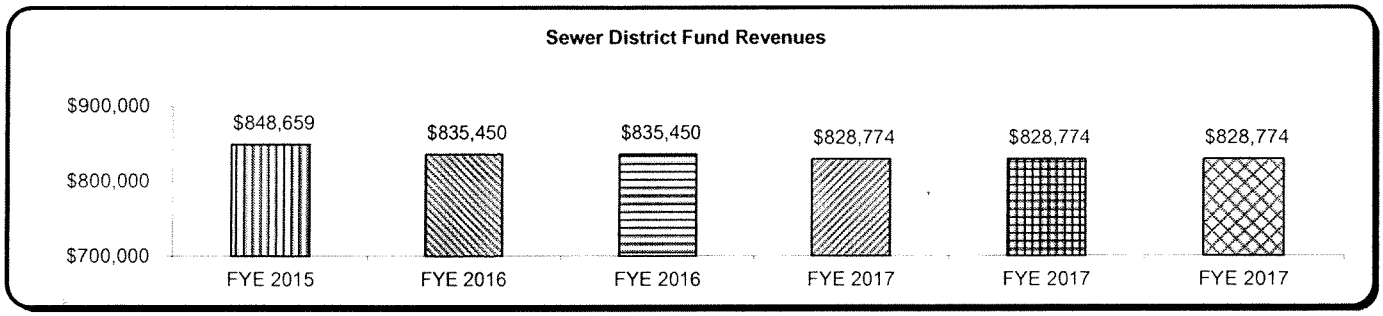
Prior Year Taxes - represents the anticipated collection of delinquent taxes.

Interest Income - reflects the income earned from temporary investments made when funds in a given period exceed the immediate disbursement needs of the Fund.

Sewer Assessments: - represents a formula developed by the Water Pollution Control Authority to recover costs incurred for the various sewer projects. A calculation that includes a connection charge, land value, front footage and area determine a sewer benefit assessment.

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

		ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4110	Current Taxes	$ 604,430	$ 611,015	$ 605,000	$ 613,594	$ 613,594	$ 614,194
4113	Interest & Lien Fees	$ 7,820	$ 9,950	$ 8,100	$ 7,500	$ 7,500	$ 7,500
4114	Prior Year Taxes	$ 5,598	$ 7,530	$ 6,100	$ 6,700	$ 6,700	$ 6,100
4412	Interest Income	$ 1,140	$ 1,940	$ 980	$ 980	$ 980	$ 980
4551	PILOT: Enterprise Zone	$ 20	$ 0	$ 0	$ 0	$ 0	$ 0
4553	PILOT: State & Tax Exempts	$ 38	$ 15	$ 0	$ 0	$ 0	$ 0
4747	Sewer Assessments	$ 56,472	$ 5,000	$ 4,813	$ 0	$ 0	$ 0
4999	Fund Balance Applied	$ 173,141	$ 200,000	$ 210,457	$ 200,000	$ 200,000	$ 200,000
	Total	$ 848,659	$ 835,450	$ 835,450	$ 828,774	$ 828,774	$ 828,774



Audit Fund Balance as of 6/30/2015	$ 902,724
Estimated Fund Balance as of 6/30/16	$ 692,267
Estimated Fund Balance as of 6/30/17	$ 492,267
Fund Balance as a % of 2017 Expenditures	59.40%

CAPITAL RESERVES/CONTRIBUTIONS #1075

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by $1,726,000 and the RTM reduced it further by $602,000 for a total reduction of $2,328,000.

The overall decrease in this budget is $1,979,400 or 72.7%.

This function represents the General Fund Contribution to the Capital Reserve Fund (5010).

The Groton Town Code Article I. Section 2.1(b) requires that: "The town manager shall include in the proposed budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures . . . No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget."

	General Fund	Capital Reserve (FYE 2015)
Adopted Budget	$ 121,558,250	
50% of General Fund	$ 60,779,125	
Total Fund Balance	---------->	$ 4,374,623
12% of General Fund	$ 14,586,990	
Unappropriated Fund Balance	---------->	$ 1,388,272

Cost Center 0 – Capital Reserve Fund

Represents the contribution amount to fund proposed capital projects.

Cost Center 2 – Capital Reserve Contribution

After several years of no increase in appropriation beyond the total of the adopted projects, the fund balance is at a minimum. The FYE 2017 budget includes a new cost center which represents an additional contribution to the Capital Reserve Fund in an effort to increase the fund balance.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	1,700,000	2,723,400	2,723,400	3,072,000	3,072,000	1,346,000	744,000
Total Appropriation	$1,700,000	$2,723,400	$2,723,400	$3,072,000	$3,072,000	$1,346,000	$744,000
COST CENTERS							
10750 CAPITAL RESERVE FUND	1,700,000	2,723,400	2,723,400	2,872,000	2,872,000	1,146,000	644,000
10752 CAP RES CONTRIBUTION	0	0	0	200,000	200,000	200,000	100,000
Total Cost Centers	$1,700,000	$2,723,400	$2,723,400	$3,072,000	$3,072,000	$1,346,000	$744,000
FINANCING PLAN							
GENERAL FUND	1,700,000	2,723,400	2,723,400	3,072,000	3,072,000	1,346,000	744,000
Total Financing Plan	$1,700,000	$2,723,400	$2,723,400	$3,072,000	$3,072,000	$1,346,000	$744,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	1,700,000	2,723,400	2,723,400	3,072,000	3,072,000	1,346,000	744,000
Total Operating Expenses	$1,700,000	$2,723,400	$2,723,400	$3,072,000	$3,072,000	$1,346,000	$744,000
GRAND TOTAL	$1,700,000	$2,723,400	$2,723,400	$3,072,000	$3,072,000	$1,346,000	$744,000

CAPITAL RESERVE #5010

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the Town Council reduced this function by $1,073,000 and the RTM reduced it by an additional $1,155,000 for a total of $2,228,000.

This function includes funds to be appropriated for capital improvements.

Payments From Other Funds – represents the contribution from:

General Fund (#10750)	$ 644,000
General Fund (#10752)	$ 100,000
Sewer Operating (#2020)	$ 501,433
	$1,245,433

The Estimated Fund Balance for FYE 2017 is $687,728 and represents unexpended appropriations from the Sewer Operating Fund of $511,982 and the General Fund of $175,746.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	2,910,000	4,452,400	4,452,400	4,023,000	4,023,000	2,950,000	1,795,000
Total Appropriation	$2,910,000	$4,452,400	$4,452,400	$4,023,000	$4,023,000	$2,950,000	$1,795,000
COST CENTERS							
50106 FYE 2017 CIP	2,910,000	4,452,400	4,452,400	4,023,000	4,023,000	2,950,000	1,795,000
Total Cost Centers	$2,910,000	$4,452,400	$4,452,400	$4,023,000	$4,023,000	$2,950,000	$1,795,000
FINANCING PLAN							
INTEREST INCOME	7,141	7,800	7,280	7,500	7,500	7,500	7,500
INTEREST INCOME-WPCF	2,840	3,150	3,495	3,200	3,200	3,200	3,200
SCHOOL BLDG GRANTS	122,567	0	0	0	0	0	0
RECORDING INSTRUMENTS	11,193	10,000	10,000	9,000	9,000	9,000	9,000
PAYMENTS FROM OTHER FUNDS	2,074,000	3,392,400	3,392,400	4,223,000	3,573,000	1,847,000	1,245,433
FUND BALANCE APPLIED	692,259	1,039,050	1,039,225	0	430,300	1,083,300	529,867
Total Financing Plan	$2,910,000	$4,452,400	$4,452,400	$4,242,700	$4,023,000	$2,950,000	$1,795,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
OPERATING EXPENSES							
5460 RESERVE FUND/EQUIPME	2,910,000	4,452,400	4,452,400	4,023,000	4,023,000	2,950,000	1,795,000
Total Operating Expenses	$2,910,000	$4,452,400	$4,452,400	$4,023,000	$4,023,000	$2,950,000	$1,795,000
GRAND TOTAL	$2,910,000	$4,452,400	$4,452,400	$4,023,000	$4,023,000	$2,950,000	$1,795,000

TOWN OF GROTON, CT
FYE 2017 BUDGET

CAPITAL RESERVE FUND REVENUES: #5010

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

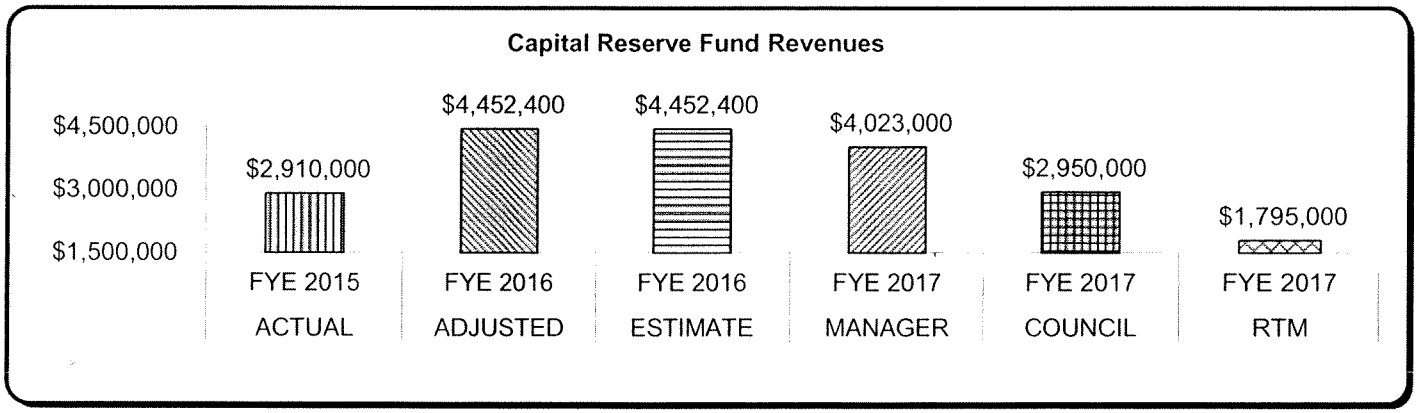
School Building Grants - represents the amount of reimbursement from the State on the principal of non-bonded school projects.

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

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

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
4412 Interest Income	$ 7,141	$ 7,800	$ 7,280	$ 7,500	$ 7,500	$ 7,500
4412A Interest Income - WPCF	$ 2,840	$ 3,150	$ 3,495	$ 3,200	$ 3,200	$ 3,200
4540 School Building Grants	$ 122,567	$ 0	$ 0	$ 0	$ 0	$ 0
4610 Recording Instruments	$ 11,193	$ 10,000	$ 10,000	$ 9,000	$ 9,000	$ 9,000
4766 Payments from Other Funds	$ 2,074,000	$ 3,392,400	$ 3,392,400	$ 3,573,000	$ 1,847,000	$ 1,245,433
4999 Fund Balance Applied	$ 692,259	$ 1,039,050	$ 1,039,225	$ 430,300	$ 1,083,300	$ 529,867
Total	$ 2,910,000	$ 4,452,400	$ 4,452,400	$ 4,023,000	$ 2,950,000	$ 1,795,000



Audit Fund Balance as of 6/30/2015	$ 2,856,890
Estimated Fund Balance as of 6/30/16	$ 1,217,595
Estimated Fund Balance as of 6/30/17	$ 687,728
Fund Balance as a % of 2017 Expenditures	38.31%

Debt Service #1076

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, no changes were made.
The overall decrease in this budget is $215,718 or 4.2%.

Principal and interest payments for long term financing for general obligation and school bond.

The FYE 2016 debt service budget had included an estimated interest payment for a potential June 2015 bond sale which did not occur. This is the primary reason for the decrease in Long Term Debt for FYE 2017.

General Fund Debt per Capita

Fiscal Year	2013	2014	2015	2016	2017
Long Term Debt	$38,580,000	$44,835,000	$41,090,000	$37,390,000	$33,710,000
Population **	39,896	40,176	40,167	40,167	40,167
Debt Per Capita	$967	$1,116	$1,023	$931	$839
% Change from PY	-8.6%	-7.9%	14.9%	-9.0%	-9.8%

** Population provided by State of CT Dept. of Public Health

State of CT Municipal Fiscal Indicators Data as of FYE 2014

- Groton total debt (General obligation and Sewer debt) per capita - $1,476
- Groton is ranked #94 out of 169 municipalities
- New Canaan is #1 at $6,314 debt per capita
- 3 municipalities have $0 debt per capita – Putnam, Hampton & Voluntown

Cost Center 0 – General Government

Town Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/15	FYE 2016 Principal Payment	FYE 2016 Interest Payment	FYE 2017 Principal Payment	FYE 2017 Interest Payment
2025	5,675,000.00	12/13/2011	14	General Purpose (Dec. 2011 refunding)	3,855,000.00	789,000.00	130,810.00	777,000.00	103,435.00
2030	6,752,000.00	3/12/2013	18	General Purpose (Mar. 2013 refunding)	6,752,000.00	455,000.00	237,025.00	437,000.00	223,645.00
2019	375,000.00	4/16/2014	5	General Purpose (B) Senior Center	300,000.00	75,000.00	6,375.00	75,000.00	4,875.00
2034	8,945,000.00	4/16/2014	20/10	General Purpose (A)	8,315,000.00	635,000.00	235,893.76	635,000.00	216,843.76
				Totals	19,222,000.00	1,954,000.00	610,103.76	1,924,000.00	548,798.76

Cost Center 1 – Education

Education Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/15	FYE 2016 Principal Payment	FYE 2016 Interest Payment	FYE 2017 Principal Payment	FYE 2017 Interest Payment
2029	10,630,000.00	12/31/2011	18	Schools (refunding)	9,560,000.00	971,000.00	347,202.50	968,000.00	313,277.50
2030	12,308,000.00	3/12/2013	18	Schools (refunding)	12,308,000.00	775,000.00	449,075.00	788,000.00	425,630.00
				Totals	21,868,000.00	1,746,000.00	796,277.50	1,756,000.00	738,907.50

Debt Service Payment FYE 2017 through FYE 2034

Function #10760-General Government			
FYE	**Principal**	**Interest**	**FYE Total**
2017	1,924,000.00	548,798.76	2,472,798.76
2018	1,547,000.00	491,545.00	2,038,545.00
2019	1,542,000.00	437,786.25	1,979,786.25
2020	1,343,000.00	385,435.00	1,728,435.00
2021	1,327,000.00	345,881.25	1,672,881.25
2022	1,332,000.00	305,401.25	1,637,401.25
2023	1,335,000.00	263,833.75	1,598,833.75
2024	1,331,000.00	222,792.50	1,553,792.50
2025	949,000.00	181,203.75	1,130,203.75
2026	766,000.00	151,165.00	917,165.00
2027	766,000.00	123,775.00	889,775.00
2028	687,000.00	99,450.00	786,450.00
2029	692,000.00	78,115.00	770,115.00
2030	687,000.00	56,455.00	743,455.00
2031	260,000.00	40,950.00	300,950.00
2032	260,000.00	31,200.00	291,200.00
2033	260,000.00	20,800.00	280,800.00
2034	260,000.00	10,400.00	270,400.00

Debt Service Payment FYE 2017 through FYE 2030

Function #10810-Board of Education FYE 2004 10761			
FYE	**Principal**	**Interest**	**FYE Total**
2017	1,756,000.00	738,907.50	2,494,907.50
2018	1,743,000.00	676,742.50	2,419,742.50
2019	1,743,000.00	606,032.50	2,349,032.50
2020	1,747,000.00	532,433.75	2,279,433.75
2021	1,743,000.00	463,700.00	2,206,700.00
2022	1,738,000.00	394,080.00	2,132,080.00
2023	1,725,000.00	327,222.50	2,052,222.50
2024	1,719,000.00	265,520.00	1,984,520.00
2025	1,731,000.00	202,108.75	1,933,108.75
2026	1,709,000.00	134,853.75	1,843,853.75
2027	1,659,000.00	68,406.25	1,727,406.25
2028	903,000.00	21,318.75	924,318.75
2029	173,000.00	4,110.00	177,110.00
2030	33,000.00	495.00	33,495.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

24-May-2016

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	5,251,249	5,183,475	5,106,432	4,967,757	4,967,757	4,967,757	4,967,757
Total Appropriation	$5,251,249	$5,183,475	$5,106,432	$4,967,757	$4,967,757	$4,967,757	$4,967,757
COST CENTERS							
10760 GENERAL GOVERNMENT	2,622,556	2,641,195	2,564,154	2,472,849	2,472,849	2,472,849	2,472,849
10761 EDUCATION	2,628,693	2,542,280	2,542,278	2,494,908	2,494,908	2,494,908	2,494,908
Total Cost Centers	$5,251,249	$5,183,475	$5,106,432	$4,967,757	$4,967,757	$4,967,757	$4,967,757
FINANCING PLAN							
GENERAL FUND	5,251,249	5,183,475	5,106,432	4,967,757	4,967,757	4,967,757	4,967,757
Total Financing Plan	$5,251,249	$5,183,475	$5,106,432	$4,967,757	$4,967,757	$4,967,757	$4,967,757

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	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	0	50	50	50	50	50	50
5450 DEBT SERVICE	5,251,249	5,183,425	5,106,382	4,967,707	4,967,707	4,967,707	4,967,707
Total Operating Expenses	$5,251,249	$5,183,475	$5,106,432	$4,967,757	$4,967,757	$4,967,757	$4,967,757
GRAND TOTAL	$5,251,249	$5,183,475	$5,106,432	$4,967,757	$4,967,757	$4,967,757	$4,967,757

TOWN OF GROTON, CT
JUNE 30, 2015
STATUTORY DEBT LIMITS & TOWN INDEBTEDNESS

Purpose: To describe the Town's current indebtedness level and to demonstrate its relationship to statutory limits and Town Council Policy.

Total Tax Collections (including interest & lien fees)	$78,555,039
Total Tax Collections (including interest and lien fees) of coterminous municipalities	$14,101,698
Reimbursement for Revenue Loss from Tax Relief for the elderly	$2,000
Base for Establishing Debt Limit (per State Statute)	$92,658,737

Debt Limits (per State Statute):	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Pension	Total Debt
General Purpose						
(2.25 times base)	$208,482,157					
Schools						
(4.50 times base)		$416,964,314				
Sewers						
(3.75 times base)			$347,470,262			
Urban Renewal						
(3.25 times base)				$301,140,893		
Unfunded Pension						
(3.00 times base)					$277,976,209	
Total Debt						
(7.0 times base)						$648,611,155
Less Indebtedness:						
Bonds	$19,222,000	$21,868,000	$4,520,000	$0	$0	$45,610,000
Serial Notes	$0	$0	$0	$0	$0	$0
Authorized & Unissued	$10,610,755	$0	$0	$0	$0	$10,610,755
Underlying Debt:						
Bonds & Serial Notes	$5,957,070	$0	$515,000	$0	$0	$6,472,070
Authorized & Unissued	$250,000	$0	$0	$0	$0	$250,000
School Buildings Grants		$0			$0	$0
Total Indebtedness	$36,039,825	$21,868,000	$5,035,000	$0	$0	$62,942,825
Excess of State Limit Over Outstanding and Amortized Debt	$172,442,332	$395,096,314	$342,435,262	$301,140,893	$277,976,209	$585,668,330
	17.3%	5.2%	1.4%	0.0%	0.0%	9.7%

* * Underlying debt is the debt of smaller municipal units within a government's jurisdiction. In the event of a default, the community may have a moral or political obligation to assume the debt and provide the special services of the defaulting unit.

Town Council Policy:

In September, 1993 the Town Council adopted a Debt Policy & Management/Fiscal Practices Policy, as revised in February 2014, that sets the limits on debt issuance which are more stringent than those imposed by the State of Connecticut.

The Council's policy provides the following guidelines, which excludes underlying debt:

1) The Town shall not exceed fifty (50) percent of its statutory debt limit. The Town is well below the statutory debt limits at its current 9.7% of Town debt to statutory debt limit.
2) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures. Based on the adopted budget, the Town's debt service payment for FYE 2017 will be at 4.1% of expenditures.

TOWN OF GROTON
FYE 2017

Calculation of Debt Payments, Capital and Contingency Reserves
(as a percent of the General Fund Budget)

As per the Town Council Policy adopted/revised on February 4, 2014 entitled:
"Debt Policy and Management/Fiscal Practices"

1) Calculation of Capital Reserve & Debt Reserve Allocation to be not less than 4% of General Fund Budget.
2) Contingency Reserve is not to be more than 2% of the General Fund Operating Budget.

A) CALCULATION OF 4% AND 2% FIGURES		FYE 2017 Adopted
Total General Fund Budget (GFB)		$121,558,250
Calculate 4% of GFB		$4,862,330
B) DEBT & CAPITAL % CALCULATION		FYE 2017 Adopted
B1) Outstanding Debt Payments:		
Total Debt Payments (#1076)		$4,967,757
Total Debt payments		$4,967,757
B2) Capital Reserve Contribution:		
Capital Reserve (#10750 & 10752)		$744,000
Total Capital Reserve		$744,000
Total Debt & Capital		$5,711,757
% of Debt Payments & Contribution to Capital Reserve to GFB		4.7%
	$ Amount over 4% allocation	$ 849,427
C) CONTINGENCY & % CALCULATION		FYE 2017 Adopted
Contingency (#10741)		$425,000
% of Contingency to GFB (= or < 2%)		0.3%

CONTINGENCY #1074

HIGHLIGHTS & GOALS

Final Budget Result: During budget deliberations, the RTM reduced this function by $125,000 to $425,000.

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

Town Charter Section 9.10.7 requires that no expenditure may be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of $10,000 or more require the approval of the Representative Town Meeting (RTM).

The Town's Debt Policy and Management/Fiscal Practices specifies that an annual contingency reserve of not more than 2.0% of the General Fund operating budget must be maintained. This request of $550,000 equates to 0.4% of the General Fund Operating Budget.

Recent Contingency Experience:

FYE 2016: $550,000 was appropriated. Transfers in the amount of $337,296 were approved for wage increases for 2 labor contracts that have been settled and approved by the Town Council. Wages increases were not included in the budget for FYE 2017 but were included in Contingency. Transfers in the amounts of $197,704 for Legal Services and $15,000 for Insurance & Claims are pending approval by the RTM which will deplete the fund.

FYE 2015: $350,000 was appropriated and transferred to Executive Management, Public Works, Human Services, Regional Agencies and Finance. A supplemental appropriation from Fund balance was also required ($286,936).

FYE 2014: $350,000 was appropriated and was transferred to Debt Service, City of Groton & Public Works.

FYE 2013: $450,000 was appropriated and $266,392 was transferred to Legal Services, Probate and departmental functions leaving a balance of $183,608.

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

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

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
APPROPRIATION							
Operating Expenses	0	212,704	0	550,000	550,000	550,000	425,000
Total Appropriation	$0	$212,704	$0	$550,000	$550,000	$550,000	$425,000
COST CENTERS							
10741 GENERAL CONTINGENCY	0	212,704	0	550,000	550,000	550,000	425,000
Total Cost Centers	$0	$212,704	$0	$550,000	$550,000	$550,000	$425,000
FINANCING PLAN							
GENERAL FUND	0	212,704	0	550,000	550,000	550,000	425,000
Total Financing Plan	$0	$212,704	$0	$550,000	$550,000	$550,000	$425,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2017 ADOPTED BUDGET

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

	ACTUAL FYE 2015	ADJUSTED FYE 2016	ESTIMATE FYE 2016	REQUEST FYE 2017	MANAGER FYE 2017	COUNCIL FYE 2017	RTM FYE 2017
OPERATING EXPENSES							
5499 CONTINGENCY	0	212,704	0	550,000	550,000	550,000	425,000
Total Operating Expenses	$0	$212,704	$0	$550,000	$550,000	$550,000	$425,000
GRAND TOTAL	$0	$212,704	$0	$550,000	$550,000	$550,000	$425,000

TOWN OF GROTON

Capital Improvement Budget/Program

The Capital Improvement Plan (CIP) is a long-term planning and policy document that includes capital projects for the upcoming fiscal year plus the ensuing five (5) fiscal years. Projects are evaluated and prioritized in terms of their need by the Town, their cost effectiveness, their ability to generate economic benefit, and their courses of funding. In this way, projects included in the CIP are only those that reflect both the capital needs of the Town and its ability to fund these projects.

The Town prepares its CIP document in accordance with two definitions of what constitutes a capital improvement:

> "...Capital improvement means a major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature,..." (Connecticut State Statutes, Sec. 8-160)
>
> "Appropriations from the fund (Capital Reserve Fund for capital and non-recurring expenditures) shall be made only for capital assets, projects, or acquisitions of a non-recurring nature, with a cost of over $25,000, and with a useful life expectancy of over five years." (Code of Ordinances, Chapter 2, Section 2-1©; Ord. No. 179, 9-17-85)

This section of the Budget contains the Capital Improvement Budget (CIB) which is the annual appropriation for capital spending for the various projects that pertain to the upcoming fiscal year. This CIB summary page provides a one-line description of the projects and denotes each project's source of funding. In addition to the summary page, each proposed project is described on an individual Project Detail sheet which contains a brief description of the project, the estimated cost, proposed method of financing, and a schedule for implementation.

TOWN OF GROTON

Reconciliation from Manager's to Council's to RTM's

FYE 2017 Capital Projects Budget

		Capital Reserve Fund (501)
Manager's Budget (as of 3/15/2016):		**$ 2,872,000**
Additions to Manager's Budget by Town Council:		
8C)	Marketing Excess Town Property (4/12/16)	$ 15,000
6C)	Town Hall Complex (4/25/16)	$ 500,000
Reductions to Manager's Budget by Town Council:		
7B)	Computer Technology Acquisition-Software Systems (3/30/16)	$ (150,000)
5I)	Catherine Kolnaski (4/5/16)	$ (127,000)
5K)	Northeast Academy (4/5/16)	$ (84,000)
4B)	Trail Improvement Program (4/9/16)	$ (35,000)
4K)	Noank Dock (4/9/16)	$ (16,000)
8A)	Economic Assistance Fund (4/12/16)	$ (50,000)
8B)	Open Space Acquisition (4/12/16)	$ (50,000)
1A)	Town-wide Pavement Management Program (4/12/16)	$ (79,000)
1B)	Traffic Signal Replacement and Upgrade (4/12/16)	$ (30,000)
1D)	Groton Long Point Bridge Reconstruction (4/12/16)	$ (250,000)
2A)	Drainage & Watershed Protection (4/12/16)	$ (45,000)
2C)	Fishtown Road Improvements (4/12/16)	$ (90,000)
5J)	Mary Morrisson (4/12/16)	$ (80,000)
6L)	Leased Buildings(4/12/16)	$ (25,000)
1H)	North Stonington Road Bridge (4/25/16)	$ (313,000)
7B)	Computer Technology Acquisition-Software Systems (4/25/16)	$ (164,000)
Council's Budget (as of 4/25/2016):		**$ 1,799,000**
Reductions to Council's Budget by RTM:		
6C)	Town Hall Complex (5/2/16)	$ (250,000)
4B)	Trail Improvement Program (5/16/16)	$ (15,000)
6L)	Leased Buildings (5/16/16)	$ (15,000)
7B)	Computer Technology Acquisition-Software Systems (5/19/16)	$ (875,000)
RTM's Budget (as of 5/19/16):		**$ 644,000**
	Add WPCF Projects	**$ 1,151,000**
	Total Capital Projects	**$ 1,795,000**

CAPITAL PROJECTS - FYE 2017 (000)						
PROJECT	Page #	Source of Funds			Other Funding Source	Total Costs
		Capital Reserve Fund	General Obligation Bonds	Other		
1) ROADS						
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	265	$ 0				$ -
B) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	266	$ 0				$ -
C) ROUTE 1 - VERGENNES COURT	267			$ 260	Local Road Accident Reduction Program	$ 260
D) GROTON LONG POINT BRIDGE RECONSTRUCTION	268	$ 0				$ -
H) NORTH STONINGTON ROAD BRIDGE	269	$ 0		$ 0	Stonington/ Local Bridge Program	$ -
K) LOTCIP ROADWAYS AND INTERSECTIONS	270	$ 160				$ 160
SUBTOTAL		$ 160		$ 260		$ 420
2) DRAINAGE AND WATERSHED PROTECTION						
A) CULVERT REHABILITATION	271	$ 0				$ -
C) FISHTOWN ROAD IMPROVEMENTS	272	$ 0				$ -
SUBTOTAL		$ 0				$ -
3) SIDEWALKS						
A) MYSTIC STREETSCAPE - PHASE III	273	$ 15		$ 60	HPP Grant	$ 75
B) REPLACEMENT SIDEWALK CONSTRUCTION	274			$ 100	LoCIP	$ 100
SUBTOTAL		$ 15		$ 160		$ 175
4) PARKS AND RECREATION						
B) TRAIL IMPROVEMENT PROGRAM	275	$ 0				$ -
E) GOLF COURSE COMFORT STATION	276			$ 50	LoCIP	$ 50
K) NOANK DOCK	277	$ 34				$ 34
SUBTOTAL		$ 34		$ 50		$ 84
5) EDUCATION						
A) SCHOOL REFERENDUM	278		TBD*			
I) CATHERINE KOLNASKI	279	$ 0				$ -
J) MARY MORRISSON	280	$ 0				$ -
K) NORTHEAST ACADEMY	281	$ 0				$ -
SUBTOTAL		$ 0				$ -
6) PUBLIC BUILDINGS						
C) TOWN HALL COMPLEX	282	$ 350				$ 350
L) LEASED BUILDINGS	283	$ 35				$ 35
SUBTOTAL		$ 385				$ 385
7) TECHNOLOGY						
A) NETWORK INFRASTRUCTURE UPGRADE	284			$ 100	LoCIP	$ 100
B) COMPUTER TECHNOLOGY ACQUISITION - SOFTWARE SYSTEMS	285	$ 0				$ 0
E) DISPATCH WORK STATION REPLACEMENT	286	$ 35				$ 35
SUBTOTAL		$ 35		$ 100		$ 135
8) PLANNING AND ECONOMIC DEVELOPMENT						
A) ECONOMIC ASSISTANCE FUND	287	$ 0				$ 0
B) OPEN SPACE ACQUISITION	288	$ 0				$ 0
C) MARKETING EXCESS TOWN PROPERTY	289	$ 15				$ 15
SUBTOTAL		$ 15				$ 15
9) ENERGY EFFICIENCY AND CONSERVATION						
A) LED STREETLIGHTS	290			$ 465	Rebates/Third Party	$ 465
SUBTOTAL				$ 465		$ 465
10) WATER POLLUTION CONTROL FACILITY						
A) SEWER LINE INFRASTRUCTURE REPAIR	291			$ 51	WPCF User Fees	$ 51
B) PUMP STATIONS	292			$ 549	WPCF User Fees	$ 549
C) TREATMENT FACILITY	294			$ 551	WPCF User Fees	$ 551
SUBTOTAL				$ 1,151		$ 1,151
TOTAL		**$ 644**	**$ -**	**$ 2,186**		**$ 2,830**

* No formal FYE 2017 budget action is requested on this item by the Town Council or RTM at this time. Project is shown for information purposes only pending future action by the Town Council and RTM.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for funding the entire road network of 128 center line miles (Town, City, and Groton Long Point) of accepted roads. A pavement management study was completed for the entire network. This formal evaluation provided a systematic, consistent approach to the evaluation of the present condition of the road surface. It is used to prioritize the repairs. It is not intended to replace sound engineering judgment, which should dictate specific needs for an individual project. All roads identified in this project fall under the definition of needing rehabilitation. This is defined as milling the top two inches of old asphalt from the surface and replacing with new asphalt or full depth reclamation, where the asphalt is ground up and mixed with the base to establish a new base and then resurfaced with three to five inches of new asphalt. Pavement maintenance and repair activities are not to be funded under this project. These are found in the operating budgets of the respective subdivisions.

A referendum was approved in November 2012 totaling $11,200,000 to fund pavement management activities in the three areas of the Town for the next five years. The Town's portion is $6,364,800, the City's portion is $3,542,011, and Groton Long Point's portion is $986,703.

Requested for FYE 17 are funds ($79,000) to update the road inventories last completed in 2008.

Programmed for FYE 18 will be another bond referendum to continue the systematic, consistent approach for maintaining our roads. The Town's estimated cost for the next referendum is $7,000,000, the City of Groton is $3,900,000, and Groton Long Point is $1,100,000.

Historical data for the Town shows a reduction of pavement area by 1% results in future savings in maintenance repair costs.

Engineering: In-house
Construction: Combination-Contractor for pavement recycling, in-house paving and restoration
Impact on operating budget: Funds for repairs can be reallocated to other roads increasing pavement ratings
Sustainability Goals: Goal 3 (reduce greenhouse gas)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	G		12000					12000
D. Equipment								0
E. Other Costs								0
Total	C,G	0	12000	0	0	0	0	12000

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $79,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) TRAFFIC SIGNAL REPLACEMENT AND UPGRADE	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for traffic signals installed at the intersections of Town roads that control traffic from a driveway onto a Town road, or a driveway onto a State road, installed at the Town's request. All other locations are the responsibility of the State DOT. Currently, the Town has four intersections where traffic signals have been installed. Those are Military Highway/Crystal Lake Road, Gungywamp Road/Briar Hill Road, Poquonnock Road/Village Lane, and Route 1/Harry Day Drive. The traffic heads and controllers are becoming outdated and replacement circuit boards for the controllers are becoming rare.

Funds were approved in FYE 09 ($35,000) for a consultant traffic engineer to review each of the intersections and prepare a report of the condition of existing equipment, the continuing need for the traffic signals, a recommended replacement schedule, and cost estimates. This report identified upgrades to Military Highway at Crystal Lake Road, Gungywamp Road at Briar Hill Road, Poquonnock Road at Village Lane, Route 1 at Harry Day Drive, and the elimination of a signal at Bridge Street at Kings Highway (completed). Funds were approved in FYE 14 ($25,000) to complete the design of the replacement of the traffic signal at Gungywamp Road at Briar Hill Road and in FYE 16 ($213,000) for engineering and construction.

Requested for FYE 17 are funds ($30,000) for the design of a traffic signal replacement at the intersection of Poquonnock Road and Village Lane.

Programmed for FYE 18 are funds ($270,000) for the traffic signal replacement at Poquonnock Road and Village Lane. The light at Crystal Lake Road will be addressed as part of its reconstruction. If approved, this will complete the upgrade to Town owned traffic signals.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: New LED signals reduce maintenance costs and save 80% in electricity
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	C		270					270
D. Equipment								0
E. Other Costs								0
Total	C	0	270	0	0	0	0	270

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $30,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) ROUTE 1 - VERGENNES COURT	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The congestion in the area of the Bridge Market, Claude Chester School and Vergennes Court has led to a number of pedestrian and vehicle accidents. The marked increase of traffic on Route 1, the increased use of the recreational fields at Poquonnock Plains Park, and increased school traffic has caused near misses and traffic congestion, resulting in traffic backing up into the intersection of Route 1 and Route 117.

Funds were approved in FYE 05 for conceptual design/permitting/cost estimating for the Route 1 and Vergennes Court intersection improvements. This study was completed and concluded that the closure of this intersection will not adversely overload the remaining intersections in this neighborhood (Depot Road and Central Avenue). Additional funds were approved in FYE 14 to complete the design, permitting and construction to dead end Vergennes Court at Route 1, while still providing emergency vehicle and pedestrian access.

Requested for FYE 17 are construction funds ($260,000) based on an estimate prepared by CONNDOT. Design, rights of way acquisition and 10% matching local funds are already approved (FYE 14). An application submitted to the Southeastern Connecticut Council of Governments for funds from CONNDOT's local Road Accident Reduction Program was approved subject to the availability of funds.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	260						260
D. Equipment								0
E. Other Costs								0
Total	O	260	0	0	0	0	0	260

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Local Road Accident Reduction Program)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
D) GROTON LONG POINT BRIDGE RECONSTRUCTION	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town of Groton retained AECOM (formerly URS Corporation) to prepare an engineering investigation and evaluation study of options for the rehabilitation or replacement of the Groton Long Point Bridge over Palmer's Cove, including the approach causeways. This study was necessitated by the deteriorating condition of the bridge and the concerns regarding the capability of the bridge and causeway to withstand a storm surge. The study was completed and presented to the Town Council in October 2013. Additional funds were allocated to refine the design of "Option 2" which calls for the replacement of the superstructure, repair of the causeway, rehabilitation of the substructure, and the installation of a separate sidewalk and elevated boardwalk.

Project limits extend from the intersection of East Shore Avenue to the Esker Point Beach main parking lot (crosswalk to crosswalk). In order for the Department to prepare for a bond referendum, additional work must be completed as follows:
Sidewalk: Determine whether the sidewalk should be on the north or south side of the bridge.
Undergrounding of Utilities: Electrical lines - Investigate the cost and determine if this would be grant reimbursable under Federal Bridge Program. Included would be low level street lighting along the causeway.
Grants: Explore whether portions of the entire project may be eligible under the Federal Bridge Program. The construction portion of the project is eligible for Local Transportation Capital Improvement Program (LOTCIP) funds and an application will be submitted to the Southeastern Connecticut Council of Governments. A municipality is responsible for engineering design and permitting for eligible projects. The State will provide construction funds.

Requested for FYE 17 are funds ($250,000) to complete preliminary engineering for the project to prepare for a FYE 19 bond referendum for construction and to serve as the Town's portion of a LOTCIP project.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0						0 0
B. Land and Right of Way								0
C. Construction	G			TBD				0
D. Equipment								0
E. Other Costs				TBD				0
Total	C,G	0	0	TBD	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $250,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
H) NORTH STONINGTON ROAD BRIDGE	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

In March 2010 the North Stonington Road Bridge, which straddles Groton and Stonington, was in poor condition following a 500 year storm. Groton and Stonington hired an engineering firm to perform an inspection and load rating analysis of the bridge. The inspection revealed that the superstructure should be repaired or replaced, and a weight restriction was placed on the bridge. The condition of the bridge was not a result of the flooding.

Funding was approved in FYE 12 to design the repair work and the cost was shared 50/50 with Stonington. Groton's share for the design and construction of the repairs was $50,000. Repair work began on the bridge in June 2012. It became clear that the deck would have to be replaced, something not anticipated at the start of work. Work stopped and the engineer estimated the cost of deck replacement to be $200,000 or replacement of the entire superstructure to be $750,000.

On March 31, 2014, with Town Council authorization, a settlement was reached with the original engineering firm for $90,000. These funds were used to hire a consulting engineering firm to investigate the existing abutments and proposed alternatives to reestablish the bridge. That investigation has been completed and reviewed with the Town of Stonington.

A preliminary application has been submitted for a 47.79% grant through the State's Local Bridge Program for FYE 16. If approved, the Town and Stonington must commit to the project by June, 2016.

Programmed for FYE 17 are funds for design ($142,000) and construction ($1,055,000) to reestablish the bridge. It is estimated that the grant will cover $571,000, with the remainder shared 50/50 between the towns of Groton and Stonington.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: None

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	O	0						0
	C	0						0
B. Land and Right of Way								0
C. Construction	O	0						0
	C	0						0
D. Equipment								0
E. Other Costs								0
Total	C,O	0	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (Town of Stonington - $313,000)
(Local Bridge Funding - $571,000)

The Town Council reduced this project from $1,197,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) LOTCIP ROADWAYS AND INTERSECTIONS	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Local Transportation Capital Improvement Program (LOTCIP) provides State funds to urbanized area municipal governments in lieu of Federal funds. Applications are reviewed and endorsed by the Southeastern Connecticut Council of Governments (SCCOG). The local municipality is responsible for the engineering design and permitting for qualified projects. An application has been submitted for intersection improvements at Bridge Street and Kings Highway. This project will improve traffic circulation to accommodate the increased traffic volume that will result from 800 Electric Boat employees occupying the former Caldor Store at 9 Kings Highway. SCCOG has indicated that the project will be funded and it is estimated that the engineered design will cost $160,000. Other projects that have been identified for LOTCIP applications include intersection improvements at Hazelnut Hill Road and Route 117 and raising the vertical clearance at the Amtrak overpass on Poquonnock Road.

Requested for FYE 17 are funds ($160,000) for design and permitting of the Bridge Street and Kings Highway intersection improvements.
Programmed for FYE 18 are funds ($170,000) for right of way acquisition associated with the Bridge Street/Kings Highway intersection improvements.
Programmed for FYE 19 are funds ($1,600,000) for construction of the Bridge Street/Kings Highway improvements.
Programmed for FYE 20 are funds ($200,000) for a LOTCIP application, design and permitting for the Hazelnut Hill Road/Route 117 intersection improvements.
Programmed for FYE 21 are funds ($50,000) for right of way acquisition for the Hazelnut Hill Road/Route 117 intersection improvements.
Programmed for FYE 22 are funds ($2,000,000) for construction of the Hazelnut Hill Road/Route 117 intersection improvements.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	160			200			360
B. Land and Right of Way	O		170			50		220
C. Construction	O			1600			2000	3600
D. Equipment								0
E. Other Costs								0
Total	C,O	160	170	1600	200	50	2000	4180

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTCIP)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) CULVERT REHABILITATION	2) DRAINAGE AND WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

There are several stream crossings in the town that need pipes replaced and/or the road crossing realigned/widened. The rain event of March 2010 highlighted the need to improve these crossings to prevent the isolation of neighborhoods and to provide access to these areas for emergency response. These projects will correct and renovate those stream crossings, making them safer for vehicles, adding protection for the watercourse and providing protection downstream of the road crossing in the case of overtopping. This project is consistent with the Town of Groton Hazard Mitigation Plan.

Requested for FYE 17 are funds ($45,000) to engineer the replacement of the existing pipes and the widening of the road at the stream crossing on Pumpkin Hill Road. Preliminary investigation by the Department has determined that a portion of the road north of the stream crossing will require reconstruction and realignment to eliminate the overtopping of the road. A drainage analysis will be completed to properly design the system.

Programmed for FYE 18 are funds ($125,000) for the replacement of the old stone culvert on River Road, opposite house #901. The existing culvert is in a deteriorated state and numerous temporary repairs have been made.

Programmed for FYE 19 are funds ($125,000) for the replacement of the culvert on Quaker Farm Road. The existing stream crossing consists of twin 36" diameter pipes that would normally carry the flow. However, this area is home to beaver and the twin circular pipes provide an excellent base for their dam construction. These twin pipes would be replaced with a box culvert, providing the Department with an easier structure to clean and the opportunity to install a water "by-pass" structure to keep the water from overtopping the road. Also programmed for FYE 19 will be the construction funds (TBD) for Pumpkin Hill Road.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	C C		125	TBD 125				250
D. Equipment								0
E. Other Costs								0
Total	C	0	125	125	0	0	0	250

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $45,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) FISHTOWN ROAD IMPROVEMENTS	2) DRAINAGE

DESCRIPTION/PURPOSE/JUSTIFICATION

In previous years, this project was the reconfiguration of the intersection to correct the issue of vehicles crossing into the opposite traffic lane when making a right hand turn onto Fishtown Road from Route 1 and thus, was in the Roads section of the CIP. Recurring flooding events in recent years have effectively prevented east/west traffic movements through this intersection on Route 1 during these events. Due to this issue, the focus of this project was changed from road alignment to the correction of the flooding at this location. This project is consistent with the Town of Groton Hazard Mitigation Plan.

Eccleston Brook floods the intersection of Route 1, Noank Ledyard Road, and Fishtown Road even during minor rain storms. The flooding is exacerbated by an inefficient series of culverts north of the Valero Gas Station property and the drainage system south in Route 1. The brook was previously relocated during sewer line installation in the 1970s. The brook is home to a native brown trout population.

Approved in FYE 14 were funds ($45,000) to identify alternatives to redesign the storm water system from Bel-Aire Drive south to the driveway crossing 113 Fishtown Road to include the best management practices for sediment removal. The consultant's study also examined the existing poor turning geometries and the lack of safe crossing for pedestrians and bicycles.

Requested for FYE 17 are funds for design and permitting ($90,000) with construction programmed for FYE 19 ($1,200,000). The Town will be applying for Local Transportation Capital Improvement Program (LOTCIP) funds from the State available through the Southeastern Council of Governments for construction. This program requires the Town to fund the design.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	O			1200				1200
D. Equipment								0
E. Other Costs								0
Total	C,O	0	0	1200	0	0	0	1200

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTCIP)

The Town Council reduced this project from $90,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) MYSTIC STREETSCAPE - PHASE III	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

After completion of Mystic Streetscape - Phase II, there is some funding available to complete a smaller Phase III project. Although Phase III was not originally envisioned as part of the streetscape project, it will allow the finishing of some sidewalks and other items not included in Phase I and Phase II. Projects under consideration include the completion of sidewalks along Noank Road from the Phase II project limits south to the intersection with High/Latham Streets and Fort Rachel Place; construction of sidewalks along the local portion of Water Street; and establishing a location to display the bull gears from the Mystic River Bascule Bridge.

Other potential projects being evaluated include addressing a low area in Gravel Street that floods during extremely high tides.

The funding for this project will be 80% Federal High Priority Project (HPP) grant and 20% matching funds, which will come from available State LoCIP funding. The balance of HPP and LoCIP funds upon the completion of Phase II will determine what can be accomplished in Phase III. The most recent discussions with CONNDOT indicate that a project in the range of $1,000,000 may be feasible. This is subject to change based on the closeout of Phase II.

Requested for FYE 17 are funds ($75,000) for the design of the chosen project(s).

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 3 (reduce greenhouse gas) and Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C O	15 60						15 60
B. Land and Right of Way								0
C. Construction			TBD					0
D. Equipment								0
E. Other Costs								0
Total	C,O	75	TBD	0	0	0	0	75

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (HPP Grant)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) REPLACEMENT SIDEWALK CONSTRUCTION	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

This project addresses the need to replace existing, deteriorating concrete and asphalt sidewalks. All replaced sidewalks will provide ramps to make them accessible to all users. This project funds large projects such as the replacement of an entire sidewalk network and small projects such as the replacement of an individual panel of deteriorated concrete or asphalt sidewalk. This project is in keeping with the policies identified in the Plan of Conservation and Development (page 118) to create an overall pedestrian network between and within activity nodes.

Requested for FYE 17 are funds ($100,000) to replace the existing asphalt sidewalks on Midway Oval and Central Avenue. All the sidewalks are showing distress and this project is expected to take two years to complete.

Programmed for FYE 18 are funds ($210,000) to complete the Midway Oval and Central Avenue sidewalk replacements.

Programmed for FYE 19 are funds ($250,000) to replace all of the existing asphalt and the deteriorated portions of the concrete sidewalks on High Street, Mystic from the intersection with Godfrey Street to the intersection with New London Road with new concrete sidewalks. Existing granite curbing will be reset. Originally planned for FYE 17, this project has been pushed out to FYE 19 to allow Aquarion to complete the High Street water main replacement.

Engineering: In-house
Construction: Contractor/In-house
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 2 (reduce greenhouse gas)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C O	100	210	250				460 100
D. Equipment								0
E. Other Costs								0
Total	C,O	100	210	250	0	0	0	560

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (LoCIP)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) TRAIL IMPROVEMENT PROGRAM	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

In FYE 04, the Town completed a comprehensive Bicycle, Pedestrian and Trails Master Plan. In addition to enhancing the Town's recreational and physical fitness opportunities, the master plan will create an alternative transportation network of bikeways, sidewalks and trails that link neighborhoods to work and recreation destinations.

Approved for FYE 15 was $25,000 to be used for matching trail grants. $25,000 was also approved to identify opportunities to connect Depot Road to South Road and to Tower Road utilizing bikeways, bike-lanes, signage, and other bike amenities. A consultant has been chosen for this project and a final report is expected in March, 2016.

Requested for FYE 17 are funds ($50,000) for an appraisal, acquisition of an easement, and construction of approximately 135 feet of bike path from the west end of the G&S Trolley Trail at Knoxville Court to Industrial Drive and for the restriping of Industrial Drive to Depot Road to accommodate bicycle traffic.

Programmed for FYE 18 are funds ($30,000) for design and construction of a pedestrian bridge to connect Cutler Middle School to Beebe Woods. Constructing this bridge would complete the Cross Town Trail, a six mile trail that runs from Bluff Point to Town's End.
Programmed for FYE 19 are funds ($35,000) to design and permit a bike path from the G&S Trolley Trail to Fitch High School.
Programmed for FYE 20 are funds ($140,000) to start construction of the bike path from the G&S Trolley Trail to Fitch High School.
Programmed for FYE 21 are funds ($140,000) to complete the bike path from the G&S Trolley Trail to Fitch High School.
Programmed for FYE 22 are funds ($48,000) for a bike path from Knoxville Court to Sutton Park. This project would include a combination of widening the road and striping of Knoxville Court, Midway Oval and Central Avenue for a bike path via Route 1.
Engineering: In-house
Construction: In-house/Contractor
Impact on operating budget: Minimal impact
Sustainability Goals: Goal 3 (reduce greenhouse gas emissions and/or reduction of vehicle trips)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C			35				35
B. Land and Right of Way	C	0						0
C. Construction	C	0	30		140	140	48	358
D. Equipment								0
E. Other Costs								0
Total	C	0	30	35	140	140	48	393

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project $35,000 to $15,000 and the RTM reduced it to $0.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) GOLF COURSE COMFORT STATION	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

A proposed comfort station near the 9th hole will enhance the golfing experience by providing a convenient place to stop on the course. The station will help improve pace of play reducing travel time to the clubhouse. A third benefit is the provision of some shelter to golfers during a sudden storm.

The comfort station is a prefabricated toilet building placed over a 1,000 gallon underground concrete collection vault. The building has windows for natural lighting and does not require plumbing or electricity.

Requested for FYE 17 are funds ($50,000) for construction of the comfort station.

Engineering: In-house
Construction: Contractor
Impact on operating budget: Minimal impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	50						50
D. Equipment								0
E. Other Costs								0
Total	O	50	0	0	0	0	0	50

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) NOANK DOCK	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The Noank Dock is a fixed platform style dock that requires on-going repairs and maintenance. Severe storms in 2011 and 2012 had significant impact on the dock's condition. Some of the stringers and decking are in poor condition and some pilings should be replaced. The proposal is to replace the dock and repair the seawall and rock rip-rap. During high tide, water washes away some of the soil behind the seawall causing sinkholes to develop along the shore.

Approved in FYE 14 were funds ($20,000) for planning and engineering. Approved in FYE 16 were funds ($106,000) for construction. The project was bid and all bids were higher than the available funding.

Requested for FYE 17 are additional funds ($50,000) to allow the Public Works Department to place the project out to bid in October 2017 for construction in late fall. This will allow the facility to be used during the summer season and also bid the project at an opportune time to bid small projects such as this. The dock will be restructured using a "flow through" decking material and Greenhart piles (which are safer for the environment and eliminate preservative leachate) and it will be fully ADA compliant.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Minimal reduction in repair and maintenance costs
Sustainability Goals: Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2016	FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	34						34
D. Equipment								0
E. Other Costs								0
Total	C	34	0	0	0	0	0	34

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $50,000 to $34,000 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SCHOOL REFERENDUM	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

After the failure of the referendum on the Phase II school projects, a facilities and educational needs assessment was conducted to evaluate Groton educational facilities. The School Facilities Initiatives Task Force was formed in January 2013 to develop a plan (now known as 'Groton 2020') to continue the school facilities plan. The Middle School Educational Specifications provided to the Task Force by the Board of Education call for one middle school of grades 6 to 8, preferably located adjacent to the high school. Declining enrollment led the Board of Education to determine that only one middle school was needed to serve the Town. Three aging elementary schools -- Claude Chester, Pleasant Valley, and S. B. Butler -- will be closed and the two existing middle schools will be converted to elementary schools. The Educational Specification addresses important diversity and consolidation issues, responds to declining enrollments, and provides the delivery of a cost effective educational program.

Groton 2020 has identified the Merritt property, a 35 acre site next to the high school, as the preferred site for the new middle school. This land was purchased for recreational purposes and partially funded by a Department of Energy and Environmental Protection (DEEP) grant. The Town is working with DEEP to find a suitable open space parcel to substitute for the Merritt property so that it can be used for school purposes. The three vacated elementary schools will be returned to the Town for future disposition.

While the project cost for Groton 2020 is approximately $195,000,000, efforts are underway to identify potential cost saving alternatives. A November 2016 referendum is anticipated. No formal FYE 2017 budget action is requested by the Town Council or RTM at this time. The project is shown for informational purposes only pending future action by the Town Council and RTM.

Engineering: Consultant
Construction: Contractor
Impact on operating budget:
Sustainability Goals:

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	G	TBD						0
B. Land and Right of Way								0
C. Construction	G	TBD						0
D. Equipment								0
E. Other Costs								0
Total	G	TBD	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
I) CATHERINE KOLNASKI	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Catherine Kolnaski Elementary School opened in 2008. The current security system in the school does not allow full coverage of the perimeter of the school or the common areas and halls inside the school. This is a proposal to extend security coverage to all of these areas. These improvements will bring this school up to current security standards that were not in place at the time the school was planned.

Requested for FYE 17 are funds ($127,000) for plans and construction of security system upgrades.

While there have been state grants for security updates in the past, none are currently available.

Plans and specifications for this project were partially developed by Groton Public Schools in FYE 12.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0						0
D. Equipment								0
E. Other Costs								0
Total	C	0	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $127,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
J) MARY MORRISSON	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Studies undertaken by the Town Council and Board of Education agree that it is cost effective to keep Mary Morrisson in use. Continued use requires fire code and ADA accessibility compliance, window replacement, security upgrades, central air conditioning and ventilation (HVAC), plumbing and electrical upgrades, expansion of the parking lot, and replacement of temporary classrooms with a permanent addition.

Requested for FYE 17 are funds ($80,000) for plans and specifications for parking/vehicle access.

Programmed for FYE 18 are funds ($420,000) for construction of parking. Also programmed for FYE 18 are funds ($100,000) for plans and specifications for HVAC and funds ($302,000) for HVAC construction.
Programmed for FYE 19 are funds ($314,000) for life safety code construction for which design work was funded in FYE 13 and ($132,000) for plans and specifications to address ADA issues.
Programmed for FYE 20 are funds ($374,000) for ADA construction and ($187,000) for plans and specifications for replacement of temporary classrooms with permanent space.
Programmed for FYE 21 are funds ($900,000) for permanent space construction and ($100,000) for plans and specifications for a replacement electrical system.
Programmed for FYE 22 are funds ($1,377,000) for electrical system construction.

State Department of Education Grants may reimburse approximately 50% of ADA project costs. The State requires local approval of entire project funding to apply for the grant. If CIP funding is approved, Groton Public Schools will apply and reimbursed funds will be returned to the Capital Reserve Fund.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 2 (transition to renewable energy)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C	0	100	132	187	100		519
B. Land and Right of Way								0
C. Construction	C		722	314	374	900	1377	3687
D. Equipment								0
E. Other Costs								0
Total	C	0	822	446	561	1000	1377	4206

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $80,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) NORTHEAST ACADEMY	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Northeast Academy was opened in 2008. The current security system in the school does not allow full coverage of the perimeter of the school or the common areas and halls inside the school. This is a proposal to extend security coverage to all of these areas. These improvements will bring this school up to the current security standards that were not in place at the time the school was built.

Requested for FYE 17 are funds ($84,000) for design and construction of security system upgrades.

While there have been state grants for security updates in the past, none are currently available.

Plans and specifications for this project were partially developed by Groton Public Schools in FYE 12.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0						0
D. Equipment								0
E. Other Costs								0
Total	C	0	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $84,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TOWN HALL COMPLEX	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

To address the concerns of the Town's insurance carrier, an evaluation of Town Hall, in particular, Land Records and Information Technology, is needed to ensure the security of expensive equipment and important non-replaceable records. There are many other issues in Town Hall that need to be addressed, such as HVAC, electrical and energy efficiency. All of these concerns should be included in a comprehensive plan for the entire complex.

The analysis of space use must include both buildings that currently occupy the site (the former Fitch Middle School and the Town Hall). This site is now a municipal complex, where additional departments of the general government and the Board of Education could co-locate in spaces that function efficiently.

Approved in FYE 15 was $55,000 to hire professional consulting services to: 1) perform ADA and building code analysis; 2) conduct a physical condition assessment; 3) identify space needs for those departments that may move into the facility; and 4) provide a rough order of magnitude cost for the renovations to maximize use of the facilities. Two options for reuse of Fitch Middle School, which would consolidate Town and Board of Education services, were presented to the Town Council in August, 2015. The cost for both options was considered too high and a more limited reuse plan will be developed.

Approved in FYE 16 were funds ($475,000) to address the roof issues found by the assessment. The A-wing roof must be replaced. The B, C, and D-wing roofs will be repaired.

Requested for FYE 17 are funds ($100,000) to make required code modifications and minor repairs to the interiors in preparation for moving recreation programs from William Seely to Fitch Middle.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Unknown until study has been completed
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	350						350
D. Equipment								0
E. Other Costs								0
Total	C	350	0	0	0	0	0	350

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council approved $600,000 for this project and the RTM reduced it to $350,000.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
L) LEASED BUILDINGS	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town leases several of its facilities to outside agencies. Although the lessee is responsible for repairs, maintenance, and alterations, the Town is responsible for repairs to the building envelope and structure.

Noank Aquaculture Cooperative Corporation leases a 10,000 square foot building, docks, and land at 98 Main Street to conduct aquaculture operations. As part of the lease of the entire facility, they must provide office space and dockage for the Town's Shellfish Commission and the storage of small boats by the State Department of Agriculture. No work has been performed to the building envelope since 2006 when the Town took possession of the building from the State.

Groton Ambulance, located at 217 North Road, has leased the building and land since August 28, 1980. Public Works has been making required repairs, but the building is now of the age that the windows, roof, and exterior wooden walls must be replaced. The driveway aprons, parking lot, and the driveway shared with Grasso Gardens must be repaved.

Thames Valley Council for Community Action (TVCCA) leases the three wooden structures located at 36, 38 and 40 Central Avenue. Public Works has been making required repairs, but again the buildings are of the age that the windows, roof and exterior wooden walls must be replaced.

Requested for FYE 17 are funds ($35,000) to replace the roof, including repairs to sheathing, gutters, soffits and fascia, at Groton Ambulance and funds ($40,000) to resurface the parking lots, driveway, and the access shared with Grasso Gardens.

Programmed for FYE 18 are funds ($100,000) to replace the roof at the Noank Hatchery.
Programmed for FYE 19 are funds ($100,000) to replace windows, roofs and exterior walls at the TVCCA buildings.
Engineering: Consultant/In-house
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	35	100	100				235
D. Equipment								0
E. Other Costs								0
Total	C	35	100	100	0	0	0	235

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $75,000 to $50,000 and the RTM reduced it to $35,000.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) NETWORK INFRASTRUCTURE UPGRADE	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

This project is an ongoing effort to improve the efficiency of the Town's network infrastructure to complete the Town's work efficiently. Powerful software applications and interfaces are necessary and they require a broader and faster network infrastructure.

Requested for FYE 17 are funds ($100,000) to purchase and install two Storage Area Network (SAN) devices providing the storage capacity required to support the current Town servers. This SAN system will replace the current SAN (HP Lefthand P4500) device that has reached its end-of-life. Third party hardware maintenance support is currently being used and it is unclear how much longer this equipment will be supported. The data on this system will be replicated in the Public Safety Building for disaster recovery.

Programmed for FYE 19 are funds ($270,000) to set up and install a Virtual Desktop Infrastructure (VDI) project providing a comprehensive desktop environment management system. This project could extend the life span of the current desktop computers by 3 - 4 years. This will provide users with the capability to log into any Town computer and have their desktop information available, while heightening data security throughout the organization.

Programmed for FYE 20 are funds ($55,000) for the scheduled replacement of all Town network switches.

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	C			20	10			8
	O	8						8
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C			250	45			92
	O	92						92
E. Other Costs								0
Total	C,O	100	0	270	55	0	0	200

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LoCIP)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) COMPUTER TECHNOLOGY ACQUISITION - SOFTWARE SYSTEMS	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

Many software systems have reached, or will soon reach, the end of their useful lives. In FYE 14, funds ($75,000) were appropriated to hire a consultant to undertake a comprehensive review and analysis of the Town's and Board of Education's internal operating processes, procedures, and software needs. The Enterprise Application Software Assessment is complete and in FYE 16, funds ($380,400) were appropriated to implement the first phase of the Enterprise Application Master Plan for software replacement. This included funding for process review, development of Requests for Proposal for software provider evaluation and selection, price negotiations, contract award and implementation readiness.

Requested for FYE 17 are funds ($1,189,000) to implement phase two of the Enterprise Application Master Plan for both the Town and the Board of Education. Due to the nature of this project, all costs are being classified as "Other Costs". This project includes:
a. ERP Implementation and Project Management which includes Finance/Accounting, Human Resources, Fixed Assets, Budget, Purchasing and Payroll;
b. Various application training and support for departmental information technology systems
c. Sustainability Planning which includes long-term planning and requirements for all major Town and Board information technology systems;
d. Improving video/web conferencing capabilities to enhance external communications and internal training.

Projected for FYE 18 through FYE 20 are costs associated with ongoing user training and support; continued implementation of the Enterprise Resource Planning (ERP) project; a GIS assessment and strategic plan; and implementation of a Electronic Document Management System (EDMS). Because this is a multi-year effort, additional costs in outlying years (FYE 18 through FYE 20 and beyond) will be identified for additional specific projects as they are prioritized.

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: TBD
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	0	781	781	961			2523
Total	C	0	781	781	961	0	0	2523

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $1,189,000 to $875,000 and the RTM reduced it to $0.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) DISPATCH WORK STATION REPLACEMENT	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

The Emergency Telecommunicators' ergonomically designed workstations were installed in 2000. After 15 years of constant use, only one of the eight workstations is still operable. Repair parts are no longer available as the supplier went out of business years ago and the workstations must be replaced in order to conform to requirements for accessibility and employee safety.

Requested for FYE 17 are funds ($35,000) to purchase and install seven ergonomically designed workstations with a 15 year service life.

While there are no grant funds available to support the purchase and installation of the workstations, the town is eligible for reimbursement from the State of Connecticut for capital equipment acquisition for 50% of the acquisition cost (50/50 match).

If this project is approved, application will be made for the reimbursement prior to the start of fiscal year 2017 to reduce the time between expenditure and reimbursement from the State.

Engineering: N/A
Construction: Vendor
Impact on operating budget: None
Sustainability Goals: N/A

RECOMMENDED FINANCING (000)

	Source of	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment	C	35						35
E. Other Costs								0
Total	C	35	0	0	0	0	0	35

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) ECONOMIC ASSISTANCE FUND	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

This program provides funding for the construction of necessary public infrastructure improvements associated with new job-creating development opportunities. The goal is to retain, support, and entice new job-creating businesses to Groton by paying for public infrastructure improvements that are extraordinary in nature, and usually beyond the business' ability to pay. Public improvements that would support these businesses can include water and sewer line extensions, electric and telephone extensions, public sidewalks, road improvements, installation of traffic control devices, street lighting, and downstream drainage improvements. Contributions to the fund are requested annually with appropriations made as-needed. Program guidelines were established by the Town Council, which authorizes all expenditures.

To date, four projects have been funded using this program: 1) property acquisition associated with the Midway Industrial area; 2) Shore Avenue relocation associated with the Pfizer/Groton land exchange project; 3) Mystic public restrooms; and 4) partial cost of a new sidewalk on Route 1, east of Buddington Road. As of June 30, 2015 the fund balance is $512,399.95.

Requested for FYE 17 are funds ($50,000) to complete projects supporting economic development and/or set aside funds until such projects arise. Expenditures are contingent upon the need for economic assistance to assist a business looking to grow or to relocate to Town. There are presently no projects planned, however the additional funds provide a tool critical to the support of the Town's economic development efforts.

Programmed for FYE 18 through FYE 22 are funds ($100,000/year) to continue the program and develop a reserve fund to enable the Town to provide assistance for a larger project, or to assist multiple projects in a short time period should they arise.

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: Not identified at this time; depends on types of projects authorized
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	100	100	100	100	100	500
D. Equipment								0
E. Other Costs								0
Total	C	0	100	100	100	100	100	500

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $50,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) OPEN SPACE ACQUISITION	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

The Conservation Commission and the Planning Commission through the Plan of Conservation and Development have identified a number of parcels of land that would be worthy of acquisition as Town open space. This would allow the Town to protect natural resources, make trail connections, allow for marsh advancement due to climate change, and fill gaps in and around existing open space. Funds from this project were most recently used to leverage the purchase of the Sparkle Lake Conservation Area on Thomas Road by applying them to the required 25% match for a State Open Space and Watershed Land Acquisition (OSWLA) grant. The Office of Planning and Development Services anticipates submitting another OSWLA grant application in FYE 17 for funds to purchase open space. Groton is eligible to receive up to 75% of the fair market value of a property until 2018, when we are no longer eligible for distressed community benefits and the maximum grant award decreases to 65% of fair market value. Connecting our open space resources creates more recreation opportunities, contributes to a higher quality of life and will benefit the economy.

Requested for FYE 17 are funds ($50,000) for required appraisals, surveys and environmental assessments to support the OSWLA grant application.

Programmed for FYE 18 are funds ($100,000) to match an anticipated OSWLA grant.
Programmed for FYE 19 through FYE 22 are funds ($25,000/year) to investigate potential open space acquisition through required surveys and environmental assessments, to fund negotiations for property acquisition, and to provide matching funds for open space grants. The Open Space Acquisition Fund balance as of June 30, 2015 is ($95,137.10). Fees collected in lieu of open space dedication through the Planning Commission's subdivision process are also used toward the purchase of open space.

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: Not applicable
Sustainability Goals: Goal 5 (reduction of impervious surfaces) and Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way	C	0	100	25	25	25	25	200
C. Construction								0
D. Equipment								0
E. Other Costs								0
Total	C	0	100	25	25	25	25	200

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $50,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) MARKETING EXCESS TOWN PROPERTY	8) PLANNING AND ECONOMIC DEVELOPMENT

DESCRIPTION/PURPOSE/JUSTIFICATION

As a result of school closings since the mid-1990s, Groton has had the opportunity to dispose of a number of excess buildings and properties. This has been done with very little marketing effort. If the Fitch Middle School renovation project and the school initiative bond referendum passes, there may be three elementary schools (Pleasant Valley, Claude Chester, S.B. Butler) and three town service buildings (Human Services, Spicer House, School Administration), along with the former Groton Heights School, that may be vacant.

The 2006 Groton Strategic Economic Development Plan states that the Town needs to take a proactive approach to creating sites for economic development. Each of these properties has its own unique character that can contribute to the future economic growth of Groton. The purpose of this project is to determine reuse options, actively market and promote the properties and then work towards lease or sale agreements as allowed by Town Charter and any relevant deed restrictions.

Programmed for FYE 18 are funds ($15,000) to develop and distribute marketing materials, prepare appraisals and condition survey for the former Groton Heights School.

Programmed for FYE 19 through FYE 21 are funds ($15,000/year) to develop and distribute materials to market excess Town properties as they become available, including the preparation of appraisals and condition surveys.

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	15	15	15	15	15		75
Total	C	15	15	15	15	15	0	75

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

This project was added for FYE 17 by the Town Council. The RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) LED STREETLIGHTS	9) ENERGY EFFICIENCY AND CONSERVATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town owns the streetlights in the Eversource service area. In 1990 the lights were converted from incandescent and mercury vapor to high pressure sodium vapor, which at the time was the most efficient street lighting source.

The LED (light emitting diode) is now the most efficient street lighting source. The life expectancy is three times that of the high pressure sodium and they use 50-75% less energy for the same amount of light.

This project involves the conversion/replacement of approximately 1,400 Town-owned cobra head street lights, 42 decorative lights in Mystic and a number of lights in the parking lots of Town-owned buildings with energy efficient LED street lights.

The Connecticut Conference of Municipalities (CCM) simplified the acquisition of this technology for the member communities by their LED Streetlight Retrofit Initiative. A CCM-issued Request for Qualifications was evaluated and three companies, based on their responses, were ultimately selected and recommended to the member communities. The Town issued a Request for Proposals (RFP) to the three companies to determine which company could best meet the Town's needs. The proposals have been received and reviewed, and discussions with the company selected for an interview have been started. Town staff is working with the company to develop a project scope, and cost and method to finance the project, and then present it to the Town Council. The project is estimated at $464,000.

Funds were approved in FYE 16 ($28,000) to replace deficient arms.

Requested for FYE 17 are funds ($465,000) to complete the conversion from high-pressure sodium to LED streetlights. The Town will be eligible for estimated rebates of $148,000 from the utility company.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 2 (transition to renewable energy)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	465						465
D. Equipment								0
E. Other Costs								0
Total	O	465	0	0	0	0	0	465

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Rebates/ Third Party Financing)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SEWER LINE INFRASTRUCTURE REPAIR	10) WATER POLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

These projects have been approved by the Water Pollution Control Authority as part of their annual budget and are paid from the user fees collected. This project is in keeping with the policies identified in the Plan of Conservation and Development (page 141) to enhance the infrastructure. The collection system is experiencing deterioration in some of the larger diameter concrete collection piping and in concrete manholes. This project will address the need to repair/replace portions of the existing collection and discharge system as they are identified.

Requested for FYE 17 are funds ($51,000) to conduct an Inflow & Infiltration (I & I) study of the Indian Field, Corey Road, and Ring Drive neighborhoods adjacent to Fort Hill Brook and Poquonnock Plains Park. The sewer lines will be thoroughly cleaned and visibly inspected with remote camera, and a report prepared identifying major I & I sources and recommended repair methods.

Programmed for FYE 18 are funds ($572,000) to line the main sewer lateral between the Poquonnock River Pump Station and the WPCF Treatment Plant.
Programmed for FYE 19 are funds ($11,000) to evaluate the lateral between Toll Gate and Poquonnock Roads for relining, ($11,000) to evaluate grease reduction methods for the Northwest Interceptor, ($237,000) for odor control improvements and Hydrogen Sulfide reduction in the collection system, ($318,000) to reline damaged laterals in the Brookside Area, ($106,000) for new closed circuit television camera and inspection vehicle, and ($690,000) for a new combination vacuum/jet sewer cleaning and maintenance vehicle.
Programmed for FYE 20 are funds ($595,000) to line damaged piping in various areas of the Northwest Interceptor.
Programmed for FYE 21 are funds ($662,000) to evaluate and line damaged piping sections between the Beebe Cove and Mumford Cove pump stations.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	O			22				22
B. Land and Right of Way								0
C. Construction	O		572	555	595	662		2384
D. Equipment	O			796				796
E. Other Costs	O	51						51
Total	O	51	572	1373	595	662	0	3253

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) PUMP STATIONS	10) WATER POLLUTION CONTROL AUTHORITY

DESCRIPTION/PURPOSE/JUSTIFICATION

These projects have been approved by the Water Pollution Control Authority as part of their annual budget and are paid from the user fees collected. This project replaces worn out or outdated mechanical and electrical equipment located in the collection system's 22 pump stations. This also includes structural repairs to the facilities, replacement of underground and above ground fuel tanks and odor control.

Approved for FYE 16 were funds ($213,000) to replace underground oil storage tanks with above ground tanks and ($79,000) to replace the existing emergency generator in the Gravel Street pump station.

Requested for FYE 17 are funds ($160,000) to replace critical operational valves at the following pump stations: Poquonnock River, Beebe Cove, Mumford Cove, Gravel Street, Goss Cove and Little Gibralter. The valves' purposes include isolating wet wells, isolating pumps for repair/replacement, and isolating the pump station for emergency bypasses or other emergencies. The valves are original equipment and no longer serviceable or reparable.
Requested for FYE 17 are funds ($161,000) to replace emergency generators at the Fieldcrest and Noank pump stations. The generators were obsolete, no longer being manufactured and replacement parts are difficult to procure. These generators power the pump stations in the event of loss of commercial power.
Requested for FYE 17 are funds ($228,000) to replace an existing motor control center (MCC) two Flomatchers and two pump motors at the Poquonnock Bridge Pump Station. The current equipment is aged, obsolete and replacement parts are no longer manufactured.

Programmed for FYE 18 are funds ($109,000) to replace the emergency generators at the Trails Corner and Lestertown Road pump stations and to install a new generator at the Burgess Park pump station.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Energy savings
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	O	65		117				182
B. Land and Right of Way								0
C. Construction	O	484	109	4855	521	457		6426
D. Equipment								0
E. Other Costs								0
Total	O	549	109	4972	521	457	0	6608

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (WPCF User Fees)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL (ADDENDUM)

PROJECT	ACTIVITY/DEPARTMENT
B) PUMP STATIONS	10) WATER POLLUTION CONTROL AUTHORITY

ADDITIONAL INFORMATION

Programmed for FYE 19 are funds ($4,704,000) for mechanical/electrical rehabilitation at the Poquonnock River, Goss Cove, Beebe Cove, Gravel Street, and Little Gibraltar pump stations and ($117,000) for engineering, inspection, testing and design of structural repairs for the Little Gibraltar pump station. Also programmed for FYE 19 are funds ($151,000) to replace the emergency generators at the Bridge Street, Little Gibraltar and Beach Road pump stations.

Programmed for FYE 20 are funds ($325,000) to replace communitors at the Goss Cove, Munford Cove, Beebe Cove, Gravel Street, and Little Gibraltar pump stations. Also programmed for FYE 20 are funds ($196,000) to replace the emergency generators at the Goss Cove, Gravel Street, Country Glen and Tower Avenue pump stations.

Programmed for FYE 21 are funds ($331,000) to update and standardize instrumentation and controls at the Poquonnock River, Goss Cove, Mumford Cove, Gravel Street, and Little Gibraltar pump stations. Also programmed for FYE 21 are funds ($126,000) to replace the emergency generators at the Brookview and Poquonnock Bridge pump stations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TREATMENT FACILITY	10) WATER POLLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

These projects have been approved by the Water Pollution Control Authority as part of their annual budget and are paid from the user fees collected. This project addresses the need to maintain the exteriors of the buildings as well as the interior structural components.

Approved in FYE 16 were funds ($1,106,000) to install an above ground heating oil storage tank, replace the existing steam boiler with a hot water boiler, relocate the mechanics' workshop, and install a heat exchanger for the emergency generator.

Requested for FYE 17 are funds ($158,000) for engineering and construction to replace the two remaining Flomatchers that control the two raw sewage pumps at the WPCF Treatment Plant. Flomatchers are archaic technology and failure during a storm event could result in sewer overflows. Also requested for FYE 17 are funds ($393,000) for engineering and construction to rehabilitate primary clarifier #2 at the Treatment Plant. Failure of this equipment during high flow events would significantly impede the plant's ability to properly treat effluent thereby resulting in permit violations and potential fines.

Programmed for FYE 18 are funds ($130,000) for inspection and repair of air relief valves, diffusers, manholes, and piping throughout the WPCF and ($104,000) for updates to the Supervisory Control and Data Acquisition System.
Programmed for FYE 19 are funds ($1,699,000) to upgrade sludge processing, rehabilitate primary clarifier #1, rehabilitate primary clarifier #2, renovate and modernize the laboratory, and study installation of alternative disinfection systems.
Programmed for FYE 20 are funds ($399,000) for a new equipment storage building, and to replace two obsolete aeration blowers.
Programmed for FYE 21 are funds ($638,000) to install wireless control and data capture architecture, and remove the old incinerator and renovate the area for better energy efficiency and storage space.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Energy efficient boilers will reduce cost by decreased fuel use
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2017	FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	
A. Planning and Engineering	O	50		11				61
B. Land and Right of Way								0
C. Construction	O	501	234	1688	399	638		0 3460
D. Equipment								0
E. Other Costs								0
Total	O	551	234	1699	399	638	0	3521

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (WPCF User Fees)

There were no changes made during budget deliberations.

TOWN OF GROTON
FYE 2017 ADOPTED BUDGET

APPENDICES

Glossary
Acronyms
Object Codes with Descriptions

TOWN OF GROTON, CONNECTICUT
GLOSSARY OF TERMS
FYE 2017

ACCOUNT - As used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, postage, equipment maintenance, overtime, etc.

ACCRUAL BASIS - a basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

ADJUSTED BUDGET - The original adopted budget plus any transfers or supplemental appropriations passed as of a certain date.

APPROPRIATION - An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. Usually authorization is limited in the amount and the time in which it may be expended.

AREAS OF SERVICE - A group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of Areas of Service are: General Government, Public Safety, Planning and Development, and Human Services.

ASSESSED VALUATION - A valuation set upon real estate or other property by a government as a basis for levying taxes. In Connecticut, the assessed value is currently set at seventy percent of appraised value.

BALANCED BUDGET - For all of its appropriated funds, the Town Manager submits budgets in which estimated expenditures equal estimated revenues and surplus (fund balance applied).

BENEFIT - A payment made or entitlement available in accordance with a labor agreement or contract.

BONUS - Something given or paid in addition to what is usual or expected.

BUDGET - A plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means for financing them.

BUDGETARY BASIS - Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

BUDGET DOCUMENT - As defined by the Charter of the Town of Groton, not later than March 15th, the Manager files the proposed budget including a budget message outlining the financial policy of the Town Government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This budget document includes:

- Actual revenues and expenditures during the past fiscal year, total estimated revenues and expenditures for the past fiscal year, Department's requests for expenditures for the ensuing fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.

CAPITAL ASSETS - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and have an initial, individual cost of more than $10,000 and an estimated useful life in excess of two years.

CAPITAL BUDGET - A plan of proposed capital projects and the means of financing them for a current fiscal period. Examples include construction of a police station, establishing a new park.

CAPITAL IMPROVEMENT - A major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature (CSS Sec 8-160). Appropriations from this fund shall be made only for capital assets, projects or acquisitions of a non-recurring nature, with a cost of over $25,000 and with a useful life of over five years (GTO #179, 9-17-85).

CAPITAL RESERVE FUND - An account in which annual governmental fund appropriations are accumulated to fund multi-year capital projects.

CHARACTER OF EXPENDITURE - A grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

A. Personnel Services - Direct payment to employees of wages and salaries and selected benefits through normal payroll procedures.
B. Operating Expense - Payment of ordinary and recurring operating expenses not otherwise classified.

CONNECTICARD FUND - A special revenue fund established to account for the revenues and expenses of State grants which are to be used for Library purposes only.

CONTINGENCY - A budgetary reserve to provide for emergency and unanticipated expenditures.

COST CENTER - A specific area of work performed in carrying out department responsibilities. The Assessment Division (10133) is a cost center in the Finance Department Function (1013).

DEBT SERVICE - The amount of money required to pay the interest and principal of outstanding bonded debt.

DEPARTMENT - An organizational unit in which various services are managed.

ENCUMBRANCE – Legal commitments in the form of purchase orders or contracts which are chargeable to an appropriation and for which the part of the appropriation is reserved. The legal commitment ceases to be an encumbrance when paid or when an actual liability for payment is recorded.

EQUALIZED NET GRAND LIST (ENGL) – The estimate of the market value of all taxable property in a municipality. Municipalities revalue their Grand Lists based on schedules established by the CT General Assembly. Thus, there can be a marked difference between the market value of all property and the assessed value. The State of CT's Office of Policy and Management calculates the ENGL from sales and assessment ratio information and grand list reports filed by the municipality.

EXPENDITURES - This term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlays.

FISCAL YEAR - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines financial position and results of operations (July 1 through June 30).

FYE (Fiscal Year Ended) - Connecticut municipalities operate on the uniform fiscal year July 1 to June 30. A listing of "FYE 2017", means the fiscal year which began on July 1, 2016 and ends on June 30, 2017.

FLEET RESERVE FUND - A special revenue fund established to accumulate funds necessary to replace equipment and vehicles and to purchase fuel and parts.

FUNCTION - A grouping of expenditures on the basis of specific and distinct cost centers or services performed by a department.

FUND - An independent fiscal and accounting entity with a self balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE APPLIED - The amount of unreserved/undesignated fund balance that is used to balance a particular budget.

FUND BALANCE; UNRESERVED, UNDESIGNATED - The excess of assets of a governmental fund or trust fund over its liabilities and reserved fund balance accounts.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND - All expenditures supported by general property taxes and other revenues designated for general governmental and educational purposes.

GENERAL OBLIGATION (GO) BONDS - Bonds that are secured by the Town's "full faith and credit" pledge to repay debt. GO bonds issued by the Town are repaid from taxes and other general revenue sources.

GOVERNMENTAL FUNDS – All funds and financing supported by general property taxes and other revenues designated for governmental and educational purposes.

GOVERNMENT SUBDIVISION - The Town of Groton has two political subdivisions, the City of Groton and the Groton Long Point Association.

Seven additional special districts are organized units of government within the Town which also have separate governing bodies and taxing authority. The districts were established by the State legislature for specific purposes such as fire and police protection.

GRAND LIST - A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the Town, the political subdivisions, the fire/special districts, and the sewer district.

INTERGOVERNMENTAL REVENUE - Revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

LEVY - The total amount of taxes imposed by a governmental unit.

LoCIP (Local Capital Improvement Program) - The amount of State funds provided as financial assistance to municipalities for eligible projects within its five-year capital improvement plan.

MILL RATE - The rate applied to assessed valuation to determine property taxes. The Town mill rate for the FYE 2017 Adopted Budget is 21.73 mills. A mill is the amount of tax paid for each $1,000 of assessed value and is $1.00 of tax for each $1,000 of assessed value. For the FYE 2017 budget, this means that $21.73 in property taxes must be paid for every $1,000 of assessed value of property.

MODIFIED ACCRUAL BASIS - The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when measurable and available to finance expenditures of the fiscal period.

OBLIGATIONS - Amounts which a governmental unit may be required legally to meet out of its resources. This includes actual liabilities and un-liquidated encumbrances.

OTHER POST EMPLOYMENT BENEFITS – (OPEB) Refers to post employment benefits other than pension benefits and includes post employment health care benefits, i.e., medical, dental, vision, hearing and other health-related benefits and other types of post employment benefits, i.e., life insurance, disability, long-term care and other benefits provided separately from a pension plan.

OPERATING EXPENSES - Expenditures for day-to-day operations, such as postage, materials and supplies, routine maintenance of equipment, professional development and travel.

ORDINANCE - A formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status.

PERSONNEL SERVICES - Cost related to compensating employees, including salaries and wages and benefits.

PILOT - Payment in lieu of taxes. Various grants received from the State of Connecticut.

REPRESENTATIVE TOWN MEETING (RTM) - An elected body of not more that forty-one (41) members who shall approve or amend budgets passed by the Town Council, accept or reject bonding ordinances and exercise other powers as granted under the State Statutes and the Town Charter.

RESERVE - An account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE - This term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SPECIAL REVENUE FUND - Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SPICER TRUST/LOCAL ASSISTANCE FUND - A special revenue fund established by stipulated judgment to be used for the benefit, maintenance, and support of poor residents.

SUBSIDY - An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TRANSFER FROM OTHER FUNDS - Loans or transfer amounts made from one fund to another.

TRUST FUND - A fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Spicer Trust Fund, Pension Fund.

TOWN OF GROTON, CONNECTICUT

ACRONYMS

FYE 2017

ACO	-Animal Control Officer
BAA	-Board of Assessment Appeals
BOE	-Board of Education
CAD	-Computer Aided Drafting
CCM	-Connecticut Conference of Municipalities
CEDAS	-CT Economic Development Association
COG	-Council of Governments
CRF	-Computer Replacement Fund
DARE	-Drug Abuse Resistance Education
DCYS	-Department of Children & Youth Services
DWI	-Driving While Intoxicated
ECHO	-Eastern CT Housing Opportunities
EMS	-Emergency Medical Service
FTE	-Full Time Employee
FSC	-Family Support Center
FYE	-Fiscal Year End
GASB	-Government Accounting Standards Board
GFOA	-Government Finance Officers Association
GIS	-Geographic Information System
GLPA	-Groton Long Point Association
GMEA	-Groton Municipal Employees Association
GMTV	-Groton Municipal Television
GREAT	-Gang Resistance Education and Training
GSS	-Groton Social Services
HRDG	-Human Resources Development Grant
LoCIP	-Local Capital Improvement Program
LLHD	-Ledge Light Health District
MASH	-Mystic Area Shelter & Hospitality
MDT's	-Mobile Data Terminals
MED	-Medical Emergency Dispatch
MIS	-Management Information Systems
MSW	-Municipal Solid Waste
NLC	-National League of Cities
NAWAS	-National Warning System
NRZ	-Neighborhood Revitalization Zone
PBFD	-Poquonnock Bridge Fire Department
OPDS	-Office of Planning & Development Services
OPEB	-Other Post-Employment Benefits
PILOT	-Payment in Lieu of Taxes
RSVP	-Retired Senior Volunteer Programs
RTM	-Representative Town Meeting
SCADD	-Southeast Council on Alcohol & Drug Dependence
SCCOG	-Southeastern Connecticut Council of Governments
SCRRRA	-Southeastern Connecticut Regional Resource Recovery Authority
SECTER	-Southeastern CT Enterprise Region
SSBG	-Social Service Block Grant
TECHCONN	-Technology for CT
TVCCA	-Thames Valley Council for Community Action
VNA	-Visiting Nurses Association
WPCF	-Water Pollution Control Facility
YFS	-Youth & Family Services

TOWN OF GROTON, CONNECTICUT
ACCOUNT NUMBERS WITH DESCRIPTIONS
FYE 2017

PERSONNEL SERVICES

5101 Regular Full Time Personnel
Employees working a minimum of 35 hours per week on a year-round basis.

5102 Part Time Personnel

a) **Part Time** - employees working less than twenty (20) hours per week year round or for recurring periods exceeding six-months (less than 1,027 hours per year).

b) **On Call Employees** - employees such as Dispatchers and Supernumeraries (Police Department) who are available on an as-needed basis.

c) **Temporary** – full-time employees hired in a regular classification for five (5) months or less (and/or as otherwise set forth in any Collective Bargaining Agreement) to replace a regular employee on leave or to accomplish a non-recurring project or assignment.

5103 Seasonal Personnel
Employees working part-time or full-time on a recurring basis for less than six (6) months in a calendar year (e.g. summer employees).

5104 Overtime Pay
Additional pay for hourly paid employees who work more than the normal number of hours in a pay period or day. This could usually be paid at straight, time and one-half or double times the normal hourly rate.

5105 Longevity Pay
Payments received based on one's length of employment with the Town beginning on an employee's anniversary date in accordance with their labor agreement.

5106 College Incentive Pay
Incentive payments made to Police Officers for college credit and/or degrees.

5107 Shift Replacement Overtime
Used by the Police Department to charge an officer's time when he/she is brought in on overtime to cover another officer's absence.

5109 Salary Adjustments
Normally, used to reflect salary adjustments paid out of a function budget for accrued vacation hours and a retiree's sick leave hours. Also used to account for salary adjustments that could bring about the elimination of positions and/or furlough days.

5110 Regular Part Time
Employees that work on a year round basis at least twenty but less than thirty-five hours per week. Generally are included in collective bargaining units.

5111 Premium Pay/Out of Class
Used to charge extra pay for work performed out of one's normal classification or as a premium pay for performing certain activities. In Police accounts, used when an officer cashes in accumulated paid holidays.

5112 Sick Incentive
Incentive for employees not to use sick leave. Police Officers are awarded one day's pay for each quarter no sick leave is taken. Employees affiliated with the GMEA receive a $50.00 payment for each quarter of perfect attendance. Depending on labor agreements, other employees who have sick leave accrued in excess of 200 days can have it converted to pay in the ratio of 3 sick day's equivalent to one day's pay.

5115 Shift Premium
Premium for working evening or night shift.

5116 Wage Continuation
Wages paid to an injured employee prior to a determination of workers compensation eligibility.

5117 Allowances
Payments made to an employee in lieu of furnishing a Town owned vehicle on a permanent basis for business purposes. Also included are payments made to employees (on a non-reimbursable basis) for meals, clothing, tools, fluids, etc. as per the labor agreements.

5119 Salary Reimbursement
Used to offset the home based salary expenditures when funds are expected to be received from outside sources.

5151 Social Security
Represents the Town's contribution of 6.2% on wages and up to $117,000 for Old Age Survivors and Disability (OASDI) and 1.45% on all wages for Medicare. The Town's police officers are exempt from OASDI but the Town contributes the Medicare portion on any officer hired after 1986.

5152 Retirement
Represents the amount that the Town contributes to the Pension Trust Fund based on an annual actuarial study.

5153 Health Insurance
Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the medical costs associated with the health insurance plans. This amount is net of employee co-payments.

5154 Unemployment Compensation
Represents payments made to the State for actual unemployment claims.

5155 Worker's Compensation
Represents the amount that the Town contributes to the Trust Fund based on an actuarial study.

5158 Life Insurance
Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the life insurance costs.

5159 Heart & Hypertension
Represents the contribution to the Trust Fund to pay for heart and hypertension benefits.

5160 Health-Retiree-Current
Represents the amount that the Town contributes to pay for the medical costs associated with retiree health insurance plans. This amount is net of retiree contributions.

5170 Other Post Employment Benefits (OPEB) Liability
Represents the amount that the Town contributes for future post employment benefits other than retirement.

OPERATING EXPENSES

5201 Postage/Printing/Advertising
Charges for postage, printing and advertising.

5210 Professional Development/Training
Expenses such as membership in professional associations, dues, professional subscriptions, costs of seminars and conferences including transportation, lodging and meals; reimbursement for interview expenses, tuition reimbursement.

5220 Utilities/Fuel/Mileage
Charges for fuel, mileage reimbursement, monthly telephone bills, lubricants, electricity, natural gas, water, sewer, waste disposal, and heating fuel.

5230 Payment/Contributions
Contributions and/or payments to hospitals, the State of Connecticut, subdivisions of the Town of Groton, outside agencies and grievance/arbitration settlements other than wage payments.

5240 Boards and Commissions
Appropriations to various boards and commissions such as Groton Arts Committees, Conservation Commission, Cable TV Advisory Committee, Veterans Memorial Committee, Community Events, Board of Assessment Appeals Expenses.

5260 Repairs & Maintenance – Facility/Equipment
Contractual costs of maintenance and repair of miscellaneous equipment and facilities. Also includes maintenance agreements/contracts on computer hardware, typewriters, telephones, etc. Minor office renovation and routine building maintenance.

5261 Software Maintenance Fees
Right to use software, right to updates, and telephone support. Software is never owned outright, a user is only licensed to use the software.

5280 Insurance/Risk Management
Premium costs for property and liability insurance. Bond costs.

5281 Occupational Health and Safety
Safety and health related equipment and services including OSHA-mandated training costs, commercial driver's license (CDL) physicals and drug and alcohol tests.

5285 Building/Property Damage
Accident expense/claim expense.

5289 Insurance Claim Payments
Payments made for claims not covered by insurance or below the deductible. Unemployment claims.

5290 Professional/Technical Services
Management consulting or professional services, engineering and architectural services, legal services, rentals and/or lease fees for buildings and equipment, commercial solid waste removal, oil/water and sludge disposal, temporary employment agencies, pre-employment physicals/drug/alcohol tests and instructors for classes. Expenses associated with the surplus equipment sale.

5300 Materials and Supplies
Agricultural supplies, sand, chemicals, salt, clothing, medical, recreational, electrical and communication supplies, construction supplies, food, clothing, awards and recognitions, admission fees, tickets, federally donated food, ammunition and electrical and mechanical equipment parts. Also includes meal allowances, books or manuals which are necessary in the operation of the department. Janitorial supplies, office supplies, building materials, tools, heating, ventilation, air conditioning and cooling (HVAC) supplies.

5310 Vehicle Operation and Maintenance
Expenditures for vehicles used to transport personnel or objects. Included here are motor vehicle and boat parts. Equipment that can travel under its own power is considered a vehicle.

5315 Vehicle Replacement Fee
This account is used to record the annual replacement cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle purchases.

5316 Vehicle Maintenance Fee
This account is used to record the annual maintenance cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle maintenance.

5317 Vehicle Fuel
This account is used to record the annual fuel cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle fuel.

5318 Computer Replacement Fee
This account is used to record the annual contribution to the Computer Replacement Fund for the replacement of computers and printers assigned to departments and related network equipment.

5400 Equipment/Machinery & Furniture
Maintenance equipment, janitorial equipment, office equipment and furniture. Recreation, communication, and surveillance equipment. Capitalized machinery and equipment for physical plant operations.

5410 Computer Equipment
This account is used to purchase computer equipment not included in the Computer Replacement Fund such as scanners, digital cameras, palm pilots, etc. as well as canned software such as Adobe, Publisher, Employee Appraiser, Front Page, etc. The initial purchase of computers and printers that will be later included in the Computer Replacement Fund is also charged here.

5420 Vehicles
All purchases of new vehicles.

5450 Debt Service
This account is used by the General Fund, Golf Course Fund and possibly other special funds for debt service payments.

5460 Reserve Fund/Equipment
This account is used by the General Fund, Golf Course Fund and possibly other special funds as a reserve account for major purchases to take place in future years.

5499 Contingency
This account is used by the General Fund, and Other Funds as a reserve for budgeted items which cost more than anticipated.

5600 Human Services Accounts
The 5600 series of accounts are expenses associated with providing General Assistance to qualified applicants.