

# TOWN OF GROTON FINANCE COMMITTEE

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*Monday, November 2nd, 2015, 2<sup>nd</sup> Floor Meeting Rm*

*Groton Town Hall, 173 Main St. Groton, MA, 5:00 p.m.*

**Present for Finance Committee:** R. Hargraves (Vice Chair), G. Green (Chair), B. Robertson, B. Pease, M. Bacon, Art Prest, D. Manugian, P. DuFresne (Town Accountant, Recording)

**Absent:** None

**Also Present:** M. Haddad (Town Manager), Dawn Dunbar (Executive Assistant), Kristan Rodriguez (School Superintendent)

**Documents available at the meeting:** Mr. Green's FY17 Budget Goal Proposal Document  
FY16 1<sup>st</sup> Quarter Budget Report  
Town Manager's FY15 through FY17 Budget Comparison Doc.

*Mr. Green called the Finance Committee meeting to order at 5:05 p.m.*

**Approval of Meeting Minutes** – Approval of minutes was deferred for a subsequent meeting.

**Finance Committee FY17 Budget Goal Recommendation** – Mr. Green explained that the Board of Selectmen were meeting with the Finance Committee later this evening to make a decision regarding specific budgetary guidance to be provided to the Town Manager. Because the Department Heads are to be given their budget instructions on Wednesday, he felt that the Finance Committee should have a chance to discuss this matter before meeting with the BOS. Mr. Green suggested that the municipal budget for FY17 should be allowed to grow no more than 2.2% over the FY16 voted budget. He drew the members attention to the document he had previously prepared (Town of Groton Budgetary Goals for FY2017) and explained that much of the reasoning included was drawn from the BOS Overall Financial Management Policy (as revised June 2015). At the previous joint BOS/FinCom budget meeting on October 13<sup>th</sup>, Mr. Haddad had presented a projected FY17 budget that showed an increase in spending of approximately 3.22% for all the major categories (including schools, municipal wages, employee benefits and debt service). At the time, Mr. Robertson had suggested reducing this projected growth by 1%. Therefore, Mr. Green asked the Finance Committee to support a FY17 budget goal proposal that limits municipal growth to 2.2% over FY16. He added that this represents a request to maintain current services, while delivering them more efficiently. Mr. Haddad noted that this would translate to budget cuts of approximately \$150,000. The group discussed the possibility of structuring the new debt service in such a way as to delay principal payment obligations. It was noted that this will cause an increase in debt service when the permanent bonding settles. Mr. Pease would like to see the town present a level-funded budget for FY17 (excepting only new debt service). Mr. Haddad estimated that such a proposal

would require \$370,000 in budget cuts, which would necessarily involve employee lay-offs. He reviewed some of the expenses that typically belong to the "non-major" categories. These involve crucial services such as tipping fees, insurance & bonding, public safety general expenses, road maintenance, and the reserve fund. Mr. Robertson wondered at the reasoning behind requesting a level-funded municipal budget. Mr. Pease explained that he had voted against the FY16 budget as he felt that payroll and benefits were funded at unsustainable levels. He would like to resolve this by structuring hiring freezes, and salary freezes as the union contracts ratified were not realistic. Mr. Haddad disagreed with that assessment saying that the contracts as negotiated were in line with other comparable communities and were good for both the employees and for the Town. Mr. Green asked that members of the Finance Committee be careful about describing ratified contracts or voted budgets as unsustainable as they may in fact be sustainable. He added that benefit costs are increasing in Groton as they are everywhere else. This does not mean the growth should not be carefully managed, but also does not justify making deep cuts for the upcoming year. Mr. Green said that input from the Board of Selectman (as the elected policy-making board) will be crucial, as will a careful analysis of the 5-year budget projections). If the BOS decides to make cuts to the municipal budget, the Finance Committee can help them accomplish that. Mr. Robertson said that if the trends remain as they are, salaries and benefits probably would be unsustainable. However, the Finance Committee and BOS should begin now to start thinking about how to structure the next round of union contracts and modeling of benefits growth. Mr. Haddad assured the group that the Town labor unions are always cooperative and willing to work within established financial parameters. He added that if 2.2% municipal growth is the Finance Committee's recommendation, then he will accomplish that.

Mr. Green expressed concern about providing a balanced budget in December when the school assessments are not known until February or March. Mr. Haddad agreed that this does give some trouble. He routinely sets aside an estimated school assessment as a placeholder, not a dictate (usually in the range of 2.5%). This figure is adjusted (and the municipal budget re-balanced) once the school districts' assessments are finalized. Mr. Hargraves asked the School Superintendent to provide an update on the status of their FY17 budget needs. Ms. Rodriguez replied that the multi-board will be meeting at the end of November, at which time the impact of the needs assessment will be known and communicated to the district Towns. She confirmed that the actual budget hearing will not take place until February. Mr. Prest asked whether anything is yet known about the Nashoba Valley Tech. assessment for FY17. Mr. Haddad replied that the Town has thus far been unable to obtain the current enrollment information which drives that assessment. The Treasurer will continue to work on this. He added that Groton has been fortunate over the last several years that enrollment at the Tech has been flat. Mr. Prest emphasized the need to work collaboratively with the schools in this effort as the legal dates for budget compliance are largely non-synchronous.

The group briefly discussed the policy limiting debt service to between 3 and 5% of the budget. Mr. Haddad explained that it is important to maintain a proper level of debt in the budget both to ensure infrastructure viability as well as to prevent the tax rate from spiking when it becomes necessary to do a large project.

Mr. Pease expressed frustration that the taxpayers are expected to support 2.5% growth year over year. He would like to see the Town perform a true needs assessment with actual surveys and data. He disavows the current mindset that allows Town management to legally extract money from taxpayers at



the current unsustainable level. He feels that while 2.5% may be legal, it is not appropriate. Mr. Green noted that Town Meeting appropriates all funding and votes for whatever levels of service the Town wants. Mr. Haddad added that he merely provides a proposed budget. The first budget he created required many cuts, and since then he has always presented a maintenance budget. He reiterated that he has never presented a budget that taxes the full levy limit. Mr. Bacon feels that some departments have achieved flat spending; perhaps a level-funded budget is an appropriate goal. Mr. Haddad replied that this is most likely not achievable without layoffs and reduction of services. Mr. Green said that the proposed FY17 budget was not built to target a 2.5% increase; it was built starting from known contractual obligations, 3% increase for schools, 6.4% for benefits and otherwise level-funded. He reminded the Finance Committee that they had not identified wasteful spending in the FY16 budget. He would like to see the FinCom working with the Town Manager and perhaps the Personnel Board to look for ways to control growth in employee benefits. Mr. Haddad noted that the Town currently has the same level of manpower as in 2010. At this point, the only option for reducing benefits is reducing the number of employees.

Mr. Hargraves asked whether current debt could be re-financed. Mr. Haddad that option was limited as the debt has to be 50% paid off before a refinance is allowed. Mr. Hargraves asked whether Department Heads are required to provide zero-based budgets. Mr. Haddad replied that they are told to provide realistic budgets that maintain services. Mr. Hargraves said that he was pleased that the Finance Committee is being given the opportunity to help steer the budget process from the beginning for FY17; he hopes that the Charter Review Committee sees fit to accept this new procedure for inclusion with the Town Charter.

Mr. Pease would like to see a 5-year budget strategy. Mr. Prest mentioned that the Finance Committee could work at driving new revenue opportunities. He stressed that such opportunities are available through economic development projects such as the proposed new Indian Hill Music Center.

*At this point in the meeting (6:00 p.m.), the Finance Committee relocated to the 1<sup>st</sup> Floor Meeting Room to join the Board of Selectmen's meeting for further discussion of the FY17 Budget as well as 1<sup>st</sup> Quarter FY16 Budget Results.*

FY16 1<sup>st</sup> Quarter Results – Mr. Haddad referred to the Town of Groton General Fund Statement of Revenue & Expenditures (previously distributed) and explained that the 1<sup>st</sup> Quarter of FY16 is on track to meet budget projections. Each revenue category should be at about 25% of budget and that is the case with very few exceptions. Motor Vehicle Excise is only at 11% because the commitment will not go out until January. Mr. Petropoulos asked for an update on the Meals Tax projections. Mr. Haddad replied that the relatively low collection rate last year is being attributed to the harsh winter weather conditions which acted to depress economic activity in that sector. The Accountant will watch for trends in the 2<sup>nd</sup> & 3<sup>rd</sup> Quarters this year. Other Departmental Revenue is also slightly lower than last year, but is attributable to timing of benefit reimbursements from the Enterprise Funds and will catch up as the year progresses.

Mr. Haddad said that expenses are also tracking well against budget. He reminded the group that an additional \$27,000 was budgeted in General Government for the Pepperell Sewer Plant debt (formerly paid for by the Sewer Enterprise). Culture, Recreation & Citizen Services expenses run heavy in the first quarter due to Country Club activity. That budget was re-structured for FY16 and therefore will not track



as it did in FY15. Mr. Haddad summarized that overall, the Town is in excellent financial health. In response to a question from the BOS regarding the slower rate of spending in the debt service category, Mr. Hartnett pointed out that the large debt refinance completed in FY15 allocates principal payments differently than in FY15.

Budgetary Goals for FY2017 - Mr. Green explained that based on the BOS/FinCom budget meeting that took place on October 13<sup>th</sup>, he reviewed the Financial Management Policy and singled out some clear budget guidance. Given this document as well as the straw man projection provided by the Town Manager (proposing 3.2% growth over FY16), it had been suggested on the 13<sup>th</sup> that a 1% reduction would be desirable. Therefore, Mr. Green and the Finance Committee are recommending that the FY17 Operating Budget should limit municipal growth to 2.2% above the voted budget for FY16. He said that the Finance Committee did not officially vote this recommendation, however the idea received general support amongst the committee members. Mr. Petropoulos and Mr. Hargraves both indicated that this represented a good starting point for the discussion. Mr. Haddad said that he will use this guidance for his initial formulation of the budget. The School District will provide their needs by the end of November, which will coincide with the date that Department budgets are due. He added that the Board of Selectmen can still make changes to their recommendations, but it would be helpful to receive any new guidance prior to the end of November.

Mr. Robertson briefly explained the budget projections as broken out by expenditures in the top 4 major categories (schools, wages, benefits, debt service). He noted that wages, benefits and debt are steady-state fixed items and are expected to cost an additional \$457,000 in FY17. Since those fixed items represent an increase of more than 2.2%, cuts will have to be made in employee count or in the "other expenses" category. Mr. Petropoulos argued that the growth in wages and benefits is taking up too large a percentage of financial resources. Either revenue must grow faster, or personnel costs must be reduced. Mr. Degen agreed that this growth in employee costs must be reduced. He cited the average Social Security COLA increases over the last 7 years as 1.22%, while Town unions have secured 2% to 2.5%. He would like to see changes made to the Performance Incentive Policy to block merit increases from being made part of the employee's base rate. Mr. Haddad reminded the group that the merit program was negotiated in place of 3% automatic step increases. This program has saved the Town money and cannot be altered outside of collective bargaining. Mr. Cunningham said it was encouraging to see this type of discussion taking place to help set the stage for the FY17 budget cycle. He added that it is difficult for a municipality to outsource services the way that private firms can. He felt that it will be important to ascertain what the Department Heads need for the coming year before coming to a final decision on budget growth. Mr. Petropoulos disagreed, stating that outsourcing was most likely possible to some extent and may provide efficiencies. Mr. Haddad felt that he could use the current 2.2% goal to direct his Department Heads. Once a first draft of the budget is created showing the impacts, the BOS can accept, reject or tweak as it wishes. He will then finalize the budget by the end of December. Mr. Petropoulos said that the BOS can offer different recommendations than the Finance Committee has proposed. Mr. Degen feels that the growth of municipal expenses should remain equal to growth of new revenues. Mr. Petropoulos added that if overall revenues are projected to grow at 3%, then no individual large line items should grow at a rate greater than 3%. Mr. Haddad said that this would result in reduction in workforce and would impact services. Mr. Petropoulos argued that allowing personnel costs to grow at a greater rate will impact services indirectly anyway. Mr. Green suggested that it was important to consider real dollars in this situation. Mr. Petropoulos said that the ratio of school spending to municipal spending has

decreased over the years. Mr. Haddad disagreed, saying that any change in that ratio was made up for in FY15. He said that it is untrue that the municipal budget is taking up a greater percentage of resources. Mr. Robertson stressed the importance of developing and analyzing a 5-year plan. The Town needs to start making decisions regarding salary and benefit growth now, before the union contracts are re-negotiated in two years. The disruptive effect of slowing that growth trend can be mitigated if the process is begun now. He added that this will be difficult but will get the Town on the right path for the future. Ms. Eliot said it will be important to communicate this to the school committee so that they understand the Town budget forces and impacts.

Mr. Petropoulos reiterated his belief that growth in major line items should be limited to revenue growth. He added that no cuts should be made to EMS response budgets. The budget is a reflection of priorities, and public safety is a priority in Groton. He thanked the Finance Committee for its cooperation and expressed his gratitude that both the FinCom and the BOS have taken a huge step forward in terms of managing the Town budget.

*Mr. Green officially adjourned the meeting at 7:20 p.m.*

Respectfully submitted,

Patricia Dufresne, Recording Secretary

## Patricia DuFresne

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**From:** Gary Green <ggreen@freetobegreen.com>  
**Sent:** Monday, November 02, 2015 3:07 PM  
**To:** Patricia DuFresne  
**Subject:** Fwd: BOS-Fincom Budgetary Guidance for FY17  
**Attachments:** BOS-Fincom Budgetary Goals FY 2017.docx; ATT00001.htm

Hi Patricia-

Can you forward to members in advance of tonights 5pm meeting?

Thank you,  
Gary

I put together the attached document.

99% of the document comes directory from the BOS Financial Policies document that both the BOS and the Fincom signed off on earlier this year.

The specific guidance for 2017 can be found under the Operating Budget section in bold: ***In FY2017, municipal spending should grow by 2.2% or less over 2016 Municipal Budget levels.***

Let's discuss at 5pm.

- Gary



## **TOWN OF GROTON**

### **Budgetary Goals for FY 2017**

The town budget should be formulated with the following goals in mind.

#### **General Budgetary Goals**

- Ensure the town's sound financial condition
  - Cash Solvency - the ability to pay bills in a timely fashion.
  - Budgetary Solvency - the ability to balance the budget annually.
  - Long-Term Solvency - the ability to pay future costs.
  - Service Level Solvency - the ability to provide needed and desired services.
  - Public Confidence - the ability to garner public support for decisions that promote financial stability.
- Maintain flexibility to ensure the town is in a position to react and respond to changes in economic conditions or required services without under going financial stress.
- Ongoing operating costs will be funded by ongoing operating revenue sources.
- Avoid budgetary procedures that balance current expenditures at the expense of meeting future budgetary needs.

#### **Operating Budget Goals**

- ***In FY2017, municipal spending should grow by 2.2% or less over 2016 Municipal Budget levels.***
- Stabilization Fund should maintain a balance of at least 5% of current annual budget, exclusive of Enterprise and Community Preservation Funds.
- Capital Stabilization Fund should maintain a balance of at least 1.5% of current annual budget, exclusive of Enterprise and Community Preservation Funds.
- Reserve Fund should be funded at an amount equal to approximately 1% of total general fund appropriations less the assessments to the district schools.
- OPEB Trust Fund should be funded at an amount equal to current liabilities with all such funds then used to pay for current year liabilities.
  - Town enterprises should work towards funding their Annual Required Contributions by incorporating such expenses into their rate structures.

#### **Debt Budget Goals**

- Town will not bond projects or aggregate funding of multiple projects/purchases that fall within the funding ability of the Capital Stabilization Fund.
- The town shall strive to maintain a debt service of between 3% and 5% of the town's current annual budget, exclusive of Enterprise funded debt, Community Preservation funded debt and debt service excluded from Proposition 2 1/2.
  - If debt service is projected to fall below 3%, the amount below shall be expended on one-time capital projects or appropriated to the Capital Stabilization Fund.
- Any lease-to-purchase agreements or similar financing activities shall be considered the same as debt.
- Massachusetts General Laws, Chapter 44, Section 10, specifies that the debt limit for towns is 5% of Equalized Valuation.

### **Other Budget Goals**

- Conservation Fund should maintain a balance of at least 2% of current annual budget, exclusive of Enterprise and the Community Preservation Funds (to the extent possible, funding to come from Community Preservation fund).
- It is the towns desire that the Community Preservation Fund be managed in a manner that guarantees payment of current debt service prior to approving new projects.
  - Borrowing against the Community Preservation Fund shall be managed in order to assure that no more than a total of 75% of CPA receipts, not including annual contributions to the fund by the Commonwealth, are dedicated to debt service in compliance with Massachusetts Department of Revenue IGR 00-209 and File #2004-464.
- The town shall not enter into contracts for reimbursable and/or matching grant liabilities whose aggregate total exceeds 1.5% of the town's current annual budget exclusive of Enterprise and the Community Preservation funds.
- It is the desire of the town that special funds (Gifts, Grants, and Trusts) and Enterprise funds be managed to assure fund solvency and avoid undue stress on the general fund.



**Town of Groton**  
**General Fund Statement of Revenues & Expenditures**  
**September 30, 2015**

	Current Budget FY16	July - Sept Actual FY16	Variance to FY16 Budget	% of Budget	Final FY15 Budget	July - Sept Actual FY15	Variance to FY15 Budget	Jul - Sept FY15 % of Budget	% of Budget Change	Notes
<b>Revenue</b>										
State Aid (Lottery/Exempts/Van)	856,513	216,218	(640,295)	25.24%	828,915	225,285	(603,630)	27.18%	92.86%	
Motor Vehicle Excise	1,400,000	164,845	(1,235,155)	11.77%	1,375,000	138,731	(1,236,269)	10.09%	116.65%	
Local Option Meals Tax	100,000	32,958	(67,042)	32.96%	40,000	0	(40,000)	0.00%	#DIV/0!	Not rec'd 1st Qtr of FY15
Penalties and Interest on Taxes	90,000	15,875	(74,125)	17.64%	90,000	19,695	(70,305)	21.88%	80.62%	
Payments in Lieu of Taxes	230,000	104,393	(125,607)	45.39%	190,000	5,549	(184,451)	2.92%	1554.45%	Groton School rec'd early FY16
Otr Chrgs for Service (Dunst)	65,000	58	(64,942)	0.09%	65,000	100	(64,900)	0.15%	60.00%	Billing is done later in year
Fees (incl CC & Van vouchers)	791,192	276,857	(514,335)	34.99%	885,000	270,407	(614,593)	30.55%	114.53%	Country Club Rev Budget Reduced FY16
Rentals	25,000	8,103	(16,897)	32.41%	25,000	7,408	(17,592)	29.63%	109.38%	
Library	12,000	3,363	(8,637)	28.03%	12,000	2,899	(9,101)	24.16%	116.02%	
Other Departmental Revenue	600,000	188,750	(411,250)	31.46%	575,000	219,636	(355,364)	38.20%	82.36%	Intergovernmental Reimb. Timing Diff.
Licenses and Permits	275,000	69,323	(205,677)	25.21%	275,000	83,317	(191,683)	30.30%	83.20%	
Fines and Forfeits	30,000	7,070	(22,930)	23.57%	22,000	10,060	(11,940)	45.73%	51.54%	
Investment Income	15,000	5,044	(9,956)	33.63%	10,000	4,702	(5,298)	47.02%	71.52%	
Misc Non-recurring (State Aid)			0				0			
Misc Non-recurring (Other)			0			7,868	7,868			
Real Estate and Personal Prop	29,079,296	6,924,345	(22,154,951)	23.81%	27,971,460	6,522,672	(21,448,788)	23.32%	102.10%	
<b>Total Revenue</b>	<b>33,569,001</b>	<b>8,017,202</b>	<b>(25,551,799)</b>	<b>23.88%</b>	<b>32,364,375</b>	<b>7,518,329</b>	<b>(24,846,046)</b>	<b>23.23%</b>	<b>102.80%</b>	
<b>Expenditures (Operating Expenses)</b>										
General Government	2,349,346	631,105	1,718,241	26.86%	2,170,818	573,667	1,597,151	26.43%	101.63%	
Public Safety	3,561,983	895,614	2,666,369	25.14%	3,314,510	828,064	2,486,446	24.98%	100.64%	
Department of Public Works	2,094,007	365,182	1,728,825	17.44%	2,240,784	355,503	1,885,281	15.87%	109.89%	snow/ice spending incr. final budget
Culture, Rec, & Citizen's Svcs	1,539,710	448,717	1,090,993	29.14%	1,693,245	461,986	1,231,259	27.28%	106.82%	Country Club budget reduced FY16
Employee Benefits and Other	3,507,389	2,152,297	1,355,092	61.36%	3,133,724	1,927,054	1,206,670	61.49%	99.79%	
<b>Total Operating Expenses</b>	<b>13,052,435</b>	<b>4,492,915</b>	<b>8,559,520</b>	<b>34.42%</b>	<b>12,553,081</b>	<b>4,146,274</b>	<b>8,406,807</b>	<b>33.03%</b>	<b>104.21%</b>	
<b>Expenditures (Non -Operating Exp.)</b>										
Special Articles Voted for Current Yr	776,045	161,605	614,440	20.82%	1,030,829	122,254	908,575	11.86%	175.55%	
PY Articles/Enc(SeeUse of Enc Below)	382,441	89,305	293,136	23.35%	227,961	114,768	113,193	50.35%	46.38%	
Education	18,862,805	4,715,701	14,147,104	25.00%	18,328,798	4,725,393	13,603,405	25.78%	96.97%	
Debt Service	1,383,590	461,300	922,290	33.34%	1,308,721	501,359	807,362	38.31%	87.03%	
Intergovernmental (State Offsets)	81,969	20,492	61,477	25.00%	106,992	26,748	80,244	25.00%	100.00%	Cherry Sheet Chgs
<b>Total Non - Operating Expenses</b>	<b>21,486,850</b>	<b>5,448,403</b>	<b>16,038,447</b>	<b>25.36%</b>	<b>21,003,301</b>	<b>5,490,522</b>	<b>15,512,779</b>	<b>26.14%</b>	<b>97.02%</b>	
<b>Excess (Deficiency) Before OFS&amp;U</b>	<b>(970,284)</b>	<b>(1,924,116)</b>	<b>(953,832)</b>	<b>198.30%</b>	<b>(1,192,007)</b>	<b>(2,118,467)</b>	<b>(926,460)</b>	<b>177.72%</b>	<b>111.58%</b>	
<b>Other Financing Sources</b>										
Transfers from Other Funds	966,045	966,045	0	100.00%	827,829	827,829	0	100.00%	100.00%	CapStab/Stab/Amb/RptsRsrd
Proceeds of Notes			0		200,000	0	(200,000)			
Use of Avail. Funds: Encumbrances	382,441	89,305	(293,136)	23.35%	227,961	114,768	(113,193)	50.35%	46.38%	
Avail. Funds: Free Cash/Overlay	60,000	60,000	0		1,018,229	821,229	197,000	80.65%	0.00%	
<b>Total OFS</b>	<b>1,408,486</b>	<b>1,115,350</b>	<b>(293,136)</b>	<b>79.19%</b>	<b>2,274,019</b>	<b>1,763,826</b>	<b>(116,193)</b>	<b>77.56%</b>	<b>102.10%</b>	
<b>Other Financing Uses</b>										
Overlay & Deficits to be Raised	369,387	369,387	0	100.00%	439,166	439,166	0	100.00%	100.00%	Snow deficit reduced due to overlay surplus
Transfers to Other Funds			0		626,884	626,884	0	100.00%	0.00%	CapStab/Stab/Grants/Cap.Projects
<b>Total OFU</b>	<b>369,387</b>	<b>369,387</b>	<b>0</b>	<b>100.00%</b>	<b>1,066,050</b>	<b>1,066,050</b>	<b>0</b>	<b>100.00%</b>	<b>100.00%</b>	
<b>Excess (Deficiency) Incl. OFS&amp;U</b>	<b>68,815</b>	<b>(1,178,153)</b>	<b>(1,246,968)</b>	<b>-1712.06%</b>	<b>15,962</b>	<b>(1,420,691)</b>	<b>(1,436,653)</b>	<b>-8900.46%</b>	<b>19.24%</b>	

**Town of Groton**  
**General Fund Statement of Revenues & Expenditures**  
**September 30, 2015**

	<b>Current Budget FY16</b>	<b>July - Sept Actual FY16</b>	<b>Variance to FY16 Budget</b>	<b>% of Budget</b>	<b>Final FY15 Budget</b>	<b>July - Sept Actual FY15</b>	<b>Variance to FY15 Budget</b>	<b>Jul - Sept FY15 % of Budget</b>	<b>% of Budget Change</b>	<b>Notes</b>
<b>Salaries/Wages Expenditures by Function of Government</b>										
<b>General Government:</b>										
BOS/Town Manager	288,938	70,681	218,257	24.46%	272,116	69,871	202,245	25.68%	95.25%	
Accountant	122,489	29,648	92,841	24.20%	111,938	27,224	84,714	24.32%	99.51%	
Assessors	178,977	42,955	136,022	24.00%	170,950	42,539	128,411	24.88%	96.46%	
Treasurer/Collector	183,218	44,506	138,712	24.29%	175,553	42,126	133,427	24.00%	101.21%	
Personnel	70,359	18,041	52,318	25.64%	68,896	18,207	50,689	26.43%	97.01%	
Information Technology	171,406	41,312	130,094	24.10%	171,156	56,812	114,344	33.19%	72.61%	IT Dir resigned 8/15
Town Clerk/Elections	134,354	29,955	104,399	22.30%	134,740	31,355	103,385	23.27%	95.83%	
Land Use Conservation Comm.	63,551	16,295	47,256	25.64%	61,384	16,526	44,858	26.92%	95.25%	
Land Use Inspection Services	173,845	39,253	134,592	22.58%	172,508	40,409	132,099	23.42%	96.41%	
Land Use (Planning/ZBA)	100,825	24,200	76,625	24.00%	99,055	25,035	74,020	25.27%	94.97%	
<b>Total General Government</b>	<b>1,487,962</b>	<b>356,846</b>	<b>1,131,116</b>	<b>23.98%</b>	<b>1,438,296</b>	<b>370,104</b>	<b>1,068,192</b>	<b>25.73%</b>	<b>93.20%</b>	
<b>Public Safety:</b>										
Police Department	1,910,724	513,299	1,397,425	26.86%	1,787,256	487,704	1,299,552	27.29%	98.42%	
Fire Department	784,556	168,346	616,210	21.46%	790,428	179,455	610,973	22.70%	94.54%	Includes \$30,500 RFT FY15
Dispatch	462,014	99,469	362,545	21.53%	352,082	67,309	284,773	19.12%	112.60%	Grant support reduces expenditure
Animal Cntrl	18,137	4,744	13,393	26.16%	18,137	3,921	14,216	21.62%	121.00%	
<b>Total Public Safety</b>	<b>3,175,431</b>	<b>785,858</b>	<b>2,389,573</b>	<b>24.75%</b>	<b>2,947,903</b>	<b>738,389</b>	<b>2,209,514</b>	<b>25.05%</b>	<b>98.80%</b>	
<b>Department of Public Works:</b>										
Municipal Buildings	84,728	18,788	65,940	22.17%	81,180	18,652	62,528	22.98%	96.48%	
Highway	717,487	164,989	552,498	23.00%	682,150	173,956	508,194	25.50%	90.20%	
Snow & Ice	140,000	0	140,000	0.00%	191,452	0	191,452	0.00%	#DIV/0!	No 1st Qtr Snow & Ice Wages
Parks	2,659	552	2,107	20.76%	2,540	424	2,116	16.69%	124.39%	
Solid Waste	124,305	25,543	98,762	20.55%	111,820	25,671	86,149	22.96%	89.50%	
<b>Total DPW</b>	<b>1,069,179</b>	<b>209,872</b>	<b>859,307</b>	<b>19.63%</b>	<b>1,069,142</b>	<b>218,703</b>	<b>850,439</b>	<b>20.46%</b>	<b>95.94%</b>	
<b>Culture, Rec. &amp; Citizen's Svcs:</b>										
COA/COA Van	191,909	35,322	156,587	18.41%	173,514	33,389	140,125	19.24%	95.69%	Add'l hrs Outreach Coord/Grant Support
Vets Svcs/Water Safety/Graves	6,375	1,927	4,448	30.23%	6,375	1,723	4,652	27.03%	111.84%	
Library	635,999	155,160	480,839	24.40%	615,309	157,356	457,953	25.57%	95.42%	
Country Club	253,264	112,860	140,404	44.56%	231,427	90,117	141,310	38.94%	114.43%	No G.M. FY15 Qtr 1 - 3
<b>Total Culture, Rec. &amp; Citizen's Svcs</b>	<b>1,087,547</b>	<b>305,269</b>	<b>782,278</b>	<b>28.07%</b>	<b>1,026,625</b>	<b>282,585</b>	<b>744,040</b>	<b>27.53%</b>	<b>101.96%</b>	
<b>Grand Total Salaries &amp; Wages</b>	<b>6,820,119</b>	<b>1,657,845</b>	<b>5,162,274</b>	<b>24.31%</b>	<b>6,481,966</b>	<b>1,609,781</b>	<b>4,872,185</b>	<b>24.83%</b>	<b>97.91%</b>	
<b>Benefits:</b>										
County Retirement	1,771,089	1,737,842	33,247	98.12%	1,561,023	1,560,704	319	99.98%	98.14%	
Health / Life Insurance	1,576,500	379,615	1,196,885	24.08%	1,414,701	334,219	1,080,482	23.62%	101.95%	
Other Benefits (Medicare/Unemplmt)	159,800	34,840	124,960	21.80%	158,000	32,130	125,870	20.34%	107.18%	
<b>Total Benefits</b>	<b>3,507,389</b>	<b>2,152,297</b>	<b>1,355,092</b>	<b>61.36%</b>	<b>3,133,724</b>	<b>1,927,053</b>	<b>1,206,671</b>	<b>61.49%</b>	<b>99.79%</b>	
<b>Total Salaries/Wages/Benefits</b>	<b>10,327,508</b>	<b>3,810,142</b>	<b>6,517,366</b>	<b>36.89%</b>	<b>9,615,690</b>	<b>3,536,834</b>	<b>6,078,856</b>	<b>36.78%</b>	<b>100.30%</b>	



## COMPARISON BETWEEN FISCAL YEARS 2015 AND 2016 AND WHAT TO EXPECT IN FISCAL YEAR 2017

<b>EXPENDITURES BY CATEGORY</b>	<b>Appropriated FY 2015</b>	<b>Appropriated FY 2016</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>	<b>Anticipated FY 2017</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>
General Government	\$ 1,754,780	\$ 1,926,434	\$ 171,654	9.78%	\$ 1,936,392	\$ 9,958	0.52%
Land Use Departments	\$ 416,038	\$ 422,912	\$ 6,874	1.65%	\$ 433,694	\$ 10,782	2.55%
Protection of Persons and Property	\$ 3,314,510	\$ 3,561,983	\$ 247,473	7.47%	\$ 3,607,623	\$ 45,640	1.28%
Regional Schools	\$ 18,328,798	\$ 18,862,805	\$ 534,007	2.91%	\$ 19,391,118	\$ 528,313	2.80%
Department of Public Works	\$ 2,240,784	\$ 2,094,007	\$ (146,777)	-6.55%	\$ 2,133,581	\$ 39,574	1.89%
Library and Citizens Services	\$ 1,693,245	\$ 1,539,710	\$ (153,535)	-9.07%	\$ 1,585,126	\$ 45,416	2.95%
Debt Service	\$ 1,308,721	\$ 1,383,590	\$ 74,869	5.72%	\$ 1,481,560	\$ 97,970	7.08%
Employee Benefits	\$ 3,133,724	\$ 3,507,389	\$ 373,665	11.92%	\$ 3,730,688	\$ 223,299	6.37%
<b>TOTAL</b>	<b>\$ 32,190,600</b>	<b>\$ 33,298,830</b>	<b>\$ 1,108,230</b>	<b>3.44%</b>	<b>\$ 34,299,782</b>	<b>\$ 1,000,952</b>	<b>3.01%</b>
<b>REVENUES BY CATEGORY</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>	<b>Anticipated FY 2017</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>
Levy Capacity Used	\$ 27,971,461	\$ 29,079,296	\$ 1,107,835	3.96%	\$ 30,119,327	\$ 1,040,031	3.58%
Unexpended Tax Capacity	\$ 464,488	\$ 139,188	\$ (325,300)	-70.03%	\$ 97,510	\$ (41,678)	-29.94%
State Aid	\$ 828,915	\$ 856,513	\$ 27,598	3.33%	\$ 856,513	\$ -	0.00%
Local Receipts	\$ 3,564,000	\$ 3,633,192	\$ 69,192	1.94%	\$ 3,669,942	\$ 36,750	1.01%
Other Available Funds	\$ 175,000	\$ 200,000	\$ 25,000	14.29%	\$ 200,000	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 33,003,864</b>	<b>\$ 33,908,189</b>	<b>\$ 904,325</b>	<b>2.74%</b>	<b>\$ 34,943,292</b>	<b>\$ 1,035,103</b>	<b>3.05%</b>
<b>Tax Impact</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>	<b>Anticipated FY 2017</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>
<b>Tax Rate</b>	<b>\$ 18.27</b>	<b>\$ 18.77</b>	<b>\$ 0.50</b>	<b>2.74%</b>	<b>\$ 19.31</b>	<b>\$ 0.54</b>	<b>2.88%</b>
<b>Average Tax Bill</b>	<b>\$ 7,308</b>	<b>\$ 7,508</b>	<b>\$ 200</b>	<b>2.74%</b>	<b>\$ 7,724</b>	<b>\$ 216</b>	<b>2.88%</b>

<b>EXPENDITURES BY MAJOR CATEGORIES</b>	<b>Appropriated FY 2015</b>	<b>Appropriated FY 2016</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>	<b>Anticipated FY 2017</b>	<b>Dollar Increase</b>	<b>Percentage Increase</b>
Regional Schools	\$ 18,328,798	\$ 18,862,805	\$ 534,007	2.91%	\$ 19,391,118	\$ 528,313	2.80%
Municipal Wages	\$ 6,481,967	\$ 6,820,119	\$ 338,152	5.22%	\$ 6,955,788	\$ 135,669	1.99%
Employee Benefits	\$ 3,133,724	\$ 3,507,389	\$ 373,665	11.92%	\$ 3,730,688	\$ 223,299	6.37%
Debt Service	\$ 1,308,721	\$ 1,383,590	\$ 74,869	5.72%	\$ 1,481,560	\$ 97,970	7.08%
<b>Sub-Total</b>	<b>\$ 29,253,210</b>	<b>\$ 30,573,903</b>	<b>\$ 1,320,693</b>	<b>4.51%</b>	<b>\$ 31,559,154</b>	<b>\$ 985,251</b>	<b>3.22%</b>
Other***	\$ 2,937,390	\$ 2,724,927	\$ (212,463)	-7.23%	\$ 2,740,628	\$ 15,701	0.58%
<b>TOTAL</b>	<b>\$ 32,190,600</b>	<b>\$ 33,298,830</b>	<b>\$ 1,108,230</b>	<b>3.44%</b>	<b>\$ 34,299,782</b>	<b>\$ 1,000,952</b>	<b>3.01%</b>

*Breakdown of "Other" Expenses* \$ 2,724,927

*Municipal Building/Property Maint.* \$ 292,350  
*General Highway/Road Maintenance* \$ 229,300  
*Police General Expenses/Minor Cap* \$ 204,600  
*Library General Expenses* \$ 202,532  
*Snow & Ice Gen Exp/Hired Equip* \$ 200,000  
*Insurance & Bonding* \$ 181,000  
*Reserve Fund* \$ 150,000  
*Fire General Expenses* \$ 148,000  
*Tipping Fees* \$ 135,000  
*Country Club General Expenses* \$ 127,239  
*Miscellaneous Other Expenses* \$ 854,906

*Total* \$ 2,724,927