TOWN OF GROTON FINANCE COMMITTEE/BOARD OF SELECTMEN

Saturday, January 28, 2017: 9:00 a.m.
1st Floor Selectmen’s Meeting Room, Groton Town Hall
173 Main Street, Groton, MA

Meeting Held Jointly (BOS & FINCOM)

Present for Finance Committee: G. Green (Chair), R. Hargraves (Vice Chair), D. Manugian, B. Robertson, L. Leonard, J. Sjoberg, A. Prest

Present for Board of Selectmen: A. Eliot, B. Pease, P. Cunningham, J. Degen, J. Petropoulos (Chair)

Also Present: Members of the Press, Members of the Public, Town Department Heads, and Members of the GDRSD School Committee

Documents available at the meeting: FY18 Proposed Operating and Capital Budgets
Library Annual Report & Budget Highlights Documents
Town Manager’s FY18 Updated Levy Calc. & Budget Summary

Mr. Petropoulos called the meeting of the Board of Selectmen to order at 9:02 a.m.
Mr. Green called the meeting of the Finance Committee to order at 9:02 a.m.

FY18 Operating Budget Update – Mr. Haddad (Town Manager) explained that more revenue will be available for the FY18 budget than what was originally expected. Governor Baker has proposed an additional $55,000 for Groton in State Aid, and the Middlesex County Retirement System has identified $110,000 in assessment costs that should be reallocated to the Electric Light Department. With regard to the school districts, the Nashoba Valley Technical High School has set Groton’s assessment at $607,000 which is within the current proposed budget. While the Town will potentially be seeing an increase in state aid, the governor’s budget is cutting state funding for GDRSD by $145,000. This may ultimately impact the municipal assessment. Mr. Haddad summarized the budget updates as reflecting a 4.37% revenue increase over FY17, an estimated tax rate of $18.65 per thousand, and an increase in the average tax bill of approximately $166. The newly identified revenue results in unexpended tax capacity of $175,769, which gives the Town the opportunity to consider reclassing the Pepperell Sewer Assessment of $217,000 back to the General Fund, funding the proposed Fire Department on-call stipend within the levy, aiding GDRSD with establishing a Capital Stabilization Fund, building up levy capacity to reduce future debt exclusions, or simply allowing it to remain thereby holding down the tax rate. Mr. Petropoulos said that he is reluctant to support this budget as it does not meet the 2.4% guidance as established by the BOS and FinCom. Mr. Cunningham felt that the Fire Department Pilot program should be prioritized, while Mr. Degen would like to restore funding for Sargisson Beach.

FinCom Meeting Minutes 01/28/2017
Approved 3/07/17
FY18 Police Department Budget – Police Chief Palma described his FY18 budget proposal as a maintenance budget; any increases are contractual in nature. Mr. Haddad noted that the Deputy Chief’s contract had not yet been negotiated; this may have an impact on the final salary line item. Mr. Robertson observed that the wage projections had been reduced, and asked how this was accomplished. Chief Palma said he conserves whenever possible and does not always fill the first open shift. The group discussed the addition of $40,000 to the training budget, which includes training mandated by law (40 hours for each officer each year), shooting range, traffic and emergency vehicle operation. In response to a question from the Finance Committee, Chief Palma spoke highly of the results of the new SRO position. He said the School Resource Officer has a very full schedule and her presence in the schools is a good deterrent to bad behavior. Mr. Sjoberg asked how resource planning is done. Chief Palma replied that he tries to keep three (3) officers on each shift, which allows for one at each end of town and one in the middle who can quickly respond to help one of the others. He considers this an example of risk management as most models suggest a complement of 23 officers for a town of this size. Mr. Green suggested that the operational audit soon to commence may offer insight into public safety staffing. Mr. Pease noted that whatever the models say, the public perceives Groton to be a very safe town in which to live and do business. Mr. Green was surprised that the size of the increase in the NEMLEC budget line. Chief Palma explained that NEMLEC is increasing this assessment temporarily (over a period of 3 or 4 years) in order to make some capital investments that include items such as command post equipment, SWAT equipment, robots, x-ray machines, and school equipment. The group briefly discussed the request for an ATV which has been deferred for several years. Chief Palma explained that the current ATV is no longer serviceable, and the department must be able to access and patrol off-road areas.

FY18 Fire Department Budget – Fire Chief McCurdy began by informing the group that the current call recruitment class has yielded nine (9) individuals interested in seeking full time employment with the town. The FY18 Fire Department budget is a maintenance budget; most increases are contractual, or related to vehicle and small equipment maintenance which were underfunded in past years. Regarding the Pilot Program to incentivize the call members, Chief McCurdy said that poor coverage on weekends occasionally leads to calls being answered by other communities, resulting in lost revenue for Groton as well as increased response time for that call (especially for low acuity calls). He summarized the shifts with the highest call volume and explained that most of the missed calls occur after hours (6:00 to 8:00 pm). The terms of the Pilot program would provide a stipend of $4.00 per hour for those call members who commit to signing up for a stand-by shift. Mr. Robertson would like to see a comparison of both the revenue and costs for Groton should this program be implemented. Chief McCurdy replied that other towns consciously decide to operate at a cost, because they wish to provide the service. Mr. Pease said that based on this discussion, the program would cost about $75,000 and would recover approximately $10,000 to $15,000. Chief McCurdy agreed noting that low acuity fire calls are not generally revenue-producing. He added that he would consider the program a success if the costs total between $50,000 and $60,000. If it does not work, the potential cost is much higher as then the town would have to consider changing the Fire Department’s operating model (to full-time). Mr. Green felt that having more specific success metrics would help next year when evaluating the Pilot’s performance. Chief McCurdy agreed saying they are already planning how to track and measure the objectives. Mr. Hargraves said he supports this program as it is meant to close a current gap in coverage and thereby increase public safety. Mr. Robertson and Mr. Petropoulos would like to see a business plan approach to measuring performance.
of this pilot. The group briefly discussed the different training requirements for EMT versus Fire Fighter programs. Mr. Manugian asked how this program would work in conjunction with current labor contracts. Chief McCurdy replied that the current contracts exclude call members. Mr. Green asked whether the training budget would be impacted. Chief McCurdy felt that the budget for overtime and training were likely to run short due to both the unexpectedly high recruit class, and an employee out on FMLA for twelve weeks. This impact would be felt in FY17 rather than FY18. Mr. Green would like an estimate of this shortfall in order to plan for year-end. The group discussed the benefit of creating a career path for Groton call members rather than attempting to attract academy-trained officers. He described the classes that his department runs, but noted that in-house training has mixed results. He recommended the national curriculum offered by the Fire Academy. Ms. Swezey (Principal Assessor) suggested incentivizing call personnel with a program similar to the Senior Tax Work-Off Program, whereby participants could be offered a real estate tax credit. Chief McCurdy confirmed that a bill specifically for such a program is currently working its way through the legislature.

**Fire Capital Budget** – Chief McCurdy explained that as the ladder truck and Engine 2 both have chronic mechanical issues; he plans to streamline the fleet by replacing both of those vehicles with a single multi-role truck. Operating fewer, but more appropriate apparatus can save the department approximately $900,000 over the next several years. The group discussed the extremely low resale value of the current vehicles; Chief McCurdy believes the town can reap a greater advantage through negotiating a trade-in value. Mr. Degen asked about the current funding plan. Mr. Haddad replied that a short-term note will be sold in FY18. This will roll into a larger permanent bond issue with debt service to begin in FY20. Chief McCurdy cautioned that this kind of apparatus requires approximately one year to build. He also discussed the need for an air compressor ($41,000) to replace the outdated one that is currently housed at the West Groton station.

**FY18 Library Budget** – Mr. Gerath (Library Trustee) informed the group that the Library is currently working to finish its space allocation renovations (which should be accomplished in FY18). They are presenting a level-service budget for FY18; the only increases are those contractually owed to staff. He reiterated that funding for Sunday hours remains a priority for both patrons and the Trustees. Their key goals are increasing programming, circulation and foot traffic. While the Endowment, Trust Funds, and donations increase their ability to provide these things, it is all dependent on having staff in the building. Mr. Gerath noted that their ability to cut the budget is limited by certification requirements; if certification is lost, patrons lose access to other network libraries and the Town loses the annual state funding of $18,000. To retain its certification, the library must increase its budget by 2 ½% on average over three (3) years. Ms. Abraham (Library Director) confirmed that the FY18 budget as currently proposed is adequate to maintain the library’s certification. Mr. Haddad said that both the fall Sunday hours and Summer Reading funding ($17,000) had been cut from this budget. Mr. Gerath touted current programming, saying that attendance in all sessions is high, and available meeting space is completely utilized. He added that the library would be open to using any space made available at the Prescott building, and that CFC funds are also being sought when appropriate. Ms. Eliot wondered how electronic offerings are currently impacting space needs and circulation. Ms. Abraham replied that e-books only account for 10% of circulation at this time, and while digital content is increasing, there is still a demand for physical books.
Library Capital Budget – Mr. Gerath prioritized the capital needs at the library; lighting for the parking lot is most crucial, followed by repairs to the emergency exit, upgrades to the alarm system, improving the self-check-out system, and replacing the gutters. Mr. Green asked whether grant opportunities had been explored. Mr. Gerath replied that CPC funding has been actively sought, and while grant opportunities are always considered the cost of associated deliverables is much higher. Mr. Degen cautioned against deferring the gutter repair; if water damage to the building occurs, the repair costs will escalate. Ms. Allen (Library Trustee) explained that a CPC application is in process for a structural engineer to aid in evaluating the extent of the problem as well as potential solutions. Mr. Degen asked that the Library Trustees present any engineering findings to the Board of Selectmen.

FY18 DPW Budget – Mr. Delaney (DPW Director) informed the group that the DPW budget was level-funded for FY18. Most increases are contractual obligations, however a few equipment upgrades have been proposed in an effort to keep costs down in the long-term. He added that his departments are chronically short of help, but they make do. He noted that the minor capital costs refer mostly to end of year building repairs, such as the rebuild at the West Groton annex. Mr. Haddad added that the State Fire Marshal has requested that fire-rated wall board be installed in the basement of the Country Club’s function hall building. The DPW Director will be managing this effort and estimates the cost to be approximately $11,000. A special article will be presented to Town Meeting requesting about $15,000 for municipal building repairs that will be done in-house.

The group discussed the fact that annual Transfer Station revenue covers its own operational costs but not capital costs. Mr. Pease would like the Town to consider closing the landfill, and encouraging residents to contract with private haulers. Mr. Haddad believes he can close that revenue gap with a reasonable increase to fees (which have not been adjusted for many years). Mr. Green noted that other services are provided by the Transfer Station. Mr. Delaney agreed that the public is likely to object to losing access to the landfill. He added that the capital equipment does pay for itself over a number of years. Also, some of the equipment funded through the Transfer Station budget is utilized by other departments. Mr. Pease said that while he appreciates the synergies, the Town should learn to do without whenever possible. The group briefly discussed refurbishing the older trailers, and the possibility of leasing trash trailers.

Mr. Sjoberg left the meeting at this time (11:30 a.m.)

FY18 Country Club Budget – Mr. Campbell (Country Club General Manager) outlined his plan for the Club in FY18. While he is not expecting an increase in usage, he is proposing to increase fees and rent to meet his revenue target of $460,000. He informed Mr. Robertson that he hopes to do exterior painting this coming spring. He is hoping to cut expenses for FY18 by utilizing a per diem worker in place of one full-time employee, and by utilizing the Administrative Assistant to replace Golf Shop staff. While building costs have been decreasing this year, he acknowledged that these types of costs can be unpredictable. Mr. Robertson commended the commitment to reducing the taxpayers’ subsidy, although he expressed concern that the plan to break even in FY18 may be too aggressive. Mr. Pease noted that liquor license fees had been credited to the Club rather than the General Fund for the purposes of the revenue analysis. Mr. Campbell felt that his division was to be held to a true cost accounting, then all associated revenues (not just expenses) should be allocated. The group briefly discussed the rental agreement for the Function Hall and Tavern (with specific focus on leasehold improvements that will be used to offset rent payments).
Country Club Capital Budget — Mr. Campbell described the golf cart fleet as being in excellent condition, and expects (with proper maintenance) that they will be serviceable beyond 2021. With regards to cart paths and tee boxes, he believes it best to defer some of this maintenance if revenue will not be available to cover the associated expense. Mr. Haddad said such deferral may be problematic in some instances. Mr. Degen requested that HVAC, painting, roofing and pool repairs be included in the capital plan going forward. Mr. Campbell agreed to do so. The group briefly discussed the advantages and disadvantages of electric golf carts over gas powered golf carts. Mr. Campbell explained that due to the need for a power supply, the tricky terrain of the course and the shorter useful life of electric carts, he would recommend keeping the gas powered carts.

Pepperell Sewer Expansion/Upgrade Discussion — Mr. Gmeiner explained the original agreement between the Town of Pepperell and the Town of Groton with regards to the first Pepperell treatment plant expansion/upgrade. In 2006, the Sewer Commission wanted to purchase additional capacity, but if they did so, they would also own part of the liability for the expansion as well. With the concurrence of the Finance Committee, the Town of Groton agreed to pay 50% of the costs, as this would be similar to the original sewer district costs undertaken in the late 1980’s. This agreement was not voted on at Town Meeting, as the entirety of the debt belongs to Pepperell; Groton is merely assessed a portion of that as an annual expense. Mr. Haddad said that the 50/50 agreement was observed in 2006, 2007 and 2008; after which time the Finance Committee opined that it was not appropriate for the General Fund to cover a cost that belonged to the Enterprise Fund. However, in 2016 the General Fund did pay for half of the Pepperell assessment. Mr. Haddad noted that the Sewer Commission voted to pay the entire cost in FY18; given the strict budget growth guidelines for FY18, this would be problematic for the General Fund. Mr. Robertson said he appreciated hearing the history of this informal agreement. He mentioned that the ratepayers are disproportionately hurt by this when the Town picks up the cost one year and does not the following year (as presumably the Enterprise spends that money in other ways when the Town subsidizes the assessment, causing a spike in the appropriation during the years that the Enterprise must pay the entire amount). He would advocate consistent treatment of this assessment going forward. Mr. Haddad noted that in the years since this agreement was reached, the Sewer Enterprise has stabilized its revenue and rates while building up a solid E&D balance. Mr. Degen believes taxpayers have no need to share in further expansion as there is no longer an immediate public health issue, and it is the ratepayers receiving the greatest benefit. Mr. Gmeiner noted that the Town of Groton benefits from the taxation revenue generated when buildings are returned to the tax rolls after becoming part of the sewer district. He pointed out that the Enterprise made financial decisions based on the revenue it assumed would be forthcoming when the Town committed to paying 50% of the upgrade.

Mr. Pease moved to charge $27,000 to the FY18 municipal operating budget to cover the town’s portion of Pepperell upgrade assessment as agreed to in 2008. Mr. Degen seconded this motion.

Mr. Robertson felt this discussion deserved more attention at a later date. Mr. Pease withdrew his motion. Mr. Degen would like the Sewer Commission to make a recommendation to the Board of Selectmen regarding how this assessment should be funded over the remaining years of the loan. This should be memorialized in writing to avoid these yearly negotiations.
FY18 Budget Guidance Discussion – Mr. Robertson would like to clarify that the Operating Budget proposed for FY18 meets the 2.4% guidance solely because excluded debt (which is decreasing for FY18) was included in that calculation. He firmly believes that excluded debt should not be part of the operating budget calculation as no additional cash is made available for use in the budget as debt service is retired. He understands that more revenue will be available than originally estimated for FY18, and if that had been known at the time, the guidance might have been different. Mr. Petropoulos agreed, saying that it is important to meet the 2.4% guidance as a matter of fiscal discipline, and to correct the growth trends toward sustainability. Mr. Haddad reminded the group that while revenue over the last 10 years averages 3.4%, it is higher over the more recent 5-year period. Additionally, expenses and wages are growing significantly below 2.4%. Mr. Degen asked the Finance Team for their view on why excluded debt was included in the operating budget calculations. Ms. Dufresne (Town Accountant) replied that the specific debt-related message in everyone’s mind from last year was that debt service should not be restructured (or scheduled bond issues deferred) in order to meet a particular growth target. However, the Finance Team is always willing to refine its procedure for calculating budget growth in response to additional direction or clarification from the FinCom and BOS. Mr. Degen asked that the budget summary page be corrected and footnoted to show the impact to growth with and without excluded debt. Mr. Petropoulos would like to cut the proposed budget by $61,000 and thereby bring the true growth down to 2.4%. Mr. Green noted that the FinCom will be deliberating on the budget from this point, and can make appropriate changes. Mr. Degen noted that now that the proposed budget has been delivered, philosophical differences can be worked through. He reiterated that he would be in favor of restoring funding for Sargisson Beach should the decision be made to use additional levy capacity. He asked that the 1.2% budget growth proposal be discussed at a future meeting.

Mr. Green officially adjourned the FinCom meeting at 12:30 p.m.
Mr. Petropoulos officially adjourned the BOS meeting at 12:30 p.m.

Respectfully submitted,

Patricia Dufresne, Recording Secretary
## Revenue Sources - Fiscal Year 2018

**Town Manager's Proposed Operating Budget**

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Actual FY 2017</th>
<th>Proposed FY 2018</th>
<th>Dollar Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>$28,151,493</td>
<td>$29,129,180</td>
<td>$977,687</td>
<td>3.47%</td>
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<tr>
<td>Unexpended Tax Capacity</td>
<td>($178,840)</td>
<td>-</td>
<td>$178,840</td>
<td>-100.00%</td>
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<tr>
<td>State Aid</td>
<td>$860,020</td>
<td>$912,112</td>
<td>$52,092</td>
<td>6.06%</td>
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<td>Local Receipts</td>
<td>$3,608,413</td>
<td>$3,828,472</td>
<td>$220,059</td>
<td>6.10%</td>
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<tr>
<td>Free Cash</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Other Available Funds</td>
<td>$225,000</td>
<td>$225,000</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$32,666,086</td>
<td>$34,094,764</td>
<td>$1,428,678</td>
<td>4.37%</td>
</tr>
</tbody>
</table>
### Tax Impact Summary - Fiscal Year 2018
#### Town Manager’s Proposed Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2017</th>
<th>Proposed FY 2018</th>
<th>Dollar Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levy Capacity Used*</td>
<td>$27,972,653</td>
<td>$29,129,180</td>
<td>$1,156,527</td>
<td>4.13%</td>
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<tr>
<td>Tax Rate on Levy Capacity Used</td>
<td>$16.91</td>
<td>$17.35</td>
<td>$0.44</td>
<td>2.60%</td>
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<tr>
<td>Average Tax Bill</td>
<td>$7,187</td>
<td>$7,374</td>
<td>$187</td>
<td>2.60%</td>
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<tr>
<td>Excluded Debt</td>
<td>$2,232,427</td>
<td>$2,174,878</td>
<td>$(57,549)</td>
<td>-2.58%</td>
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<tr>
<td>Tax Rate on Excluded Debt</td>
<td>$1.35</td>
<td>$1.30</td>
<td>$(0.05)</td>
<td>-3.70%</td>
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<tr>
<td>Average Tax Bill</td>
<td>$574</td>
<td>$553</td>
<td>$(21)</td>
<td>-3.70%</td>
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<tr>
<td>Final Levy Used</td>
<td>$30,205,080</td>
<td>$31,304,058</td>
<td>$1,098,978</td>
<td>3.64%</td>
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<tr>
<td>Final Tax Rate</td>
<td>$18.26</td>
<td>$18.65</td>
<td>$0.39</td>
<td>2.14%</td>
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<tr>
<td>Average Tax Bill</td>
<td>$7,761</td>
<td>$7,926</td>
<td>$166</td>
<td>2.14%</td>
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</tbody>
</table>

*The FY 2018 Levy Capacity Used includes FY 2017 unexpended tax capacity of $178,840 and $15 million in new growth.
Proposed Budget is Level Service

2.32% Increase

No Increase in Staff Hours
- COLA and Merit (average is 1.39%) and Longevity

Decrease In Expenses – Supplies and Electric
Continue to Fund a Portion of Books and Materials from Trusts

Requested Fall Sunday Hours
- #1 Request from 2015 Town-Wide Survey

Key Goals Remain: Expanded Hours in Order to Provide More Programs & Services
- Alternative Sources of Funds Allow for Programs but Not the GPL Staff
- All of Our Staff are Involved in Direct Public Service

Constraints on the Library’s Budget

Spending Increases on Expenses Have Been Very Modest

SEIU 888 Town Hall/Library Agreement FY16-FY18, Article 27, Section 2 States:
- "...intermittent and seasonal employees...shall be laid off or reduced before any other employee in a particular department."
- "...positions with the fewest number of standard hours in the same job classification, shall be laid off or reduced before any other employee in a particular department."

This Means that Our Less Costly Hours are Cut First and Our Loss of Service is Disproportionate to Reduction in Costs

As the GPL Cuts Hours and Services, We Lose the Ability to Leverage Funds from Other Sources

If the Town Fails to Meet the Municipal Appropriation Requirement (MAR), GPL is at Risk of Loss of Certification – An Unacceptable Outcome
2016 HIGHLIGHTS

- **DRIVE-UP BOOK RETURNS!** A top survey request! *Made possible thanks to the GPL Endowment Trust.*
- **LIBRARY MINI-GOLF** drew over 500 people, making it our biggest Summer Reading Kick-Off event EVER!
- **ASTRONAUT** Michael Foreman attracted 225 kids of all ages to GPL and provided 3 of 19 Groton Reads events celebrating *The Martian* by Andy Weir (the most borrowed title of 2016, going out 266 times!)
- **DEWEY DECIMAL.** We listened! Browsing 'zones' are gone and adult non-fiction restored to call # order.
- **GPL TO YOU.** Our first-ever all events newsletter was mailed to every household and was a BIG hit!
- **OUR BUSIEST DAYS ever** recorded, as 1,955 people visited on Tue, Sept 20, and 1,951 on Tue, May 10!
- **EVENT NUMBERS.** A record-breaking 10,737 people attended an unprecedented 682 programs!

**TOP RANKINGS** *(Compared to the 52 other Massachusetts public libraries serving the same population grouping, 10-15Y)*

- **FIRST** in Total Attendance at all Young Adult Programs FOR THE 4TH YEAR IN A ROW! (1,859 in 2016)
- **SECOND** in the Total Number of Young Adult Programs (133 teen events in 2016)
- **THIRD** in Circ. Per Capita (21) and Total # of Sunday Hours (grant-funded fall Sunday hours in 2015)
- **FOURTH** in total # of programs, resident borrowers, meeting room use, and hours open on Saturdays
- **FIFTH** in total circulation of books & children's materials, and attendance at adult programs (2,916)

**NEW SERVICES**

- **Hoopla!** Borrow free digital books, videos, music, audiobooks, or comics 24/7 with your library card. *Augments OverDrive [eBooks, eAudiobooks], Freegal [eMusic], & TumbleBooks [Kids eBooks] collections.*
- **JetPacks!** Borrow a hotspot for a fast internet connection wherever you, your family, and friends are!

**NEW PROGRAMS**

- **Adults:** Suburban Homesteader Series, Cookbook Club, Homer's *The Odyssey*, Art Matters, and Coloring!
- **Kids:** LEGO® Robotics, Hula Hoops, Bookmaking, 3D Printing, and Make & Launch Your Own Rockets!
- **Teens:** Arduino & Scratch coding, Dungeons & Dragons, Harry Potter Fan Day, & 'Hot Books, Hot Cocoa!'

**2016 NUMBERS**

- **188,645** items borrowed by **103,238** visitors
- **16,792** digital titles downloaded (e.g. books, audiobooks, music, video)
- Database searches: **28,831** (*Ancestry, NovelList, Encyclopedia Britannica, etc.*)
- Wireless internet connections: **11,638**
- **6,224** general, reading, research, and technical assistance questions answered
- Meeting and study rooms bookings: **1,743**
- **594** kids, **267** teens, and **101** adults participated in GPL's Summer Reading Programs
- Library instruction and tours provided to **360** students (16 elementary school classes)
- GPL librarians promoted reading & services to **1,261** kids & teens through the schools
- **294** Children's Events brought **5,966** kids and family members to the library

**GPL'S MISSION**

To provide free access to collections, services, and programs that enrich the lives of all in our community and to provide this in a professional, friendly, and confidential environment that also promotes the joys and benefits of reading and lifelong learning.

Respectfully submitted by the Trustees of the Groton Public Library: Jane Allen, Chair; David Zeiler, Vice-Chair; Marilyn Dobritz, Secretary; Mark Gerath; Kristen von Campe; and Nancy Wilder