

# **BUDGET MESSAGE FROM THE TOWN MANAGER**

## **TOWN OF GROTON FISCAL YEAR 2017**

Pursuant to Article 6, Sections 6-3 and 6-4 of the Charter of the Town of Groton, Massachusetts, the Finance Committee, Board of Selectmen and Town Manager are pleased to submit for your consideration the Proposed Fiscal Year 2017 Operating Budget for the Town of Groton. This year marks a departure from the manner in which the Operating Budget had been prepared in previous years. This year, the Board of Selectmen and Finance Committee decided to provide more direction prior to the development of the proposed budget by the Town Manager. The Finance Committee and Board met several times with the Finance Team prior to the issuance of the initial budget instructions to review objectives and develop specific goals that would be followed during the development of the Fiscal Year 2017 Proposed Operating Budget. While no specific vote was taken, it was determined initially that overall municipal spending should not increase by more than 2.20%. The Board of Selectmen and Finance Committee directed the Finance Team to start planning for the future and develop a budget that will be sustainable in future years. The Finance Team welcomed this direction and worked diligently to meet this objective.

The initial budget proposed by the Town Manager on December 31, 2015, met this objective and allowed the Town to continue to provide the same level of services that it currently receives. At the time the initial budget was proposed by the Town Manager, the Groton Dunstable Regional School Committee was in the process of reviewing the needs assessment prepared by the School Superintendent and had not yet finalized their budget. The Town Manager's proposed budget contained a placeholder increase for the Operating Assessment of the Groton Dunstable Regional School Department of \$776,100, which was intended to cover any carryover costs, but not the actual amount needed to fund the Department's needs assessment. The original proposed budget was \$73,227 under the FY 2017 anticipated levy limit. The School Superintendent presented the proposed Groton Dunstable Regional School Budget for Fiscal Year 2017 in March, 2016. This proposal fully funded the needs assessment and was adopted by the School Committee. Based on this budget, the Town of Groton would be required to increase the proposed operating appropriation for the Groton Dunstable Regional School Department by an additional \$2,286,638, for a total increase of \$3,062,738. This would put the proposed budget out of balance and would require an override of Proposition 2½ to balance the budget. The Board of Selectmen and Finance Committee directed the Town Manager to reevaluate the original budget and propose reductions on the municipal side to lessen the impact of any override of Proposition 2½.

The Town Manager, with the assistance of the Town's Finance Team, developed three different scenarios that would reduce the original proposed budget to varying degrees. The Finance Committee reviewed these scenarios and voted to reduce the proposed budget by \$213,665 (please see the Finance Committee's Budget Report contained in this Warrant for the actual reductions from the original proposed budget). While some of these reductions have an adverse

impact on some departments, the Finance Committee, Board of Selectmen and Town Manager all agree that the overall level of services to our residents will be maintained in Fiscal Year 2017 with the final proposed budget.

Taking into consideration this revised budget, along with a reduction in the snow and ice deficit due to the mild winter, the Proposed FY 2017 Operating Budget would require an override of Proposition 2½ of \$1,899,746. The following chart shows the anticipated new revenues to balance the proposed budget:

<b><u>Revenue Source</u></b>	<b><u>Budgeted FY 2016</u></b>	<b><u>Estimated FY 2017</u></b>	<b><u>Dollar Change</u></b>	<b><u>Percent Change</u></b>
Property Tax (within current levy limit)	\$27,029,638	\$28,024,639	\$ 995,001**	3.68%
Unexpended Tax Capacity	\$ (251,793)	\$ 0	\$ 251,793	-100.00%
Proposed Override	\$ 0	\$ 1,899,746	\$1,899,746	100.00%
State Aid	\$ 856,513	\$ 856,513	\$ 0	0.00%
Local Receipts	\$ 3,644,255	\$ 3,697,950	\$ 53,695	1.47%
Free Cash	\$ 200,000	\$ 0	\$ (200,000)	-100.00%
Other Available Funds	\$ 200,000	\$ 225,000	\$ 25,000	12.50%
<b>TOTAL</b>	<b>\$31,678,613</b>	<b>\$34,703,848</b>	<b>\$3,025,235</b>	<b>9.55%</b>

\*\*Includes two and one half percent increase allowed by law and \$17 million in new growth.

There are a few areas of the proposed Municipal Budget that I would like to call to your attention. In the Fall of 2015, the DPW Director and I proposed adding a new full time custodian position to the Municipal Building and Property Maintenance Budget. The DPW Director had identified various needs within the Public Works Department that required additional personnel. Currently, the Town utilizes a private contractor to provide custodial services at the Country Club, Electric Light Department and act as a fill-in custodian to cover vacations and other needs. This private contractor also provides coverage at the Transfer Station serving as a checker to free up the other workers to do specialized work instead of selling bags and checking to make sure the users of the facility have the required sticker for entry. Having this position at the Transfer Station has allowed us to reduce overtime by not needing to bring in extra help on the weekends to catch up on work. The Board of Selectmen and Finance Committee supported adding additional funding to the FY 2016 Budget to allow the Town to keep the private contractor for the remainder of FY 2016. The Board stated that if we were to make this a permanent position of the Town, it should be vetted through the annual budget process. There is a definite need for this position and we have added it to the budget in FY 2017. While the funding for this position will be added to the Municipal Building and Property Maintenance Budget, it will be a hybrid position working at the Transfer Station as well. It will be a Tuesday through Saturday position which will make it an extremely flexible and versatile position within the DPW workforce. This position will not increase the overall municipal employee headcount in FY 2017 as we will not be filling a position in the Assessor's Office due to a retirement.

As part of our Budget preparation, we closely examined the long term impact the Debt Service Budget would have on the Town's Operating Budget. In Fiscal Year 2016, the Town appropriated \$211,045 for debt service within the levy limit. \$125,000 of this funding was set aside to cover short term bonding costs for projects approved at the 2015 Spring Town Meeting (Lost Lake Fire Protection, Radio Repair, Four Corners Sewer Engineering). In determining when to permanently finance this debt, we examined the Five Year Capital Plan and found that it calls for the replacement of the Fire Department's Ladder Truck in FY 2018 at a cost of almost one million dollars. In our opinion, it did not make sense to permanently finance the projects approved in 2015 with such a major purchase that would require bonding the following fiscal year. Therefore, we are recommending that we continue to roll over the interest payments on these issues for the next two fiscal years and permanently finance these issues when we borrow the funds to buy the new Ladder Truck in FY 2018. By waiting, we will see a reduction in our Pension Budget of \$190,000 in FY 2020 when we pay off the increased assessment caused by the early retirements approved in the 1990's. This can then be used for Debt Service. This will minimize the impact to our residents. In FY 2017, we are proposing a debt service budget within the levy limit of \$134,505, a reduction of \$76,540. The following Chart illustrates the impact to tax payers by waiting three years to permanently finance the 2015 Capital Projects as well as the Ladder Truck:

	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>
Debt Service Budget	\$134,505	\$97,383	\$99,180	\$ 333,213
Pension Budget Savings	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$(190,000)</u>
Net Debt Service Budget	\$134,505	\$97,383	\$99,180	\$ 143,213

As you can see, the actual additional impact to the Groton Taxpayers for these projects is \$44,033 in FY 2020. We may want to consider utilizing the savings in FY 2018 and FY 2019 in the Debt Service Budget for one time purchases so that the actual increase in the Debt Budget in FY 2020 would be less than \$10,000.

Last year, we made several changes in the way we manage and operate the Groton Country Club. In 2015, the Town hired a consultant who reviewed the way the Town operated the Country Club and made several recommendations that would improve the overall financial viability of the Club. The Town hired a single individual to serve as the General Manager/Golf Pro, changed the way we collect fees and leased out both the Tavern and Function Hall to a private vendor. We have seen success with these changes in FY 2016 as golf revenues have increased by about 12% year over year, and memberships and summer programs are up by about 7%. While that is a nice start, there is still more that needs to be done to lessen taxpayer support. The following chart shows the total anticipated expenses of the Country Club in FY 2017 and how much of a taxpayer subsidy is required:

<b><u>Item</u></b>	<b><u>FY 2017 Expense</u></b>
Country Club Salaries	\$137,750
Country Club Wages	\$135,456
Country Club Expenses	\$123,789
Capital Purchases	\$ 31,600
Wages in Operating Budget	\$ 33,236
Health Insurance	\$ 49,113
Payroll Taxes	\$ 4,443
Insurance	\$ 14,865
Building Costs	\$ 12,000
Unemployment	<u>\$ 22,200</u>
Sub-Total Expense	\$564,452
Less Anticipated FY 2017 Revenue	\$428,600
<b>Taxpayer Subsidy</b>	<b>\$135,852</b>

We continue to see a reduction in how much the taxpayers contribute to the operation of the Club. In FY 2015 taxpayers provided \$273,683 in support of the Country Club Operation. We have seen a substantial reduction in just two years. We will continue to work diligently to lessen that burden over the next few years. Please note that the requested operational budget for FY 2017 is \$396,995.

The Town now has seven (7) Collective Bargaining Units. All Agreements were renewed in FY 2016 for three (3) years. Fiscal Year 2017 will be the second year of the contracts. Five of the Unions have agreed to a 2% wage adjustment in FY 2017. Both the Patrolmen's Association and Superior Officers' Union do not receive a wage adjustment in FY 2017. As has been our practice, the remaining three (3) By-Law employees will receive the same adjustment as the Supervisors' Union, a wage adjustment of two (2%) percent. When you take into consideration these agreements, along with the employees that have contracts, salaries and wages will increase by \$72,519 in FY 2017. This will be the fourth year that we have implemented the performance incentive program for several of our union employees, as well as our By-Law employees. This program allows employees to earn up to an additional two (2%) percent wage increase based on a review of their performance by their department manager. The Fiscal Year 2017 impact for this program is \$50,221, bringing the total increase in salaries and wages in FY 2017 to \$122,740. Please note that salaries and wages increased by \$207,960 in FY 2016.

---

The following chart is a breakdown of the proposed operating budget by function:

					Dollar	Percentage
<u>Category</u>		<u>FY 16</u>	<u>FY 17</u>		<u>Difference</u>	<u>Change</u>
General Government		\$ 1,939,434	\$ 1,901,549		\$ (37,885)	-1.95%
Land Use		\$ 422,912	\$ 425,575		\$ 2,663	0.63%
Protection of Persons and Property		\$ 3,621,983	\$ 3,669,831		\$ 47,848	1.32%
Department of Public Works		\$ 2,102,507	\$ 2,142,673		\$ 40,166	1.91%
Library and Citizen Services		\$ 1,539,710	\$ 1,583,834		\$ 44,124	2.87%
Debt Service		\$ 1,383,590	\$ 1,282,713		\$ (100,877)	-7.29%
Employee Benefits		\$ 3,507,389	\$ 3,617,512		\$ 110,123	3.14%
<b>Sub-Total - Municipal</b>		<b>\$ 14,517,525</b>	<b>\$ 14,623,687</b>		<b>\$ 106,162</b>	<b>0.73%</b>
Nashoba Tech		\$ 596,609	\$ 570,080		\$ (26,529)	-4.45%
Groton-Dunstable Operating		\$ 17,097,405	\$ 20,160,143		\$ 3,062,738	17.91%
Groton-Dunstable Excluded Debt		\$ 1,118,387	\$ 1,086,471		\$ (31,916)	-2.85%
Groton-Dunstable Debt		\$ 50,404	\$ 57,103		\$ 6,699	13.29%
<b>Sub-Total - Education</b>		<b>\$ 18,862,805</b>	<b>\$ 21,873,797</b>		<b>\$ 3,010,992</b>	<b>15.96%</b>
<b>Grand Total - Town Budget</b>		<b>\$ 33,380,330</b>	<b>\$ 36,497,484</b>		<b>\$ 3,117,154</b>	<b>9.34%</b>

The total Proposed Fiscal Year 2017 Proposed Operating Budget, including Regional School Assessments and excluded debt, is \$36,497,484 or an increase of 9.34%. This proposed budget requires an override of Proposition 2½ of \$1,899,746. When you take into consideration the proposed Capital Budget, Enterprise Fund Budgets and additional appropriations raised on the recap sheet, the total proposed budget is \$39,324,370. The Fiscal Year 2016 Tax Rate has been certified at \$18.78. Based on the proposed Budget and the successful passing of the Proposition 2½ override at the Annual Election, the estimated Tax Rate in Fiscal Year 2017 is \$20.56, or an increase of \$1.78. In Fiscal Year 2016, the average Tax Bill in the Town of Groton (based on a home valued at \$400,000) is \$7,512. Under this proposed budget, that same homeowner can expect a tax bill of \$8,224 or an increase of \$712. The following chart shows a comparison between FY 2016 and FY 2017:

		<b>Actual</b>	<b>Proposed</b>		<b>Dollar</b>	<b>Percent</b>
		<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>		<b><u>Change</u></b>	<b><u>Change</u></b>
Levy Capacity Used		\$ 26,777,844	\$ 28,024,639		\$ 1,246,795	4.66%
Tax Rate on Levy Capacity Used		\$ 17.31	\$ 17.92		\$ 0.61	3.52%
Average Tax Bill		\$ 6,924	\$ 7,168		\$ 244	3.52%
Override of Proposition 2½		\$ -	\$ 1,899,746		\$ 1,899,746	100.00%
Tax Rate on Override		\$ -	\$ 1.21		\$ 1.21	100.00%
Average Tax Bill		\$ -	\$ 484		\$ 484	100.00%
Excluded Debt		\$ 2,275,350	\$ 2,232,427		\$ (42,923)	-1.89%
Tax Rate on Excluded Debt		\$ 1.47	\$ 1.43		\$ (0.04)	-2.72%
Average Tax Bill		\$ 588	\$ 572		\$ (16)	-2.72%
Final Levy Used		\$ 29,053,194	\$ 32,156,812		\$ 3,103,618	10.68%
Final Tax Rate		\$ 18.78	\$ 20.56		\$ 1.78	9.48%
Average Tax Bill		\$ 7,512	\$ 8,224		\$ 712	9.48%

I would like to take this opportunity to thank the Board of Selectmen, the Finance Committee, Town Accountant Patricia DuFresne, Town Treasurer/Collector Michael Hartnett, Principal Assessor Rena Swezey, Human Resources Director Melisa Doig, Executive Assistant Dawn Dunbar and all of the Departments, Boards, Committees and Commissions for their outstanding work and cooperation in assisting in the preparation of the Proposed Operating Budget. In addition, the outstanding support and cooperation by Superintendent of Schools Kristan Rodriguez, Business Manager Jared Stanton and the Groton Dunstable Regional School District Committee was extremely important in developing this budget.

Respectfully submitted,

*Mark W. Haddad*  
Groton Town Manager

# BUDGET REPORT FROM THE FINANCE COMMITTEE

## TOWN OF GROTON FISCAL YEAR 2017

Pursuant to Article 6 of the Charter of the Town of Groton, Massachusetts, the Finance Committee is pleased to submit for your consideration the Proposed Fiscal Year 2017 Operating Budget for the Town of Groton. The Finance Committee believes that this budget reflects the needs and priorities of the Town of Groton.

### Budget Summary

The fiscal year 2017 (FY17) proposed operating budget, including regional school district assessments and excluded debt, is \$36,497,484 or an increase of 9.3%. After adding in capital budget items, enterprise funds and other appropriations, the total municipal budget for FY17 is \$39,324,370. This is a \$2,959,606 or 8.1% increase over the FY16 appropriated budget.

<u>Expenditures</u>	<u>FY 2015</u> (Actuals)	<u>FY 2016</u> (Appropriated)	<u>Inc/(Dec) %</u> 2015-2016	<u>FY 2017</u> (Proposed)	<u>Inc/(Dec) \$</u> 2016-2017	<u>Inc/(Dec) %</u> 2016-2017
General Government	\$1,791,130	\$1,939,434	8.3%	\$1,901,549	\$(37,885)	(2.0%)
Land Use Departments	\$407,038	\$422,912	3.9%	\$425,575	\$2,663	0.6%
Protection of Persons and Property	\$3,341,010	\$3,621,983	8.4%	\$3,669,831	\$47,848	1.3%
Department of Public Works	\$2,042,784	\$2,102,507	2.9%	\$2,142,673	\$40,166	1.9%
Library and Citizen Services	\$1,633,141	\$1,539,710	(5.7%)	\$1,583,834	\$44,124	2.9%
Debt	\$1,418,721	\$1,383,590	(2.5%)	\$1,282,713	\$(100,877)	(7.3%)
Employee Benefits	\$3,171,724	\$3,507,389	10.6%	\$3,617,512	\$110,123	3.1%
<b>Sub-Total (Without Debt)</b>	<b>\$12,386,827</b>	<b>\$13,133,935</b>	<b>6.0%</b>	<b>\$13,340,974</b>	<b>\$207,039</b>	<b>1.6%</b>
<b>Sub-Total Municipal</b>	<b>\$13,805,548</b>	<b>\$14,517,525</b>	<b>5.2%</b>	<b>\$14,623,687</b>	<b>\$106,162</b>	<b>0.7%</b>
GDRSD	\$16,521,807	\$17,097,405	3.5%	\$20,160,143	\$3,062,738	17.9%
GDRSD Debt	\$1,234,216	\$1,168,791	(5.3%)	\$1,143,574	\$(25,217)	(2.2%)
NVTHS	\$572,775	\$596,609	4.2%	\$570,080	\$(26,529)	(4.4%)
<b>Sub-Total School</b>	<b>\$18,328,798</b>	<b>\$18,862,805</b>	<b>2.9%</b>	<b>\$21,873,797</b>	<b>\$3,010,992</b>	<b>16.0%</b>
<b>Total Municipal Operating Budget</b>	<b>\$32,134,346</b>	<b>\$33,380,330</b>	<b>3.9%</b>	<b>\$36,497,484</b>	<b>\$3,117,154</b>	<b>9.3%</b>
<b>Additional Appropriations</b>						
Capital Budget Request	\$635,190	\$404,145	(36.4%)	\$426,980	\$22,835	5.7%
Enterprise Funds	\$1,924,762	\$2,125,157	10.4%	\$1,953,906	\$(171,251)	(8.1%)
Other	\$555,027	\$455,132	(18%)	\$446,000	\$(9,132)	(2.0%)
<b>Sub-Total Additional Appropriations</b>	<b>\$3,114,979</b>	<b>\$2,984,434</b>	<b>(4.2%)</b>	<b>\$2,826,886</b>	<b>\$(157,548)</b>	<b>(5.3%)</b>
<b>Grand Total Appropriations</b>	<b>\$35,249,325</b>	<b>\$36,364,764</b>	<b>3.2%</b>	<b>\$39,324,370</b>	<b>\$2,959,606</b>	<b>8.1%</b>

In addition to looking at expenditures grouped by spending area, the following table looks at expenditures grouped by major categories.

EXPENDITURES BY MAJOR	Appropriated	Proposed	Dollar	Percentage
<u>CATEGORIES</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Increase</u>	<u>Increase</u>
Municipal Wages	\$6,820,119	\$6,993,035	\$172,916	2.54%
Employee Benefits	\$3,507,389	\$3,617,512	\$110,123	3.14%
<b>Sub - Total</b>	<b>\$10,327,508</b>	<b>\$10,610,547</b>	<b>\$283,039</b>	<b>2.74%</b>
Other	\$2,806,427	\$2,730,427	\$(76,000)	-2.71%
<b>Sub - Total</b>	<b>\$13,133,935</b>	<b>\$13,340,974</b>	<b>\$207,039</b>	<b>1.58%</b>
Debt Service	\$1,383,590	\$1,282,713	\$(100,877)	-7.29%
<b>Total Municipal</b>	<b>\$14,517,525</b>	<b>\$14,623,687</b>	<b>\$106,162</b>	<b>0.73%</b>
Regional Schools	\$18,862,805	\$21,873,797	\$3,010,992	15.96%
<b>Grand Total</b>	<b>\$33,380,330</b>	<b>\$36,497,484</b>	<b>\$3,117,154</b>	<b>9.34%</b>

For FY17, total available revenues are budgeted to increase 8.1% from \$36,364,764 to \$39,324,370. This includes the two and one half percent increase allowed by law, \$17 million in new growth and \$1,899,746 that will be requested in a Prop 2 ½ Override.

<u>Revenues</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Inc/(Dec) %</u>	<u>FY 2017</u>	<u>Inc/(Dec) \$</u>	<u>Inc/(Dec) %</u>
	(Actuals)	(Appropriated)	2015-2016	(Proposed)	2016-2017	2016-2017
Property Tax	\$26,002,556	\$27,029,638	3.9%	\$29,924,385	\$2,894,747	10.7%
State Aid	\$828,915	\$856,513	3.3%	\$863,722	\$7,209	0.8%
Local Receipts	\$3,564,000	\$3,644,255	2.3%	\$3,697,950	\$53,695	1.5%
Free Cash	\$150,000	\$81,500	(45.7%)	\$-	\$(81,500)	(100.0%)
Other Available Funds	\$455,000	\$200,000	(56.0%)	\$225,000	\$25,000	12.5%
<b>Sub-Total Revenues</b>	<b>\$31,000,471</b>	<b>\$31,811,906</b>	<b>2.6%</b>	<b>\$34,711,057</b>	<b>\$2,899,151</b>	<b>9.1%</b>
Unexpended Tax Capacity	\$(464,488)	\$(251,794)	(45.8%)		\$251,794	(100.0%)
<b>Sub-Total Revenues</b>	<b>\$30,535,983</b>	<b>\$31,560,112</b>	<b>3.4%</b>	<b>\$34,711,057</b>	<b>\$3,150,945</b>	<b>10.0%</b>
Excluded Debt	\$2,433,390	\$2,275,350	(6.5%)	\$2,232,427	\$(42,923)	(1.9%)
Stabilization Fund	\$-	\$-		\$-	\$-	0.0%
Capital Stabilization Fund	\$355,190	\$404,145	13.8%	\$426,980	\$22,835	5.7%
Enterprise Funds	\$1,924,762	\$2,125,157	10.4%	\$1,953,906	\$(171,251)	8.1%
<b>Total Available Revenues</b>	<b>\$35,249,325</b>	<b>\$36,364,764</b>	<b>3.2%</b>	<b>\$39,324,370</b>	<b>\$2,959,606</b>	<b>8.1%</b>

The FY16 tax rate has been certified at \$18.78. Based on the proposed budget, the estimated tax rate in FY17 is \$20.56, or an increase of \$1.78. In FY16, the average tax bill in the town of Groton (based on a home valued at \$400,000) is \$7,512. Under this proposed budget, that same homeowner can expect a tax bill of \$8,224 or an increase of \$712 (9.48%). The following chart shows a comparison between FY16 and FY17 tax rates.



	<u>Actual</u> <u>FY 2016</u>	<u>Proposed</u> <u>FY 2017</u>	<u>Dollar</u> <u>Change</u>	<u>Percent</u> <u>Change</u>
Levy Capacity Used	\$26,777,844	\$28,024,639*	\$1,246,795	4.66%
Tax Rate on Levy Capacity Used	\$17.31	\$17.92	\$0.61	3.52%
Average Tax Bill	\$6,924	\$7,168	\$244	3.52%
Override of Proposition 2½		\$1,899,746	\$1,899,746	100.00%
Tax Rate on Override		\$1.21	\$1.21	100.00%
Average Tax Bill		\$484	\$484	100.00%
Excluded Debt	\$2,275,350	\$2,232,427	\$(42,923)	-1.89%
Tax Rate on Excluded Debt	\$1.47	\$1.43	\$(0.04)	-2.72%
Average Tax Bill	\$588	\$572	\$(16)	-2.72%
Final Levy Used	\$29,053,194	\$32,156,812	\$3,103,618	10.68%
Final Tax Rate	\$18.78	\$20.56	\$1.78	9.48%
Average Tax Bill	\$7,512	\$8,224	\$712	9.48%

\*Includes anticipated new growth of \$17 million.

The FY17 budget cycle began in early November when the Board of Selectmen, Finance Committee, Town Manager and the town's finance team sat down in a series of meetings to begin discussing budget goals. This was the first time in recent memory that such a meeting took place immediately prior to the budget process. The opportunity to openly and directly discuss expectations for the upcoming budget cycle was refreshing and helped provide clear guidance to the Town Manager and the town's finance team who welcomed the direction and worked diligently to meet the following guidance:

### **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 incurring 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.

As required by the Groton Town Charter, the Town Manager submitted a proposed balanced budget by the end of December. The proposed budget included \$14,837,352 in municipal spending, an increase of \$319,827 (or 2.2%) over the FY16 budget. For a detailed description of the budget process, see Appendix B to this report.

Over the course of the budget cycle, three additional scenarios were explored including a carry-over, 2.2% growth and 0% growth budget (all of which excluded debt). The Finance Committee worked closely with the Board of Selectmen, the Town Manager and the town's finance team to explore these scenarios as well as other specific areas of concern. The final changes from the original proposed budget submitted by the Town Manager are detailed in Appendix A to this report. However, a few areas warrant further discussion.

### ***Debt Service***

Last year, \$125,000 was budgeted to service short-term debt for FY16 capital projects. The actual borrowing costs turned out to be \$8,113, or \$116,887 under budget. In FY17, the budget for short-term debt was reduced to \$56,333 to reflect actual costs.

In anticipation of the planned capital purchase of a fire apparatus in next year's budget, a plan was proposed to roll the short-term debt forward taking advantage of low interest rates while avoiding expensive fees over multiple year's in a row associated with long term borrowing. The committee looks forward to reviewing the capital plan for FY18 in next year's budget cycle.

As a result of the debt plan, the proposed town budget could grow in other areas while still remaining within the 2.2% growth guidance. After much discussion, it was determined that the debt strategy was the correct strategy. However, the Finance Committee felt uncomfortable with using these funds to increase areas of the budget that have higher year over year growth rates.

In looking at the changes from the proposed budget (see Appendix A), the majority of changes include reductions to salaries, wages and benefits. This reflects the efforts of the Finance Committee to reduce these areas. The adopted changes resulted in municipal budget growth of 0.7% (including debt).

### ***Regional School Districts***

Due to the fact that the districts do not finalize their budgets until March and the Town Manager must submit a balanced budget by December 31<sup>st</sup> as required by the Town Charter, it has been the practice of the Town Manager to prepare his budget proposal with a placeholder increase based on input from the school districts. As a result, the original proposed budget for the GDRSD included an increase of approximately \$1m over the FY16 budget. This figure was provided by the district as representative of the amount of funds needed to support level services. At the conclusion of the district's budgeting process, the GDRSD School Committee approved Groton's assessment at \$21,303,717, which represents an increase of \$3,037,521 (16.6%) from the FY16 budget.

Needless to say, there has been a lot of discussion of the district's needs. The Finance Committee has met with the district on numerous occasions. They have provided comprehensive documentation supporting their needs and the required spending to address their needs and have begun to outline the metrics they will use to assure the town that our investment in the district is providing the promised results. As a result, the Finance Committee has voted unanimously to recommend the district's budget to Town Meeting. The resulting budget requires an override in order to bring in enough funds to cover the costs of the combined town and school's budget. As a result, the Finance Committee also recommends the passage of the Prop 2 ½ override vote.

### **Areas of Focus for Future Year Budgets**

It's important to remember that the current fiscal status of the town remains solid with the highest bond rating available (AAA). However, as discussed in last year's Finance Committee Budget Report, there are several areas of concern. These concerns have been amplified in this year's discussions of both the municipal and school district budgets.

Our ability to support the needs of the town into the future, including both municipal and school district funding, is a challenge. On the municipal side, the Finance Committee has recommended and the Board of Selectmen has agreed to the creation of a committee to study the sustainability of our municipal budget. (see Appendix C for the recommended charge)

As discussed last year, the largest percentage of the municipal budget goes to paying salaries, wages and benefits. These line items are also the most difficult to control as they are governed by employee contracts and benefit increases. As many Americans are experiencing, the rate of growth in health insurance costs in and of itself causes a sustainability issue. We look forward to working with the sustainability committee to identify any and all possible areas of concern as well as to brainstorm potential paths for us to pursue to make our financial future more secure.

The GDRSD is facing a particularly difficult challenge. Even as they face the same growth pressures on salaries, wages and benefits, the real challenge is the stagnant growth in aid provided by the state. This includes both the failed promise of the state to fully fund legally mandated transportation services for regional districts as well as a broken system for funding of the school district's base budget needs.

There are no obvious answers to these trends, but the finance committee is committed to working with the municipal Sustainable Budget Study Committee, the Town Manager, the town's finance team, the Board of Selectman, our regional school districts and concerned citizens to look for possible ways to decrease the rate of growth in the town's and the school district's expenses while attempting to address inadequate growth rates in state and other funding sources.

### ***Closing Words***

Overall, the Finance Committee believes this process has been thorough leading to a budget that reflects the needs as well as the priorities of the town. Now, it is up to the voters to decide and ultimately approve the budget for the Town of Groton through their vote at Town Meeting.

The Finance Committee would like to thank the Town Manager, the town's finance team, the Board of Selectmen, School Committee members, the Superintendent of the GDRSD and various town committee members and members of the public who spent many long, hard hours assembling this budget for your consideration.

Respectfully submitted,

*Gary Green*

*Robert Hargraves*

*Mark Bacon*

*David Manugian*

*Barry Pease*

*Art Prest*

*Bud Robertson*

Town of Groton Finance Committee

## Finance Committee Report – Appendix A

### Budget Adjustments

Changes from original FY 2017 budget proposed By Town Manager on December 31, 2015

(\*Original School District budget proposal was a carry over budget and did not reflect any anticipated increases to meet the needs assessment)

Line		Original	Revised	
<u>Item</u>	<u>Department</u>	<u>Budget Request</u>	<u>Budget Request</u>	<u>Difference</u>
1020	Board of Selectmen Salaries	\$3,950	\$-	\$(3,950)
1030	Town Manager Salaries	\$200,880	\$197,572	\$(3,308)
1031	Town Manager Wages	\$99,639	\$102,646	\$3,007
1060	Board of Assessors Salaries	\$87,305	\$84,875	\$(2,430)
1061	Board of Assessors Wages	\$58,255	\$50,974	\$(7,281)
1071	Treasurer/Tax Collector Wages	\$110,849	\$104,236	\$(6,613)
<b>Sub-Total General Government</b>		<b>\$1,922,124</b>	<b>\$1,901,549</b>	<b>\$(20,575)</b>
1210	Planning Board Salaries	\$80,858	\$80,580	\$(278)
1213	Planning Board MRPC Assessment	\$3,320	\$3,403	\$83
1241	Building Inspector Wages	\$67,734	\$60,174	\$(7,560)
1272	Board of Health Nursing Services	\$10,273	\$10,787	\$514
1273	Nashoba Health District	\$22,948	\$23,636	\$688
<b>Sub-Total Land Use</b>		<b>\$432,128</b>	<b>\$425,575</b>	<b>\$(6,553)</b>
1301	Police Department Wages	\$1,685,823	\$1,643,942	\$(41,881)
1311	Fire Department Wages	\$710,731	\$708,243	\$(2,488)
<b>Sub-Total Protection of Persons &amp; Property</b>		<b>\$3,714,200</b>	<b>\$3,669,831</b>	<b>\$(44,369)</b>
1400	Nashoba Tech Operating Expenses	\$611,524	\$570,080	\$(41,444)*
1410	GDRSD Operating Expenses	\$17,873,505	\$20,160,143	\$2,286,638*
1411	GDRSD Debt Service, Excluded	\$1,070,815	\$1,086,471	\$15,656*
1412	GDRSD Debt Service, Unexcluded	\$55,896	\$57,103	\$1,207*
<b>Sub- Total Regional Schools</b>		<b>\$19,611,740</b>	<b>\$21,873,797</b>	<b>\$2,262,057*</b>
1510	Street Light Expenses	\$24,000	\$20,000	\$(4,000)
<b>Sub-Total Department of Public Works</b>		<b>\$2,146,673</b>	<b>\$2,142,673</b>	<b>\$(4,000)</b>
1601	Council on Aging Wages	\$72,295	\$67,423	\$(4,872)
1661	Library Wages	\$305,166	\$294,867	\$(10,299)
1662	Library Expenses	\$199,842	\$206,217	\$6,375
<b>Sub-Total Citizen Services</b>		<b>\$1,592,630</b>	<b>\$1,583,834</b>	<b>\$(8,796)</b>
3000	Employee Benefits - Retirement	\$1,874,224	\$1,844,224	\$(30,000)
3010	Employee Benefits - Health Insurance	\$1,708,000	\$1,608,628	\$(99,372)
<b>Sub - Total Employee Benefits</b>		<b>\$3,746,884</b>	<b>\$3,617,512</b>	<b>\$(129,372)</b>
<b>Total Budget</b>		<b>\$34,449,092</b>	<b>\$36,497,484</b>	<b>\$2,048,392</b>

## Finance Committee Report – Appendix B

### Fiscal Year 2017 Budget Process

The Finance Committee, as required by the Massachusetts Open Meeting Law, always operates in posted open public meetings. The 2017 fiscal year budget cycle started in early November of 2015 when the Finance Committee, Board of Selectmen, Town Manager and finance team met to discuss spending guidelines. The process continued throughout November as the Town Manager met with department heads to assess priorities, evaluate spending levels and submit individual departmental budgets.

In December of 2015, the Town Manager held multiple daylong meetings with participation by his finance team, department heads and individual Finance Committee members. In compliance with Article 6, Section 6-2, the Town Manager, submitted the proposed 2017 operating budget along with accompanying budget message and supporting documents on December 31, 2015.

***Town Charter: Article 6, Section 6-2: Submission of Budget and Budget Message***

*“Within the time fixed by by-law, but not later than December 31 of the year immediately preceding the year in which the next spring town meeting is to convene, the town manager, after consultation with the board of selectmen, shall submit to the finance committee a proposed, balanced, operating budget for the ensuing fiscal year with an accompanying budget message and supporting documents. The town manager shall simultaneously provide for the publication of a general summary of the proposed budget in a local newspaper and the town's website. The summary shall specifically indicate any major variations from the current operating budget and the reason for such changes. The notice shall further indicate the times and places at which the complete copies of the proposed operating budget are available for examination by the public.”*

On January 7<sup>th</sup>, there was a joint session in open public meeting of the Board of Selectmen, the Finance Committee, the Town Manager and his finance team for a formal presentation of the proposed budget.

Following the presentation of the budget, as has become tradition, the Finance Committee held a daylong Saturday open public meeting on February 13<sup>th</sup>, in joint session with the Board of Selectmen, to begin an in depth analysis of each department's budget. This meeting provides the opportunity for the Town Manager, his finance team and department heads to thoroughly explain the proposed budget.

Since January, the Finance Committee, as a whole, has met in open public meetings to review departmental and other requested appropriations.

***Town Charter: Article 6, Section 6-5: Action on the Budget***

*“The finance committee shall, upon receipt of the budget from the town manager, consider in public meetings detailed expenditures for each town department and agency and may confer with representatives of each town agency in connection with its review and consideration. The finance committee may require the town manager, or any town agency, to furnish it with additional information as it may deem necessary to assist it in its review and consideration of the proposed budget. The finance committee shall file with the town clerk, at least 14 days before to the first session of spring town meeting, a report containing its proposed budget and its comments or recommendations regarding differences between its proposed budget and the budget submitted by the town*

*manager. The report shall also be made available to voters of the town by publication on the town's website and by leaving copies of the report at least 3 public places in the town at least 14 days before the first session of spring town meeting. Additionally, copies of the report shall be made available to voters at the first session of spring town meeting. The failure to timely file the budget report with the town clerk or to publicize the report by posting on the town's website or in 3 public places in the town shall not prohibit the town meeting from voting on the budget nor shall it affect the validity of any vote taken thereon at town meeting.*

*The finance committee's proposed annual town budget shall be presented to the town meeting by motions made by the finance committee, which shall also present its comments and recommendations with respect to the budget. The town manager or the board of selectmen, or both, shall also present their comments and recommendations, if any, at the town meeting with respect to the budget. The budget shall be voted upon in accordance with the by-laws."*

The Committee has worked hard over the last three months with the Town Manager, his finance team, the Board of Selectman and other town committees. The end result is a budget that we believe deserves broad support.

## Finance Committee Report – Appendix C

January 27, 2016

Mr. Jack Petropoulos, Chairman  
Board of Selectmen  
Town of Groton

Subject: Committee to study sustainable municipal budget growth

Dear Mr. Chairman,

During recent budget cycles, it has become clear that a limited number of areas are driving the majority of the Town's municipal spending growth. If we do not clearly identify unsustainable growth, it will crowd out our ability to fund other municipal and educational needs.

Therefore, the Finance Committee, acting in its advisory role, is providing a recommendation to the Board of Selectmen to create a committee to determine what actions can be taken to ensure sustainable municipal budget growth. The proposed Committee Charge is as follows:

The Sustainable Budget Study Committee shall be established for the purpose of identifying and understanding the underlying causes of growth in Groton's Municipal Operating Budget as well as making recommendations on specific actions that can be taken to ensure the Town is on a sustainable financial path.

The committee shall be appointed by the Board of Selectmen and consist of seven (7) members: (1) One member of the Board of Selectman (1) One member of the Finance Committee (1) One member of the Personnel Board (1) One town citizen (1) Town Accountant (1) Town Treasurer (1) Town HR Director

The Committee's work should include, but not be limited to the following:

1. Identify specific budget growth areas that are increasing in a non-sustainable manner
2. Analyze non-sustainable budget growth areas to determine underlying causes
3. Benchmark municipal budget growth against comparable towns
4. Develop list of potential actions prioritized on size and duration of financial impact, ability of town to adopt and any potential risks to successful implementation
5. Deliver final report outlining findings and recommendations

The Board of Selectman, the Finance Committee and the Town Manager should be consulted regularly for advice and progress updates. The committee should seek out citizens, professional individuals or organizations with the skills and knowledge required to complete its work. The committee shall endeavor to bring its recommendations to the Board of Selectman, Finance Committee, Town Manager and the Town's Finance Team prior to the start of the FY18 budget cycle.

We appreciate your consideration of our recommendation.

Sincerely,

Gary Green, Chairman  
Mark Bacon  
Barry A. Pease  
Bud Robertson

Robert Hargraves, Vice-Chairman  
David Manugian  
Art Prest



TOWN OF GROTON					
FISCAL YEAR 2017					
REVENUE ESTIMATES					
			BUDGETED	ESTIMATED	
			FY 2016	FY 2017	CHANGE
PROPERTY TAX REVENUE			\$ 27,029,638	\$ 29,924,385	\$ 2,894,747
DEBT EXCLUSIONS			\$ 2,290,932	\$ 2,232,427	\$ (58,505)
CHERRY SHEET - STATE AID			\$ 856,513	\$ 863,722	\$ 7,209
UNEXPENDED TAX CAPACITY			\$ (251,793)	\$ -	\$ 251,793
LOCAL RECEIPTS:					
General Revenue:					
	Motor Vehicle Excise Taxes		\$ 1,400,000	\$ 1,400,000	\$ -
	Meals Tax		\$ 100,000	\$ 100,000	\$ -
	Penalties & Interest on Taxes		\$ 90,000	\$ 90,000	\$ -
	Payments in Lieu of Taxes		\$ 230,000	\$ 230,000	\$ -
	Other Charges for Services		\$ 65,000	\$ 67,250	\$ 2,250
	Fees		\$ 375,000	\$ 375,000	\$ -
	Rentals		\$ 25,000	\$ 32,500	\$ 7,500
	Library Revenues		\$ 12,000	\$ 12,000	\$ -
	Other Departmental Revenue		\$ 611,063	\$ 640,600	\$ 29,537
	Licenses and Permits		\$ 275,000	\$ 275,000	\$ -
	Fines and Forfeits		\$ 30,000	\$ 30,000	\$ -
	Investment Income		\$ 15,000	\$ 17,000	\$ 2,000
	Recreation Revenues		\$ 416,192	\$ 428,600	\$ 12,408
	Miscellaneous Non-Recurring		\$ -	\$ -	\$ -
Sub-total - General Revenue			\$ 3,644,255	\$ 3,697,950	\$ 53,695
Other Revenue:					
	Free Cash		\$ -	\$ -	\$ -
	Stabilization Fund for Minor Capital		\$ -	\$ -	\$ -
	Stabilization Fund for Tax Rate Relief		\$ -	\$ -	\$ -
	Capital Asset Stabilization Fund		\$ 404,145	\$ 426,980	\$ 22,835
	EMS/Conservation Fund Receipts Reserve		\$ 200,000	\$ 225,000	\$ 25,000
	Community Preservation Funds		\$ -	\$ -	\$ -
	Water Department Surplus		\$ -	\$ -	\$ -
	Sewer Department Surplus		\$ -	\$ -	\$ -
	Insurance Reimbursements		\$ -	\$ -	\$ -
	Encumbrances		\$ -	\$ -	\$ -
Sub-total - Other Revenue			\$ 604,145	\$ 651,980	\$ 47,835
WATER DEPARTMENT ENTERPRISE			\$ 997,545	\$ 1,024,851	\$ 27,306
SEWER DEPARTMENT ENTERPRISE			\$ 662,154	\$ 698,276	\$ 36,122
LOCAL ACCESS CABLE ENTERPRISE			\$ 265,458	\$ 230,779	\$ (34,679)
TOTAL ESTIMATED REVENUE			\$ 36,098,847	\$ 39,324,370	\$ 3,225,523

<b>TOWN OF GROTON</b>		
<b>FISCAL YEAR 2017</b>		
<b>TAX LEVY CALCULATIONS</b>		
<b>FINCOM</b>		
<b>FY 2017 PROPOSED EXPENDITURES</b>		
<b>Town Manager Proposed Budget</b>		
General Government	\$	1,901,549
Land Use Departments	\$	425,575
Protection of Persons and Property	\$	3,669,831
Regional School Districts	\$	21,873,797
Department of Public Works	\$	2,142,673
Library and Citizen Services	\$	1,583,834
Debt Service	\$	1,282,713
Employee Benefits	\$	3,617,512
A. TOTAL DEPARTMENTAL BUDGET REQUESTS		\$ 36,497,484
B. CAPITAL BUDGET REQUESTS		\$ 426,980
C. ENTERPRISE FUND REQUESTS		\$ 1,953,906
D. COMMUNITY PRESERVATION REQUEST		
<b>OTHER AMOUNTS TO BE RAISED</b>		
1. Amounts certified for tax title purposes	\$	-
2. Debt and interest charges not included	\$	-
3. Final court judgments	\$	-
4. Total Overlay deficits of prior years	\$	-
5. Total cherry sheet offsets	\$	1,000
6. Revenue deficits	\$	-
7. Offset Receipts	\$	20,000
8. Authorized deferral of Teachers' Pay	\$	-
9. Snow and Ice deficit	\$	100,000
10. Other		
E. TOTAL OTHER AMOUNTS TO BE RAISED		\$ 121,000
F. STATE AND COUNTY CHERRY SHEET CHARGES		\$ 100,000
G. ALLOWANCE FOR ABATEMENTS AND EXEMPTIONS		\$ 225,000
<b>TOTAL PROPOSED EXPENDITURES</b>		<b>\$ 39,324,370</b>
<b>FY 2017 ESTIMATED RECEIPTS</b>		
<b>ESTIMATED TAX LEVY</b>		
Levy Limit	\$	29,924,385
Debt Exclusion	\$	2,232,427
A. ESTIMATED TAX LEVY		\$ 32,156,812
B. CHERRY SHEET ESTIMATED RECEIPTS		\$ 863,722
C. LOCAL RECEIPTS NOT ALLOCATED		\$ 3,697,950
C. OFFSET RECEIPTS		\$ -
D. ENTERPRISE FUNDS		\$ 1,953,906
E. COMMUNITY PRESERVATION FUNDS		\$ -
F. FREE CASH		\$ -
<b>OTHER AVAILABLE FUNDS</b>		
1. Stabilization Fund		
2. Capital Asset Fund	\$	426,980
3. EMS/Conservation Fund	\$	225,000
G. OTHER AVAILABLE FUNDS		\$ 651,980
<b>TOTAL ESTIMATED RECEIPTS</b>		<b>\$ 39,324,370</b>
<b>FY 2017 SURPLUS/(DEFICIT)</b>		<b>\$ (0)</b>

APPENDIX A		TOWN OF GROTON					
		FISCAL YEAR 2017					

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
<b>FINANCE COMMITTEE</b>								
1040	Expenses	\$ -	\$ -	\$ 210	\$ 210	100.00%	\$ 0.05	0.00%
1041	Reserve Fund	\$ 97,604	\$ 150,000	\$ 150,000	\$ 150,000	0.00%	\$ 33.01	0.40%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 97,604</b>	<b>\$ 150,000</b>	<b>\$ 150,210</b>	<b>\$ 150,210</b>	<b>0.14%</b>	<b>\$ 33.06</b>	<b>0.40%</b>
<b>TOWN ACCOUNTANT</b>								
1050	Salaries	\$ 73,064	\$ 81,539	\$ 84,833	\$ 84,833	4.04%	\$ 18.67	0.23%
1051	Wages	\$ 37,816	\$ 40,950	\$ 42,360	\$ 42,360	3.44%	\$ 9.32	0.11%
1052	Expenses	\$ 33,037	\$ 35,610	\$ 30,975	\$ 30,975	-13.02%	\$ 6.82	0.08%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 143,917</b>	<b>\$ 158,099</b>	<b>\$ 158,168</b>	<b>\$ 158,168</b>	<b>0.04%</b>	<b>\$ 34.81</b>	<b>0.42%</b>
<b>BOARD OF ASSESSORS</b>								
1060	Salaries	\$ 83,246	\$ 84,847	\$ 84,875	\$ 84,875	0.03%	\$ 18.68	0.23%
1061	Wages	\$ 87,704	\$ 94,130	\$ 50,974	\$ 50,974	-45.85%	\$ 11.22	0.14%
1062	Expenses	\$ 13,576	\$ 23,475	\$ 24,135	\$ 24,135	2.81%	\$ 5.31	0.06%
1063	Legal Expense	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 184,526</b>	<b>\$ 202,452</b>	<b>\$ 159,984</b>	<b>\$ 159,984</b>	<b>-20.98%</b>	<b>\$ 35.21</b>	<b>0.43%</b>
<b>TREASURER/TAX COLLECTOR</b>								
1070	Salaries	\$ 79,273	\$ 82,476	\$ 84,125	\$ 84,125	2.00%	\$ 18.51	0.23%
1071	Wages	\$ 96,280	\$ 100,742	\$ 104,236	\$ 104,236	3.47%	\$ 22.94	0.28%
1072	Expenses	\$ 18,554	\$ 20,530	\$ 22,855	\$ 22,855	11.32%	\$ 5.03	0.06%
1073	Tax Title	\$ 4,366	\$ 4,500	\$ 4,500	\$ 4,500	0.00%	\$ 0.99	0.01%
1074	Bond Cost	\$ 2,500	\$ 3,000	\$ 5,000	\$ 5,000	66.67%	\$ 1.10	0.01%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 200,973</b>	<b>\$ 211,248</b>	<b>\$ 220,716</b>	<b>\$ 220,716</b>	<b>4.48%</b>	<b>\$ 48.57</b>	<b>0.59%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>TOWN COUNSEL</b>							
1080	Expenses	\$ 101,333	\$ 90,000	\$ 90,000	\$ 90,000	0.00%	\$ 19.81	0.24%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 101,333</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>0.00%</b>	<b>\$ 19.81</b>	<b>0.24%</b>
	<b>HUMAN RESOURCES</b>							
1090	Salary	\$ 68,560	\$ 70,359	\$ 73,202	\$ 73,202	4.04%	\$ 16.11	0.20%
1091	Expenses	\$ 6,703	\$ 7,050	\$ 9,550	\$ 9,550	35.46%	\$ 2.10	0.03%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 75,264</b>	<b>\$ 77,409</b>	<b>\$ 82,752</b>	<b>\$ 82,752</b>	<b>6.90%</b>	<b>\$ 18.21</b>	<b>0.22%</b>
	<b>INFORMATION TECHNOLOGY</b>							
1100	Salary	\$ 117,974	\$ 125,248	\$ 128,180	\$ 128,180	2.34%	\$ 28.21	0.34%
1101	Wages	\$ 48,737	\$ 46,158	\$ 47,753	\$ 47,753	3.46%	\$ 10.51	0.13%
1102	Expenses	\$ 23,789	\$ 24,800	\$ 24,800	\$ 24,800	0.00%	\$ 5.46	0.07%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 190,499</b>	<b>\$ 196,206</b>	<b>\$ 200,733</b>	<b>\$ 200,733</b>	<b>2.31%</b>	<b>\$ 44.17</b>	<b>0.54%</b>
	<b>GIS STEERING COMMITTEE</b>							
1120	Expenses	\$ 6,016	\$ 15,100	\$ 15,100	\$ 15,100	0.00%	\$ 3.32	0.04%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 6,016</b>	<b>\$ 15,100</b>	<b>\$ 15,100</b>	<b>\$ 15,100</b>	<b>0.00%</b>	<b>\$ 3.32</b>	<b>0.04%</b>
	<b>TOWN CLERK</b>							
1130	Salaries	\$ 71,649	\$ 74,544	\$ 77,556	\$ 77,556	4.04%	\$ 17.07	0.21%
1131	Wages	\$ 48,161	\$ 51,930	\$ 54,536	\$ 54,536	5.02%	\$ 12.00	0.15%
1132	Expenses	\$ 7,875	\$ 11,870	\$ 11,655	\$ 11,655	-1.81%	\$ 2.56	0.03%
1135	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 127,685</b>	<b>\$ 138,344</b>	<b>\$ 143,747</b>	<b>\$ 143,747</b>	<b>3.91%</b>	<b>\$ 31.63</b>	<b>0.38%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
<b>ELECTIONS &amp; BOARD OF REGISTRARS</b>								
1140	Stipend	\$ 8,914	\$ 7,880	\$ 11,656	\$ 11,656	47.92%	\$ 2.57	0.03%
1141	Expenses	\$ 9,794	\$ 9,903	\$ 10,620	\$ 10,620	7.24%	\$ 2.34	0.03%
1142	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 18,708</b>	<b>\$ 17,783</b>	<b>\$ 22,276</b>	<b>\$ 22,276</b>	<b>25.27%</b>	<b>\$ 4.90</b>	<b>0.06%</b>
<b>STREET LISTINGS</b>								
1150	Expenses	\$ 5,489	\$ 6,275	\$ 6,000	\$ 6,000	-4.38%	\$ 1.32	0.02%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 5,489</b>	<b>\$ 6,275</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>-4.38%</b>	<b>\$ 1.32</b>	<b>0.02%</b>
<b>INSURANCE &amp; BONDING</b>								
1160	Insurance & Bonding	\$ 142,864	\$ 181,000	\$ 190,000	\$ 190,000	4.97%	\$ 41.81	0.51%
1161	Insurance Deductible Reserve - Liability	\$ 5,649	\$ 12,000	\$ 12,000	\$ 12,000	0.00%	\$ 2.64	0.03%
1162	Insurance Deductible Reserve - 111F	\$ 3,310	\$ 25,000	\$ 25,000	\$ 25,000	0.00%	\$ 5.50	0.07%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 151,823</b>	<b>\$ 218,000</b>	<b>\$ 227,000</b>	<b>\$ 227,000</b>	<b>4.13%</b>	<b>\$ 49.96</b>	<b>0.61%</b>
<b>TOWN REPORT</b>								
1170	Expenses	\$ 1,400	\$ 1,500	\$ 1,500	\$ 1,500	0.00%	\$ 0.33	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,400</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>0.00%</b>	<b>\$ 0.33</b>	<b>0.00%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>POSTAGE/TOWN HALL EXPENSES</b>							
1180	Expenses	\$ 52,323	\$ 55,000	\$ 55,000	\$ 55,000	0.00%	\$ 12.10	0.15%
1181	Telephone Expenses	\$ 41,713	\$ 50,000	\$ 45,000	\$ 45,000	-10.00%	\$ 9.90	0.12%
1182	Office Supplies	\$ 15,512	\$ 17,000	\$ 17,000	\$ 17,000	0.00%	\$ 3.74	0.05%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 109,548</b>	<b>\$ 122,000</b>	<b>\$ 117,000</b>	<b>\$ 117,000</b>	<b>-4.10%</b>	<b>\$ 25.75</b>	<b>0.31%</b>
	<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 1,692,197</b>	<b>\$ 1,939,434</b>	<b>\$ 1,901,549</b>	<b>\$ 1,901,549</b>	<b>-1.95%</b>	<b>\$ 418.47</b>	<b>5.09%</b>
	<b>LAND USE DEPARTMENTS</b>							
	<b>CONSERVATION COMMISSION</b>							
1200	Salary	\$ 61,384	\$ 63,551	\$ 66,118	\$ 66,118	4.04%	\$ 14.55	0.18%
1201	Wages	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1202	Expenses	\$ 4,323	\$ 7,950	\$ 6,679	\$ 6,679	-15.99%	\$ 1.47	0.02%
1203	Engineering & Legal	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1204	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 65,707</b>	<b>\$ 71,501</b>	<b>\$ 72,797</b>	<b>\$ 72,797</b>	<b>1.81%</b>	<b>\$ 16.02</b>	<b>0.19%</b>
	<b>PLANNING BOARD</b>							
1210	Salaries	\$ 80,788	\$ 82,358	\$ 80,580	\$ 80,580	-2.16%	\$ 17.73	0.22%
1211	Wages	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1212	Expenses	\$ 7,178	\$ 8,100	\$ 7,500	\$ 7,500	-7.41%	\$ 1.65	0.02%
1215	M.R.P.C. Assessment	\$ 3,160	\$ 3,320	\$ 3,403	\$ 3,403	2.50%	\$ 0.75	0.01%
1216	Legal Budget	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 91,126</b>	<b>\$ 93,778</b>	<b>\$ 91,483</b>	<b>\$ 91,483</b>	<b>-2.45%</b>	<b>\$ 20.13</b>	<b>0.24%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>ZONING BOARD OF APPEALS</b>							
1220	Wages	\$ 18,255	\$ 18,467	\$ 18,823	\$ 18,823	1.93%	\$ 4.14	0.05%
1221	Expenses	\$ 986	\$ 1,400	\$ 1,700	\$ 1,700	21.43%	\$ 0.37	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 19,241</b>	<b>\$ 19,867</b>	<b>\$ 20,523</b>	<b>\$ 20,523</b>	<b>3.30%</b>	<b>\$ 4.52</b>	<b>0.05%</b>
	<b>HISTORIC DISTRICT COMMISSION</b>							
1230	Wages	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1231	Expenses	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>	<b>0.00%</b>
	<b>BUILDING INSPECTOR</b>							
1240	Salaries	\$ 79,273	\$ 80,858	\$ 82,475	\$ 82,475	2.00%	\$ 18.15	0.22%
1241	Wages	\$ 60,282	\$ 65,486	\$ 60,174	\$ 60,174	-8.11%	\$ 13.24	0.16%
1242	Expenses	\$ 2,870	\$ 6,500	\$ 5,000	\$ 5,000	-23.08%	\$ 1.10	0.01%
1243	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 142,426</b>	<b>\$ 152,844</b>	<b>\$ 147,649</b>	<b>\$ 147,649</b>	<b>-3.40%</b>	<b>\$ 32.49</b>	<b>0.40%</b>
	<b>MECHANICAL INSPECTOR</b>							
1250	Fee Salaries	\$ 27,156	\$ 25,000	\$ 30,000	\$ 30,000	20.00%	\$ 6.60	0.08%
1251	Expenses	\$ 3,326	\$ 5,000	\$ 5,000	\$ 5,000	0.00%	\$ 1.10	0.01%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 30,482</b>	<b>\$ 30,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>16.67%</b>	<b>\$ 7.70</b>	<b>0.09%</b>



				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>EARTH REMOVAL INSPECTOR</b>							
1260	Stipend	\$ -	\$ 1	\$ 1,500	\$ 1,500	149900.00%	\$ 0.33	0.00%
1261	Expenses	\$ 95	\$ 100	\$ 100	\$ 100	0.00%	\$ 0.02	0.00%
1262	Minor Capital		\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 95</b>	<b>\$ 101</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>	<b>1484.16%</b>	<b>\$ 0.35</b>	<b>0.00%</b>
	<b>BOARD OF HEALTH</b>							
1270	Wages	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1271	Expenses	\$ 787	\$ 1,000	\$ 1,000	\$ 1,000	0.00%	\$ 0.22	0.00%
1272	Nursing Services	\$ -	\$ 10,273	\$ 10,787	\$ 10,787	5.00%	\$ 2.37	0.03%
1273	Nashoba Health District	\$ 31,943	\$ 22,948	\$ 23,636	\$ 23,636	3.00%	\$ 5.20	0.06%
1274	Herbert Lipton MH	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	0.00%	\$ 1.76	0.02%
1275	Eng/Consult/Landfill Monitoring	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	0.00%	\$ 2.20	0.03%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 42,730</b>	<b>\$ 52,221</b>	<b>\$ 53,423</b>	<b>\$ 53,423</b>	<b>2.30%</b>	<b>\$ 11.76</b>	<b>0.14%</b>
	<b>SEALER OF WEIGHTS &amp; MEASURES</b>							
1280	Fee Salaries	\$ 2,870	\$ 2,500	\$ 3,000	\$ 3,000	20.00%	\$ 0.66	0.01%
1281	Expenses	\$ 29	\$ 100	\$ 100	\$ 100	0.00%	\$ 0.02	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 2,899</b>	<b>\$ 2,600</b>	<b>\$ 3,100</b>	<b>\$ 3,100</b>	<b>19.23%</b>	<b>\$ 0.68</b>	<b>0.01%</b>
	<b>TOTAL LAND USE DEPARTMENTS</b>	<b>\$ 394,704</b>	<b>\$ 422,912</b>	<b>\$ 425,575</b>	<b>\$ 425,575</b>	<b>0.63%</b>	<b>\$ 93.65</b>	<b>1.14%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b><u>PROTECTION OF PERSONS AND PROPERTY</u></b>							
	<b>POLICE DEPARTMENT</b>							
1300	Salaries	\$ 283,340	\$ 296,814	\$ 308,026	\$ 308,026	3.78%	\$ 67.79	0.82%
1301	Wages	\$ 1,489,613	\$ 1,613,910	\$ 1,643,942	\$ 1,643,942	1.86%	\$ 361.78	4.40%
1302	Expenses	\$ 173,239	\$ 230,600	\$ 192,647	\$ 192,647	-16.46%	\$ 42.40	0.52%
1303	Lease or Purchase of Cruisers	\$ 3,960	\$ 4,000	\$ 4,000	\$ 4,000	0.00%	\$ 0.88	0.01%
1304	PS Building (Expenses)	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1305	Minor Capital	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	100.00%	\$ 4.40	0.05%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,960,153</b>	<b>\$ 2,155,324</b>	<b>\$ 2,168,615</b>	<b>\$ 2,168,615</b>	<b>0.62%</b>	<b>\$ 477.24</b>	<b>5.80%</b>
	<b>FIRE DEPARTMENT</b>							
1310	Salaries	\$ 102,182	\$ 98,880	\$ 102,792	\$ 102,792	3.96%	\$ 22.62	0.28%
1311	Wages	\$ 680,094	\$ 685,676	\$ 708,243	\$ 708,243	3.29%	\$ 155.86	1.90%
1312	Expenses	\$ 144,267	\$ 168,000	\$ 168,000	\$ 168,000	0.00%	\$ 36.97	0.45%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 926,543</b>	<b>\$ 952,556</b>	<b>\$ 979,035</b>	<b>\$ 979,035</b>	<b>2.78%</b>	<b>\$ 215.45</b>	<b>2.62%</b>
	<b>GROTON WATER FIRE PROTECTION</b>							
1320	West Groton Water District	\$ -	\$ 1	\$ 1	\$ 1	0.00%	\$ 0.00	0.00%
1321	Groton Water Department	\$ -	\$ 1	\$ 1	\$ 1	0.00%	\$ 0.00	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ -</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>\$ 2</b>	<b>0.00%</b>	<b>\$ 0.00</b>	<b>0.00%</b>
	<b>ANIMAL INSPECTOR</b>							
1330	Salary	\$ 2,082	\$ 2,082	\$ 2,082	\$ 2,082	0.00%	\$ 0.46	0.01%
1331	Expenses	\$ 400	\$ 400	\$ 400	\$ 400	0.00%	\$ 0.09	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>0.00%</b>	<b>\$ 0.55</b>	<b>0.01%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>ANIMAL CONTROL OFFICER</b>							
1340	Salary	\$ 2,082	\$ 2,082	\$ 2,082	\$ 2,082	0.00%	\$ 0.46	0.01%
1341	Expenses	\$ 400	\$ 400	\$ 400	\$ 400	0.00%	\$ 0.09	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>\$ 2,482</b>	<b>0.00%</b>	<b>\$ 0.55</b>	<b>0.01%</b>
	<b>EMERGENCY MANAGEMENT AGENCY</b>							
1350	Salary	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1351	Expenses	\$ 13,000	\$ 14,650	\$ 15,000	\$ 15,000	2.39%	\$ 3.30	0.04%
1352	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 13,000</b>	<b>\$ 14,650</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>2.39%</b>	<b>\$ 3.30</b>	<b>0.04%</b>
	<b>DOG OFFICER</b>							
1360	Salary	\$ 10,400	\$ 13,973	\$ 13,973	\$ 13,973	0.00%	\$ 3.07	0.04%
1361	Expenses	\$ 3,398	\$ 4,250	\$ 4,250	\$ 4,250	0.00%	\$ 0.94	0.01%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 13,798</b>	<b>\$ 18,223</b>	<b>\$ 18,223</b>	<b>\$ 18,223</b>	<b>0.00%</b>	<b>\$ 4.01</b>	<b>0.05%</b>
	<b>POLICE &amp; FIRE COMMUNICATIONS</b>							
1370	Wages	\$ 238,299	\$ 462,014	\$ 465,742	\$ 465,742	0.81%	\$ 102.49	1.25%
1371	Expenses	\$ 13,315	\$ 14,250	\$ 18,250	\$ 18,250	28.07%	\$ 4.02	0.05%
1372	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 251,614</b>	<b>\$ 476,264</b>	<b>\$ 483,992</b>	<b>\$ 483,992</b>	<b>1.62%</b>	<b>\$ 106.51</b>	<b>1.30%</b>
	<b>TOTAL PROTECTION OF PERSONS AND PROPERTY</b>	<b>\$ 3,170,072</b>	<b>\$ 3,621,983</b>	<b>\$ 3,669,831</b>	<b>\$ 3,669,831</b>	<b>1.32%</b>	<b>\$ 807.61</b>	<b>9.82%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>REGIONAL SCHOOL DISTRICT BUDGETS</b>							
	<b>NASHOBA VALLEY REGIONAL TECHNICAL HIGH SCHOOL</b>							
1400	Operating Expenses	\$ 572,775	\$ 596,609	\$ 570,080	\$ 570,080	-4.45%	\$ 125.46	1.53%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 572,775</b>	<b>\$ 596,609</b>	<b>\$ 570,080</b>	<b>\$ 570,080</b>	<b>-4.45%</b>	<b>\$ 125.46</b>	<b>1.53%</b>
	<b>GROTON-DUNSTABLE REGIONAL SCHOOL DISTRICT</b>							
1410	Operating Expenses	\$ 17,756,023	\$ 17,097,405	\$ 20,160,143	\$ 20,160,143	17.91%	\$ 4,436.58	53.95%
1411	Debt Service, Excluded	\$ -	\$ 1,118,387	\$ 1,086,471	\$ 1,086,471	-2.85%	\$ 239.10	2.91%
1412	Debt Service, Unexcluded	\$ -	\$ 50,404	\$ 57,103	\$ 57,103	13.29%	\$ 12.57	0.15%
1413	Out of District Placement	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 17,756,023</b>	<b>\$ 18,266,196</b>	<b>\$ 21,303,717</b>	<b>\$ 21,303,717</b>	<b>16.63%</b>	<b>\$ 4,688.24</b>	<b>57.01%</b>
	<b>TOTAL SCHOOLS</b>	<b>\$ 18,328,798</b>	<b>\$ 18,862,805</b>	<b>\$ 21,873,797</b>	<b>\$ 21,873,797</b>	<b>15.96%</b>	<b>\$ 4,813.70</b>	<b>58.53%</b>
	<b>DEPARTMENT OF PUBLIC WORKS</b>							
	<b>HIGHWAY DEPARTMENT</b>							
1500	Salaries	\$ 92,809	\$ 96,498	\$ 99,851	\$ 99,851	3.47%	\$ 21.97	0.27%
1501	Wages	\$ 586,754	\$ 620,989	\$ 635,855	\$ 635,855	2.39%	\$ 139.93	1.70%
1502	Expenses	\$ 153,744	\$ 134,300	\$ 134,300	\$ 134,300	0.00%	\$ 29.55	0.36%
1503	Highway Maintenance	\$ 85,677	\$ 95,000	\$ 95,000	\$ 95,000	0.00%	\$ 20.91	0.25%
1504	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 918,984</b>	<b>\$ 946,787</b>	<b>\$ 965,006</b>	<b>\$ 965,006</b>	<b>1.92%</b>	<b>\$ 212.37</b>	<b>2.58%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>STREET LIGHTS</b>							
1510	Expenses	\$ 17,800	\$ 24,000	\$ 20,000	\$ 20,000	-16.67%	\$ 4.40	0.05%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 17,800</b>	<b>\$ 24,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>-16.67%</b>	<b>\$ 4.40</b>	<b>0.05%</b>
	<b>SNOW AND ICE</b>							
1520	Expenses	\$ 191,452	\$ 165,000	\$ 165,000	\$ 165,000	0.00%	\$ 36.31	0.44%
1521	Overtime	\$ 356,192	\$ 140,000	\$ 140,000	\$ 140,000	0.00%	\$ 30.81	0.37%
1522	Hired Equipment	\$ 111,742	\$ 35,000	\$ 35,000	\$ 35,000	0.00%	\$ 7.70	0.09%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 659,387</b>	<b>\$ 340,000</b>	<b>\$ 340,000</b>	<b>\$ 340,000</b>	<b>0.00%</b>	<b>\$ 74.82</b>	<b>0.91%</b>
	<b>TREE WARDEN BUDGET</b>							
1530	Salary	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1531	Expenses	\$ 1,691	\$ 3,000	\$ 3,000	\$ 3,000	0.00%	\$ 0.66	0.01%
1532	Trees	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.00%	\$ 0.33	0.00%
1533	Tree Work	\$ 15,127	\$ 10,000	\$ 10,000	\$ 10,000	0.00%	\$ 2.20	0.03%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 16,818</b>	<b>\$ 14,500</b>	<b>\$ 14,500</b>	<b>\$ 14,500</b>	<b>0.00%</b>	<b>\$ 3.19</b>	<b>0.04%</b>
	<b>MUNICIPAL BUILDING AND PROPERTY MAINTENANCE</b>							
1540	Wages	\$ 81,072	\$ 84,728	\$ 129,012	\$ 129,012	52.27%	\$ 28.39	0.35%
1541	Expenses	\$ 283,793	\$ 280,850	\$ 267,350	\$ 267,350	-4.81%	\$ 58.83	0.72%
1542	Minor Capital	\$ 17,530	\$ 20,000	\$ 20,000	\$ 20,000	0.00%	\$ 4.40	0.05%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 382,395</b>	<b>\$ 385,578</b>	<b>\$ 416,362</b>	<b>\$ 416,362</b>	<b>7.98%</b>	<b>\$ 91.63</b>	<b>1.11%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<b>SOLID WASTE DISPOSAL</b>							
1550	Wages	\$ 110,970	\$ 124,305	\$ 123,051	\$ 123,051	-1.01%	\$ 27.08	0.33%
1551	Expenses	\$ 52,907	\$ 54,486	\$ 54,486	\$ 54,486	0.00%	\$ 11.99	0.15%
1552	Tipping Fees	\$ 122,318	\$ 135,000	\$ 130,000	\$ 130,000	-3.70%	\$ 28.61	0.35%
1553	North Central SW Coop	\$ 5,850	\$ 5,850	\$ 5,850	\$ 5,850	0.00%	\$ 1.29	0.02%
1554	Minor Capital	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%	\$ 1.10	0.01%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 297,045</b>	<b>\$ 324,641</b>	<b>\$ 318,387</b>	<b>\$ 318,387</b>	<b>-1.93%</b>	<b>\$ 70.07</b>	<b>0.85%</b>
	<b>PARKS DEPARTMENT</b>							
1560	Wages	\$ 2,321	\$ 2,659	\$ 2,659	\$ 2,659	0.00%	\$ 0.59	0.01%
1561	Expenses	\$ 48,540	\$ 64,342	\$ 65,759	\$ 65,759	2.20%	\$ 14.47	0.18%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 50,861</b>	<b>\$ 67,001</b>	<b>\$ 68,418</b>	<b>\$ 68,418</b>	<b>2.11%</b>	<b>\$ 15.06</b>	<b>0.18%</b>
	<b>TOTAL DEPARTMENT OF PUBLIC WORKS</b>	<b>\$ 2,343,290</b>	<b>\$ 2,102,507</b>	<b>\$ 2,142,673</b>	<b>\$ 2,142,673</b>	<b>1.91%</b>	<b>\$ 471.53</b>	<b>5.73%</b>
	<b>LIBRARY AND CITIZEN'S SERVICES</b>							
	<b>COUNCIL ON AGING</b>							
1600	Salaries	\$ 66,586	\$ 68,597	\$ 70,669	\$ 70,669	3.02%	\$ 15.55	0.19%
1601	Wages	\$ 44,852	\$ 65,208	\$ 67,423	\$ 67,423	3.40%	\$ 14.84	0.18%
1602	Expenses	\$ 7,553	\$ 8,454	\$ 8,454	\$ 8,454	0.00%	\$ 1.86	0.02%
1603	Minor Capital	\$ 1,495	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 120,486</b>	<b>\$ 142,259</b>	<b>\$ 146,546</b>	<b>\$ 146,546</b>	<b>3.01%</b>	<b>\$ 32.25</b>	<b>0.39%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
LINE	DEPARTMENT/DESCRIPTION	FY 2015 ACTUAL	FY 2016 APPROPRIATED	TOWN MANAGER BUDGET	FINCOM BUDGET	PERCENT CHANGE	AVERAGE TAX BILL	PERCENT OF TAX BILL
<b>SENIOR CENTER VAN</b>								
1610	Wages	\$ 41,125	\$ 58,104	\$ 58,318	\$ 58,318	0.37%	\$ 12.83	0.16%
1611	Expenses	\$ 9,565	\$ 17,673	\$ 17,673	\$ 17,673	0.00%	\$ 3.89	0.05%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 50,690	\$ 75,777	\$ 75,991	\$ 75,991	0.28%	\$ 16.72	0.20%
<b>VETERAN'S SERVICE OFFICER</b>								
1620	Salary	\$ 3,484	\$ 3,485	\$ 3,485	\$ 3,485	0.00%	\$ 0.77	0.01%
1621	Expenses	\$ 266	\$ 900	\$ 650	\$ 650	-27.78%	\$ 0.14	0.00%
1622	Veterans' Benefits	\$ 43,824	\$ 50,000	\$ 50,000	\$ 50,000	0.00%	\$ 11.00	0.13%
1623	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
<b>DEPARTMENT TOTAL</b>								
		\$ 47,574	\$ 54,385	\$ 54,135	\$ 54,135	-0.46%	\$ 11.91	0.14%
<b>GRAVES REGISTRATION</b>								
1630	Salary/Stipend	\$ 250	\$ 250	\$ 250	\$ 250	0.00%	\$ 0.06	0.00%
1631	Expenses	\$ 660	\$ 660	\$ 760	\$ 760	15.15%	\$ 0.17	0.00%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 910	\$ 910	\$ 1,010	\$ 1,010	10.99%	\$ 0.22	0.00%
<b>CARE OF VETERAN GRAVES</b>								
1640	Contract Expenses	\$ 1,550	\$ 1,550	\$ 1,550	\$ 1,550	0.00%	\$ 0.34	0.00%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 1,550	\$ 1,550	\$ 1,550	\$ 1,550	0.00%	\$ 0.34	0.00%
<b>OLD BURYING GROUND COMMITTEE</b>								
1650	Expenses	\$ 700	\$ 700	\$ 800	\$ 800	14.29%	\$ 0.18	0.00%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 700	\$ 700	\$ 800	\$ 800	14.29%	\$ 0.18	0.00%

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
<b>LIBRARY</b>								
1660	Salary	\$ 334,800	\$ 346,861	\$ 357,628	\$ 357,628	3.10%	\$ 78.70	0.96%
1661	Wages	\$ 277,752	\$ 289,138	\$ 294,867	\$ 294,867	1.98%	\$ 64.89	0.79%
1662	Expenses	\$ 194,106	\$ 202,532	\$ 206,217	\$ 206,217	1.82%	\$ 45.38	0.55%
1663	Minor Capital	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 806,659	\$ 838,531	\$ 858,712	\$ 858,712	2.41%	\$ 188.97	2.30%
<b>COMMEMORATIONS &amp; CELEBRATIONS</b>								
1670	Expenses	\$ 464	\$ 500	\$ 500	\$ 500	0.00%	\$ 0.11	0.00%
1671	Fireworks	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 464	\$ 500	\$ 500	\$ 500	0.00%	\$ 0.11	0.00%
<b>WATER SAFETY</b>								
1680	Wages	\$ 142	\$ 2,640	\$ 2,640	\$ 2,640	0.00%	\$ 0.58	0.01%
1681	Expenses and Minor Capital	\$ 13,880	\$ 26,570	\$ 26,570	\$ 26,570	0.00%	\$ 5.85	0.07%
1682	Property Maint. & Improvements	\$ 5,287	\$ 9,000	\$ 9,000	\$ 9,000	0.00%	\$ 1.98	0.02%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 19,310	\$ 38,210	\$ 38,210	\$ 38,210	0.00%	\$ 8.41	0.10%
<b>WEED MANAGEMENT</b>								
1690	Wages	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
1691	Expenses: Weed Harvester	\$ 4,000	\$ 4,000	\$ 7,000	\$ 7,000	75.00%	\$ 1.54	0.02%
1692	Expenses: Great Lakes	\$ 1,745	\$ 2,385	\$ 2,385	\$ 2,385	0.00%	\$ 0.52	0.01%
<b>DEPARTMENTAL TOTAL</b>								
		\$ 5,745	\$ 6,385	\$ 9,385	\$ 9,385	46.99%	\$ 2.07	0.03%



		FY 2015	FY 2016	FY 2017	FY 2017		FY 2017	FY 2017
				TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
<b>GROTON COUNTRY CLUB</b>								
1700	Salary	\$ 78,192	\$ 129,781	\$ 137,750	\$ 137,750	6.14%	\$ 30.31	0.37%
1701	Wages	\$ 148,766	\$ 123,483	\$ 135,456	\$ 135,456	9.70%	\$ 29.81	0.36%
1702	Expenses	\$ 328,712	\$ 127,239	\$ 123,789	\$ 123,789	-2.71%	\$ 27.24	0.33%
1703	Minor Capital	\$ 5,000	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 560,669</b>	<b>\$ 380,503</b>	<b>\$ 396,995</b>	<b>\$ 396,995</b>	<b>4.33%</b>	<b>\$ 87.37</b>	<b>1.06%</b>
	<b>TOTAL LIBRARY AND CITIZEN SERVICES</b>	<b>\$ 1,614,756</b>	<b>\$ 1,539,710</b>	<b>\$ 1,583,834</b>	<b>\$ 1,583,834</b>	<b>2.87%</b>	<b>\$ 348.55</b>	<b>4.24%</b>
	<b><u>DEBT SERVICE</u></b>							
<b>DEBT SERVICE</b>								
2000	Long Term Debt - Principal Excluded	\$ 982,670	\$ 915,640	\$ 917,210	\$ 917,210	0.17%	\$ 201.85	2.45%
2001	Long Term Debt - Principal Non-Excluded	\$ -	\$ 77,030	\$ 71,390	\$ 71,390	-7.32%	\$ 15.71	0.19%
2002	Long Term Debt - Interest - Excluded	\$ 311,453	\$ 256,905	\$ 230,998	\$ 230,998	-10.08%	\$ 50.84	0.62%
2003	Long Term Debt - Interest - Non-Excluded	\$ -	\$ 9,015	\$ 6,782	\$ 6,782	-24.77%	\$ 1.49	0.02%
2006	Short Term Debt - Principal - Town	\$ 110,000	\$ -	\$ -	\$ -		\$ -	0.00%
2007	Short Term Debt - Interest - Town	\$ 1,158	\$ 125,000	\$ 56,333	\$ 56,333	-54.93%	\$ 12.40	0.15%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,405,281</b>	<b>\$ 1,383,590</b>	<b>\$ 1,282,713</b>	<b>\$ 1,282,713</b>	<b>-7.29%</b>	<b>\$ 282.28</b>	<b>3.43%</b>
	<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,405,281</b>	<b>\$ 1,383,590</b>	<b>\$ 1,282,713</b>	<b>\$ 1,282,713</b>	<b>-7.29%</b>	<b>\$ 282.28</b>	<b>3.43%</b>

				FY 2017	FY 2017		FY 2017	FY 2017
		FY 2015	FY 2016	TOWN MANAGER	FINCOM	PERCENT	AVERAGE	PERCENT OF
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	APPROPRIATED	BUDGET	BUDGET	CHANGE	TAX BILL	TAX BILL
	<u>EMPLOYEE BENEFITS</u>							
	<b>EMPLOYEE BENEFITS</b>							
	GENERAL BENEFITS							
3000	County Retirement	\$ 1,560,704	\$ 1,771,089	\$ 1,844,224	\$ 1,844,224	4.13%	\$ 405.85	4.93%
3001	State Retirement	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%
3002	Unemployment Compensation	\$ 40,635	\$ 41,800	\$ 41,800	\$ 41,140	0.00%	\$ 9.20	0.11%
	INSURANCE							
3010	Health Insurance/Employee Expenses	\$ 1,357,580	\$ 1,574,000	\$ 1,608,628	\$ 1,608,628	2.20%	\$ 354.01	4.30%
3011	Life Insurance	\$ 2,123	\$ 2,500	\$ 2,500	\$ 3,160	0.00%	\$ 0.55	0.01%
3012	Medicare/Social Security	\$ 109,583	\$ 118,000	\$ 120,360	\$ 120,360	2.00%	\$ 26.49	0.32%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 3,070,625</b>	<b>\$ 3,507,389</b>	<b>\$ 3,617,512</b>	<b>\$ 3,617,512</b>	<b>3.14%</b>	<b>\$ 796.09</b>	<b>9.68%</b>
	<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$ 3,070,625</b>	<b>\$ 3,507,389</b>	<b>\$ 3,617,512</b>	<b>\$ 3,617,512</b>	<b>3.14%</b>	<b>\$ 796.09</b>	<b>9.68%</b>
	<b>GRAND TOTAL - TOWN BUDGET</b>	<b>\$ 32,019,724</b>	<b>\$ 33,380,330</b>	<b>\$ 36,497,484</b>	<b>\$ 36,497,484</b>	<b>9.34%</b>	<b>\$ 1,157</b>	<b>14.06%</b>
	<u>ADDITIONAL APPROPRIATIONS</u>							
	<b>ADDITIONAL APPROPRIATIONS</b>							
	Capital Budget Request	\$ 635,190	\$ 404,145	\$ 426,980	\$ 426,980	5.65%	\$ 93.96	1.14%
	Overlay Deficit From Prior Years	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	0.00%	\$ 0.22	0.00%
	Cherry Sheet Offsets	\$ 17,617	\$ 20,000	\$ 20,000	\$ 20,000	0.00%	\$ 4.40	0.05%
	Snow and Ice Deficit	\$ 221,729	\$ 155,224	\$ 100,000	\$ 100,000	-35.58%	\$ 22.01	0.27%
	State and County Charges	\$ 106,962	\$ 106,992	\$ 100,000	\$ 100,000	-6.54%	\$ 22.01	0.27%
	Allowance for Abatements/Exemptions	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	0.00%	\$ 49.52	0.60%
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,206,498</b>	<b>\$ 912,361</b>	<b>\$ 872,980</b>	<b>\$ 872,980</b>	<b>-4.32%</b>	<b>\$ 192.11</b>	<b>2.34%</b>
	<b>GRAND TOTAL - TOWN BUDGET</b>	<b>\$ 33,226,222</b>	<b>\$ 34,292,691</b>	<b>\$ 37,370,464</b>	<b>\$ 37,370,464</b>	<b>8.98%</b>	<b>\$ 8,224</b>	<b>100.00%</b>

FY 2017 ENTERPRISE FUND BUDGETS							
					FY 2017	FY 2017	
		FY 2014	FY 2015	FY 2016	DEPARTMENT	TOWN MANAGER	PERCENT
LINE	DEPARTMENT/DESCRIPTION	ACTUAL	ACTUAL	APPROPRIATED	REQUEST	BUDGET	CHANGE
<b>WATER DEPARTMENT</b>							
	WD Salaries	\$ 128,932	\$ 117,062	\$ 118,265	\$ 122,201	\$ 122,201	3.33%
	WD Wages	\$ 141,139	\$ 149,314	\$ 158,374	\$ 162,633	\$ 162,633	2.69%
	WD Expenses	\$ 472,978	\$ 422,026	\$ 371,800	\$ 383,301	\$ 383,301	3.09%
	WD Debt Service	\$ 361,606	\$ 361,218	\$ 358,851	\$ 356,716	\$ 356,716	-0.59%
100	DEPARTMENTAL TOTAL	\$ 1,104,655	\$ 1,049,620	\$ 1,007,290	\$ 1,024,851	\$ 1,024,851	1.74%
<b>SEWER DEPARTMENT</b>							
	Sewer Salaries	\$ -	\$ 17,585	\$ 18,026	\$ 18,755	\$ 18,755	4.04%
	Sewer Wages	\$ 21,290	\$ 26,066	\$ 31,046	\$ 31,801	\$ 31,801	2.43%
	Sewer Expense	\$ 664,942	\$ 595,553	\$ 572,662	\$ 606,126	\$ 606,126	5.84%
	Sewer Debt Service	\$ 5,435	\$ 5,278	\$ 41,420	\$ 41,594	\$ 41,594	0.42%
200	DEPARTMENTAL TOTAL	\$ 691,667	\$ 644,482	\$ 663,155	\$ 698,276	\$ 698,276	5.30%
<b>LOCAL ACCESS CABLE DEPARTMENT</b>							
	Cable Salaries	\$ 58,297	\$ 65,000	\$ 65,000	\$ 67,295	\$ 67,295	3.53%
	Cable Wages	\$ 49,589	\$ 56,533	\$ 56,529	\$ 50,410	\$ 50,410	-10.83%
	Cable Expenses	\$ 48,143	\$ 143,925	\$ 81,268	\$ 73,075	\$ 73,075	-10.08%
	Cable Minor Capital	\$ 16,540	\$ 65,000	\$ 65,000	\$ 40,000	\$ 40,000	-38.46%
300	DEPARTMENTAL TOTAL	\$ 172,569	\$ 330,458	\$ 267,797	\$ 230,779	\$ 230,779	-13.82%
<b>TOTAL ENTERPRISE FUNDS</b>		<b>\$ 1,968,891</b>	<b>\$ 2,024,560</b>	<b>\$ 1,938,242</b>	<b>\$ 1,953,906</b>	<b>\$ 1,953,906</b>	<b>0.81%</b>