# SELECT BOARD MEETING MINUTES WEDNESDAY, OCTOBER 25, 2023 PERFORMING ARTS CENTER AT MIDDLE SCHOOL SOUTH APPROVED

**SB Members Present:** Peter Cunningham, Chair; John Reilly, Vice Chair; Matt Pisani; Becky Pine; Alison Manugian, Clerk

**School Committee Members Present:** Fay Raynor, Chair; Rafael Glod, Vice Chair; Yasmeen Cheema, Secretary; Catherine Awa; Rosanna Casavecchia; Brian LeBlanc; Lacey McCabe

**Groton Finance Committee Members Present:** Bud Robertson, Chair; Colby Doody, Vice Chair; Gary Green; Mary Linskey; Michael Sulprizio; Scott Whitefield

Dunstable Selectmen Present: Ronald Mikol, Chair; Leah Basbanes, Vice Chair; Kieran Meehan

**Also Present:** Mark Haddad, Town Manager; Kara Cruikshank, Executive Assistant to the Town Manager; Jason Silva, Dunstable Town Administrator; Dr. Laura Chesson, GDRHS Superintendent; Sherry Kersey; GDRSD Finance Director; The Groton Finance Team

Ms. Fay Raynor called the School Committee to order at 7:00 P.M

Mr. Cunningham called the meeting to order at 7:00 PM.

Mr. Bud Robertson called the Finance Committee to order at 7:00 P.M

Mr. Ron Mikol called the Dunstable Selectmen to order at 7:00 P.M.

## In Joint Session with the Groton Finance Committee and Groton Dunstable Regional School District Committee- Receive the Report of the Town Manager's Tri-Comm Working Group and other Related Presentations on the Fiscal Year 2025 Budget.

The Tri-Comm Working Group has been working diligently throughout the summer to address the Fiscal Year 2025 Budget deficit. The purpose of this joint meeting was to present the findings of the Town Manager's Tri-Comm Working Group to all Boards regarding the Fiscal Year 2025 Operating Budget. Mr. Haddad presented the Report. This Report conducted a thorough budget analysis and to guide discussions regarding future budgets. Please refer to the attached presentation.

Dunstable's Town Administrator, Jason Silva, presented their Budget and Financial Forecast Overview on the Fiscal Year Budget. Please refer to the attached presentation.

During the Groton Dunstable Regional School District presentation, Sherry Kersey, Finance Director of the Groton Dunstable Regional School District, referred to the attached presentation.

After reviewing the reports, the Boards and Committees hoped they could reach a conclusion that all could support. Mr. Haddad and Ms. Kersey announced that the reports would be posted on the Town and District websites the following day. The joint session recessed after the presentations by the Boards. The Groton Select Board and Dunstable Selectmen continued meeting in the middle school cafeteria.

#### Finalize the Inter-Municipal Agreement (IMA) with the Dunstable Selectmen.

Mr. Haddad said he sent the Inter-Municipal Agreement for the Water System Expansion to address PFAS at the Groton Dunstable Regional High School and surrounding properties in Dunstable to the Select Board members for review and finalization that evening. He asked the Board if they would support the IMA as presented.

Mr. Cunningham entertained a motion to approve and authorize the Town Manager to sign the Inter-Municipal Agreement, as presented.

Ms. Pine made a motion to approve and authorize the Town Manager to sign the Inter-Municipal Agreement as presented. Mr. Cunnigham seconded the motion. The motion carried unanimously.

The Select Board briefly discussed Articles 13 and 14 of the 2023 Fall Town Meeting Warrant. The Select Board will meet again on Saturday, October 28th, 2023, to further discuss the Articles before the Fall Town Meeting.

The meeting was adjourned at 8:51 p.m.

Respectively submitted by Kara Cruikshank, Executive Assistant to the Town Manager.

# REPORT OF THE TOWN MANAGER'S TRI-COMM **WORKING GROUP**

- Fiscal Year 2024 Budget Development was particularly arduous.
- The Town of Groton's Budget Process required the Groton Dunstable Regional School District to provide a preliminary budget far in advance of when they would ordinarily finalize their Proposed Budget.
- Due to this, in December, 2022, the District provided an extremely conservative estimate that put the Town's Budget far out of balance.

 Due to a change in Governor, the Commonwealth was late with the preliminary State Aid Estimates, particularly Chapter 70 and 71.

• The Town of Dunstable started their FY 2024 Budget process late due to the transition to a new Town Administrator.

 A usually cohesive budget process was anything but cohesive and it came down to the wire to balance the budget.

 To avoid a repeat in Fiscal Year 2025, the Town Manager proposed forming a working group that would begin reviewing the budget over the Summer of 2023.

- The Town Manager's Tri-Comm Working Group was formed and included representatives of the Town's and School District's Administrations, the Groton Select Board, Groton Finance Committee and Groton Dunstable Regional School District Committee.
- The following individuals formed the Working Group:

- Mark Haddad Groton Town Manager
- Patricia DuFresne Groton Assistant Finance Director/Town Accountant
- Dr. Laura Chesson Groton Dunstable Regional School District Superintendent
- Sherry Kersey Groton Dunstable Regional School District Director of Business
- Alison Manugian Member, Groton Select Board
- Matthew Pisani Member, Groton Select Board
- Bud Robertson Member, Groton Finance Committee
- Mary Linskey Member, Groton Finance Committee
- Fay Raynor Member, Groton Dunstable Regional School District Committee
- Brian LeBlanc Member, Groton Dunstable Regional School District Committee
- Rosanna Casavecchia Member, Groton Dunstable Regional School District Committee

The Town's Finance Team, made up of the following individuals, served as ex-officio members and provided support and budgetary information:

Hannah Moller – Treasurer/Tax Collector

Megan Foster – Principal Assessor

Dawn Dunbar – Town Clerk

Melisa Doig – Human Resources Director

Kara Cruikshank – Executive Assistant

#### **PROCESS**

• First meeting took place on June 12, 2023.

 In order to provide budget recommendations for Fiscal Year 2025, the Committee determined that completing the following tasks was necessary:

#### **PROCESS**

 Review Current Spending, comparing it to Comparable Communities and School Districts.

- Develop Preliminary Revenue Projections for Fiscal Years 2025 through 2029.
- Develop Spending Assumptions for Fiscal Years 2025 through 2029.
- Develop a Five Year Financial Plan for the Town of Groton and the Groton Dunstable Regional School District.

• A specific set of criteria was established, including Population; Residential vs. Commercial, Industrial and Personal Property Percentage; Average Single Family Home Value; Average Single Family Tax Bill; Single Family Tax Bill as a Percentage of Value; and Department of Revenue Income Per Capita, to determine comparable communities.

 Based on this, Five Towns in Massachusetts were comparable to Groton: Georgetown, Hamilton, Hanover, Norfolk and Swampscott.

- The following areas were used to compare Groton to the chosen comparable communities:
- FY 2022 Total Municipal Expenditures
- FY 2022 Total Educational Expenditures
- FY 2022 Percentage of Municipal Expenditures Broken Down by Category as Follows: General Government; Public Safety; DPW; Human Services; Culture and Recreation
- FY 2022 Stabilization Fund Balance/Percentage of Expenditures
- FY 2022 Local Receipts/Percentage of Expenditures
- FY 2022 Unrestricted Local State Aid/Percentage of Expenditures
- FY 2018 FY 2023 Free Cash/Percentage of Budget

- Findings:
- Groton's Stabilization Fund Balance is average among the comparable communities. However, given the Rating Agencies focus on Municipal Reserve Balances, the Town should seriously consider increasing to a larger percentage than five (5%) percent of the Budget if the Town wants to maintain its AAA Bond Rating.
- Groton, for the most part, is average among the comparable communities when it comes to municipal expenditures, with the exception of Culture and Recreation. Even after removing the Country Club from Culture and Recreation, Groton spends far more in this category. The main expense within Culture and Recreation is the Groton Public Library. Groton spends a larger percentage of its operating Budget on Library services than any of the other comparable communities.

- Groton has the largest percentage of Local Receipts to offset operating expenses.
- Groton has the lowest percentage of Unrestricted Local Aid to offset operating expenses. Similar to the Groton Dunstable Regional School District, the State does not support local services in Groton to the extent that it does comparable communities.
- Groton's Free Cash Balance, as a percentage of the Operating Budget since 2018 is in line with the comparable communities.

Based on this Report, the Working Group concludes that Municipal Spending is in line with comparable communities.

- The School District conducted a full study of comparable School Districts.
   They developed a report entitled "GDRSD By the Numbers".
- The goal of the Report was to provide the following information:
- Demographics
- Budget
- Staffing and Allocation of Resources
- Special Education
- Academics

• Four Districts were considered comparable to the Groton Dunstable Regional School District based on total enrollment:

- Bedford
- Lynnfield
- North Reading
- Westwood

- Findings:
- Per pupil expenditures by the Groton Dunstable Regional School District were below the median from 2012 through 2021.
- Level of budget growth from 2012 to 2021 was necessary just to move the Groton Dunstable Regional School District to the median level of expenditures among the comparable Districts.
- With regard to staffing, Groton Dunstable is average among most major categories, with the exception of teachers per 100 students, where they are slightly above average.
- Groton Dunstable is either average or below average in all major salary areas, with the exception of top step teacher salaries, where they are above the median.

- Groton Dunstable's expenditures are aligned with the other comparable Districts, falling in the median or lower with the exception of expenditures on benefits.
- Groton Dunstable's identification and servicing of students with disabilities are aligned with other comparable districts.
- Groton Dunstable's academic performance is equal to or better than other comparable districts, despite the fact that half of these districts spend more per pupil than Groton Dunstable.

Similar to the Municipal Comparable Study, the Working Group concludes that District Spending is in line with comparable districts.

• The Town of Groton's Revenues are made up of the following categories:

- State Aid
- Other Available Funds
- Local Receipts
- Tax Levy

#### **UNRESTRICTED LOCAL AID**

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Receipts	1,152,749	1,198,617	1,217,138	1,236,029	1,255,298	1,274,952	1,294,999
Assessments	(95,249)	(98,662)	(98,662)	(98,662)	(98,662)	(98,662)	(98,662)
Offsets	(25,054)	(29,051)	(29,051)	(29,051)	(29,051)	(29,051)	(29,051)
TOTAL Net State Aid	1,032,446	1,070,904	1,089,425	1,108,316	1,127,585	1,147,239	1,167,286
Year-to-year percentage change		3.7%	1.7%	1.7%	1.7%	1.7%	1.7%

OTHER AVAILABLE FUNDS include Free Cash (one-time expenditures); Capital Stabilization Fund; GDRSD Capital Stabilization Fund; EMS Fund

	FY 2024 Budget	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
From Other Available Funds						
Capital Stabilization	620,142	620,142	620,142	620,142	620,142	620,142
Capital Stabilization for GDRSD	253,407	566,008	580,158	594,662	609,529	624,767
Ambulance Receipts	525,951	350,000	350,000	350,000	350,000	350,000
Free Cash	788,137	364,031	364,031	364,031	364,031	364,031
Total Other Available Funds	2,187,637	1,900,181	1,914,331	1,928,835	1,943,702	1,958,940

#### LOCAL RECEIPTS supports 11% of the Town's Operating Budget

BUDGET	FY 2023 Budget	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
1. Motor Vehicle Excise	1,778,290	1,820,583	1,820,583	1,820,583	1,820,583	1,820,583	1,820,583
2a. Meals Excise	200,000	250,000	255,000	260,100	265,302	270,608	276,020
2b. Room Excise	150,000	150,000	150,000	150,000	150,000	150,000	150,000
2c. Other Excise-Boat	-	-	-	-	-	-	-
2d. Cannabis	-	150,000	150,000	150,000	150,000	150,000	150,000
3. Penalties/Interest on Taxes and Excises	110,000	110,000	110,000	110,000	110,000	110,000	110,000
4. Payment In Lieu of Taxes	300,000	371,500	378,930	386,509	394,239	402,124	410,166
9. Other Charges for Services	90,000	99,000	100,980	103,000	105,060	107,161	109,304
10. Fees	385,446	392,000	392,000	392,000	392,000	392,000	392,000
10a. Cannabis Impact Fee	-	1	1	-	1	-	-
11. Rentals	32,000	40,000	40,000	40,000	40,000	40,000	40,000
15. Dept. Revenue-Country Club	605,267	700,000	714,000	728,280	742,846	757,703	772,857
16. Other Departmental Revenue	775,000	800,000	816,000	832,320	848,966	865,945	883,264
17. Licenses/Permits	315,681	429,300	350,000	357,000	364,140	371,423	378,851
19. Fines and Forfeits	10,000	20,000	20,000	20,000	20,000	20,000	20,000
20. Investment Income	50,000	90,000	90,000	90,000	90,000	90,000	90,000
TOTAL Local Receipts-Budget	4,808,620	5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
Percent of Previous Year Actual		12.8%	-0.6%	1.0%	1.0%	1.0%	1.0%

#### TAX LEVY supports 73% of the Operating Budget

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
	Budget	Projected	Projected	Projected	Projected	Projected
LEVY LIMIT						
Pri or Year Tax Lewy Limit	35,383,886	36,784,603	38,054,218	39,364,323	40,716,150	42,110,965
Amended Pri or Growth		-		•	-	-
Proposition 2.5% Increase	884,597	919,615	951,355	984,108	1,017,904	1,052,774
New Growth	516,120	350,000	358,750	367,719	376,912	386,335
Ove rri de					-	-
SUB-TOTAL Levy Limit	36,784,603	38,054,218	39,364,323	40,716,150	42,110,965	43,550,074

	FY 2024 Budget	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
PROPERTY TAX LEVY			,	,	,	
Levy Limit	36,784,603	38,054,218	39,364,323	40,716,150	42,110,965	43,550,074
Debt Exclusion - Town	4,326,958	4,403,358	5,738,527	5,779,153	5,707,565	5,483,740
Debt Exclusion - GDRSD	406,982	389,739	53,953	50,324	46,695	46,695
Stabilization Exclusions	-	1	-	-	-	-
TOTAL Maximum Allowed Tax Levy	41,518,543	42,847,315	45,156,803	46,545,627	47,865,225	49,080,509
STATE AID CHERRY SHEET						
Senior Van Income	75,000	82,474	82,474	82,474	82,474	82,474
General Government Aid	1,087,092	1,105,613	1,124,504	1,143,773	1,163,427	1,183,474
Offs e ts	29,051	29,051	29,051	29,051	29,051	29,051
TOTAL Cherry Sheet	1,191,143	1,217,138	1,236,029	1,255,298	1,274,952	1,294,999
ESTIMATED LOCAL and OFFSET RECEIPTS						
Estimated Receipts	5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
TOTAL Estimated Local and Offset Receipts	5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
AVAILABLE FUNDS/OTHER FINANCING						
Free Cash (B-1)	788,137	364,031	364,031	364,031	364,031	364,031
Other Available Funds (B-2)	1,399,500	1,536,150	1,536,150	1,536,150	1,536,150	1,536,150
TOTAL Available Funds	2,187,637	1,900,181	1,900,181	1,900,181	1,900,181	1,900,181
GRAND TOTAL REVENUES for Town Meeting	50,319,706	51,352,127	53,732,805	55,194,241	56,587,905	57,878,734

#### **EXPENDITURE ASSUMPTIONS**

- Groton Dunstable Regional School District:
- Teacher Contract expiring. Assume salary increases based on contracts settled in other districts.
- Eliminating all dependency on the Excess and Deficiency Fund to support the Operating Budget.
- New Positions Needed to maintain services include teachers, counselors and maintenance employees.
- 10% increase in health insurance.
- 10% increase in utilities (plus \$100,000 for irrigation and bottled water until new source is provided to the High School).

#### **EXPENDITURE ASSUMPTIONS**

Municipal Expenditure Assumptions:

- 2.4% increase in personnel costs each year.
- County Retirement expected to grow 6.5% per year.
- Health Insurance expected to grow 9% per year.
- Minimal Increase (1%) in General Expenses per year.
- In FY 2025, it is anticipated that the Nashoba Tech Assessment will increase by a quarter of million dollars based on enrollment increase.

### FIVE YEAR PROJECTION

General Fund Revenues	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Property Tax Levy	41,517,388	42,847,315	45,156,803	46,545,627	47,865,225	49,080,509
State Aid Cherry Sheet	1,191,143	1,217,138	1,236,029	1,255,298	1,274,952	1,294,999
Estimated Local Receipts	5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
Available Funds/Other Financing Source	2,187,637	1,900,181	1,900,181	1,900,181	1,900,181	1,900,181
Enterprise (for Indirects)	336,486	343,216	350,080	357,082	364,224	371,508
Total General Fund Revenues	50,655,037	51,695,343	54,082,885	55,551,323	56,952,129	58,250,242
Total Revenue Percentage Change		2.1%	4.6%	2.7%	2.5%	2.3%
General Fund Expenditures						
General Government	2,388,159	2,433,262	2,479,346	2,526,434	2,574,551	2,623,720
Land Use	493,137	503,677	514,462	525,499	536,793	548,351
Public Safety	4,742,597	4,832,733	4,924,625	5,018,307	5,113,814	5,211,183
Regional Schools	27,718,371	32,135,626	34,149,138	36,672,971	39,388,582	42,314,258
Department of Public Works	2,351,495	2,395,137	2,439,719	2,485,263	2,531,791	2,579,326
Library and Citizen Services	1,947,870	1,989,027	2,031,138	2,074,226	2,118,314	2,163,426
Employee Benefits	4,930,663	5,286,755	5,670,437	6,083,919	6,529,595	7,010,056
Debt Service	4,801,562	4,959,346	6,195,591	6,184,217	6,105,629	5,769,428
Total Town Budget	49,373,854	54,535,563	58,404,456	61,570,836	64,899,069	68,219,748
State Assessments	95,249	98,662	98,662	98,662	98,662	98,662
Other Amounts Raised	982,606	979,193	979,193	979,193	979,193	979,193
Total General Fund Expenditures	50,451,709	55,613,418	59,482,311	62,648,691	65,976,924	69,297,603
General Fund Surplus/(Shortfall)	203,328	(3,918,075)	(5,399,426)	(7,097,368)	(9,024,795)	(11,047,361)
Total Expenditures Percentage Change		10.2%	7.0%	5.3%	5.3%	5.0%

#### PROPOSED OPTIONS

To address this projected deficit, the Working Group has identified three potential options for the Town and School District to consider as follows:

- 1. Reduce the Anticipated Fiscal Year Proposed Budget by \$3,918,075.
- 2. Seek an Override of \$3,918,075 to eliminate the Projected Fiscal Year 2025 Deficit.
- 3. Seek an Override of \$10,425,000 to eliminate the Projected Five-Year Budget Deficit.

- Reduce the Anticipated Fiscal Year Proposed Budget by \$3,918,075.
- The Select Board, Finance Committee and Groton Dunstable Regional School District Committee have agreed in the past to share in any budget deficit by the District absorbing 60% of the deficit and the Town absorbing 40%. This would mean that the School District would be responsible for \$2,350,845 and the Town of Groton would be responsible for \$1,567,230.
- The reduction required by the School District would actually be between \$3.0 and \$3.4 million due to the fact that they would have to reduce the Town of Dunstable's Assessment by the corresponding amount to address the percentage share between Groton and Dunstable.
- These reductions would continue in subsequent fiscal years, and based on revenue projections, without new revenues additional reductions would be required in Fiscal Year 2026 and beyond.

Potential Reductions to School District Budget:

- FOCUS ON REDUCTIONS IN NON-CORE CLASSES (Option A):
- No curricular coordination K-12.
- No "whole child" education.
- Degradation in record keeping and parent interaction at all schools.
- No support for discipline issues at all schools.
- Limited Social Emotional Learning supports.
- No Sports
- No full day Kindergarten.

- FOCUS ON INCREASE IN CLASS SIZES (Option B)
- Retain Music & Art, but no Library Curriculum.
- Significant increase in class sizes K-12.
- Degradation in records/parent interactions with schools.
- No support for discipline issues at all schools.
- No Sports
- No full day Kindergarten.
- No K-12 curriculum coordination.

#### Potential Reductions to Municipal Budget:

- An 11% reduction in the Municipal Budget would have to be considered after accounting for fixed costs, like the Middlesex County Retirement Assessment. This reduction would have the following impacts:
- Elimination of most administrative support to the various Departments and Committees.
- Significant reduction in Town Hall hours of operation limited access by the public.
- Elimination of Police Officers and Firefighters reducing number of officers per shift, slowing responses to emergencies and increasing response times for fire and medical emergencies. In addition, the Town would be subject to either a significant increase in overtime, or unfair labor practice charges for violating minimum manning standards in the Police Union Contract.

- Elimination of DPW workers would lead to a reduction in hours of operation of the transfer station, delaying maintenance of roads and fields and snow removal operations in the winter.
- Significant reduction in hours of operation and programs offered at the Groton Public Library and Council on Aging as those two departments would have to absorb the entirety of the reduction in Culture and Recreation spending (Country Club would not be impacted by this reduction as they cover their expenses through Greens Fees, Pool and Camp revenues). In addition, the Town would lose \$30,000 in direct State Aid for the Library as the Town would no longer meet the Municipal Appropriation Requirement for Libraries.
- The Town would need to consider further reductions or use Free Cash to cover unemployment expenses for the number of layoffs required. Using Free Cash would have a negative impact on the Town's capital budget as it relies on Free Cash to fund the Capital Budget.

- Seek an Override of \$3,918,075 to eliminate the Projected Fiscal Year 2025 Deficit.
- An override of \$3,918,075 would provide the needed revenues to eliminate the deficit in Fiscal Year 2025. This would allow the Groton Dunstable Regional School District and the Municipal Operation of the Town of Groton to maintain services in FY 2025 and further study potential additional revenue sources in Fiscal Year 2026 and beyond.
- While this is a short-term fix to the Town's budgetary issues in Fiscal Year 2025, it does not solve the problems identified by the Working Group. It only delays it by one year. Should revenues not improve in Fiscal Year 2026, the reduction in services identified by the Working Group or another potential override in Fiscal Year 2026 would need to be considered.
- An override of \$3,918,075 would add \$1.54 to the Tax Rate (based on FY 2023 values) and cost the average taxpayer (a home valued at \$633,985) an additional \$976.34 in FY 2025.

FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
41,517,388	46,765,390	49,172,830	50,662,055	52,084,563	53,405,331
1,191,143	1,217,138	1,236,029	1,255,298	1,274,952	1,294,999
5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
2,187,637	1,900,181	1,900,181	1,900,181	1,900,181	1,900,181
336,486	343,216	350,080	357,082	364,224	371,508
50,655,037	55,613,418	58,098,912	59,667,751	61,171,467	62,575,064
	9.8%	4.5%	2.7%	2.5%	2.3%
2,388,159	2,433,262	2,479,346	2,526,434	2,574,551	2,623,720
493,137	503,677	514,462	525,499	536,793	548,351
4,742,597	4,832,733	4,924,625	5,018,307	5,113,814	5,211,183
	41,517,388 1,191,143 5,422,383 2,187,637 336,486 50,655,037 2,388,159 493,137	41,517,388 46,765,390 1,191,143 1,217,138 5,422,383 5,387,493 2,187,637 1,900,181 336,486 343,216 50,655,037 55,613,418 9.8% 2,388,159 2,433,262 493,137 503,677	41,517,388       46,765,390       49,172,830         1,191,143       1,217,138       1,236,029         5,422,383       5,387,493       5,439,792         2,187,637       1,900,181       1,900,181         336,486       343,216       350,080         50,655,037       55,613,418       58,098,912         9.8%       4.5%         2,388,159       2,433,262       2,479,346         493,137       503,677       514,462	41,517,388         46,765,390         49,172,830         50,662,055           1,191,143         1,217,138         1,236,029         1,255,298           5,422,383         5,387,493         5,439,792         5,493,136           2,187,637         1,900,181         1,900,181         1,900,181           336,486         343,216         350,080         357,082           50,655,037         55,613,418         58,098,912         59,667,751           9.8%         4.5%         2.7%           2,388,159         2,433,262         2,479,346         2,526,434           493,137         503,677         514,462         525,499	41,517,388         46,765,390         49,172,830         50,662,055         52,084,563           1,191,143         1,217,138         1,236,029         1,255,298         1,274,952           5,422,383         5,387,493         5,439,792         5,493,136         5,547,547           2,187,637         1,900,181         1,900,181         1,900,181         1,900,181           336,486         343,216         350,080         357,082         364,224           50,655,037         55,613,418         58,098,912         59,667,751         61,171,467           9.8%         4.5%         2.7%         2.5%           2,388,159         2,433,262         2,479,346         2,526,434         2,574,551           493,137         503,677         514,462         525,499         536,793

General Government	2,388,159	2,433,262	2,479,346	2,526,434	2,574,551	2,623,720
Land Use	493,137	503,677	514,462	525,499	536,793	548,351
Public Safety	4,742,597	4,832,733	4,924,625	5,018,307	5,113,814	5,211,183
Regional Schools	27,718,371	32,135,626	34,149,138	36,672,971	39,388,582	42,314,258
Department of Public Works	2,351,495	2,395,137	2,439,719	2,485,263	2,531,791	2,579,326
Library and Citizen Services	1,947,870	1,989,027	2,031,138	2,074,226	2,118,314	2,163,426
Employee Benefits	4,930,663	5,286,755	5,670,437	6,083,919	6,529,595	7,010,056
Debt Service	4,801,562	4,959,346	6,195,591	6,184,217	6,105,629	5,769,428
Total Town Budget	49,373,854	54,535,563	58,404,456	61,570,836	64,899,069	68,219,748
State Assessments	95,249	98,662	98,662	98,662	98,662	98,662
Other Amounts Raised	982,606	979,193	979,193	979,193	979,193	979,193
Total General Fund Expenditures	50,451,709	55,613,418	59,482,311	62,648,691	65,976,924	69,297,603
General Fund Surplus/(Shortfall)	203,328	(0)	(1,383,399)	(2,980,940)	(4,805,457)	(6,722,539)
Total Expenditures Percentage Change		10.2%	7.0%	5.3%	5.3%	5.0%

- Seek an Override of \$10,425,000 to eliminate the Projected Five-Year Budget Deficit.
- Many municipalities have utilized the multi-year approach to ensure services are provided and needs are met over a longer period of time.
- A multi-year Override would eliminate the projected deficit for the Town of Groton over the next five years and provide the needed revenues to support both the Groton Dunstable Regional School District and Municipal Operations of the Town of Groton.
- While it is proposed to eliminate Groton's deficit over the next five years, in all likelihood it would last between five and eight years depending on increases in State Aid and Local Receipts.
- This avoids presenting override requests to taxpayers multiple times, which results in budgetary uncertainty and continual fiscal crises.

General Fund Revenues	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Property Tax Levy	41,517,388	53,272,315	55,842,428	57,498,393	59,091,810	60,587,759
State Aid Cherry Sheet	1,191,143	1,217,138	1,236,029	1,255,298	1,274,952	1,294,999
Estimated Local Receipts	5,422,383	5,387,493	5,439,792	5,493,136	5,547,547	5,603,045
Available Funds/Other Financing Source	2,187,637	1,900,181	1,900,181	1,900,181	1,900,181	1,900,181
Enterprise (for Indirects)	336,486	343,216	350,080	357,082	364,224	371,508
Total General Fund Revenues	50,655,037	62,120,343	64,768,510	66,504,089	68,178,714	69,757,492
Total Revenue Percentage Change		22.6%	4.3%	2.7%	2.5%	2.3%
General Fund Expenditures						
Ganaral Gayaramant	2 200 150	2 422 262	2 470 246	2 526 424	2 574 551	2 622 720

General Government	2,388,159	2,433,262	2,479,346	2,526,434	2,574,551	2,623,720
Land Use	493,137	503,677	514,462	525,499	536,793	548,351
Public Safety	4,742,597	4,832,733	4,924,625	5,018,307	5,113,814	5,211,183
Regional Schools	27,718,371	32,135,626	34,149,138	36,672,971	39,388,582	42,314,258
Department of Public Works	2,351,495	2,395,137	2,439,719	2,485,263	2,531,791	2,579,326
Library and Citizen Services	1,947,870	1,989,027	2,031,138	2,074,226	2,118,314	2,163,426
Employee Benefits	4,930,663	5,286,755	5,670,437	6,083,919	6,529,595	7,010,056
Debt Service	4,801,562	4,959,346	6,195,591	6,184,217	6,105,629	5,769,428
Total Town Budget	49,373,854	54,535,563	58,404,456	61,570,836	64,899,069	68,219,748
State Assessments	95,249	98,662	98,662	98,662	98,662	98,662
Other Amounts Raised	982,606	979,193	979,193	979,193	979,193	979,193
Total General Fund Expenditures	50,451,709	55,613,418	59,482,311	62,648,691	65,976,924	69,297,603
General Fund Surplus/(Shortfall)	203,328	6,506,925	5,286,199	3,855,398	2,201,790	459,889
Total Expenditures Percentage Change		10.2%	7.0%	5.3%	5.3%	5.0%

**Comparison of Tax Rate and Average Tax Bills No Operational Override vs. Five Year Override** 

### **NO OVERRIDE**

### **OVERRIDE**

Fiscal		Tax	Average	ı	ncrease	Tax	Average	ı	ncrease	Ov	erride
Year		Rate	Tax Bill	<u> </u>	Per Year	Rate	Tax Bill	<u> </u>	Per Year		Cost
2024	\$	14.42	\$ 9,142			\$ 14.42	\$ 9,142			\$	-
2025	\$	15.00	\$ 9,509	\$	368	\$ 16.54	\$ 10,486	\$	1,344	\$	976
2026	\$	15.52	\$ 9,839	\$	330	\$ 17.65	\$ 11,189	\$	704	\$	374
2027	\$	16.05	\$ 10,175	\$	336	\$ 18.85	\$ 11,950	\$	761	\$	425
2028	\$	16.60	\$ 10,524	\$	349	\$ 20.16	\$ 12,780	\$	830	\$	482
2029	\$	17.17	\$ 10,885	\$	361	\$ 21.52	\$ 13,643	\$	862	\$	501
Tota	al Inc	crease	\$ 1,743				\$ 4,501				

Over five years, the average tax bill with an override will increase by \$2,758 or an average of \$551.60 per year.

### CONCLUSION

- The Town Manager's Tri-Comm Working Group conducted a comprehensive Budget analysis.
- The Working Group is absolutely convinced that it is critical to maintain high quality services for the Groton Dunstable Regional School District and the Municipal Operation of the Town of Groton.
- These Budget Issues will require community support.
- The Report created by the Tri-Comm Working Group is intended to guide discussions on the FY 2025 Budget and beyond.

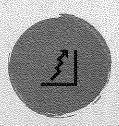
## THANK YOU QUESTIONS



## TOWNOF DUNSTABLE BUDGET AND FINANCIAL OVERVIEW

OCTOBER 25, 2023

## Overview



FY24 Recap

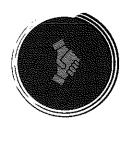


FY25 Financial Forecast

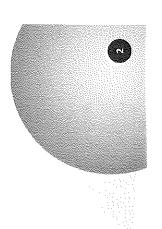
FY25 Budget Status



Impacts and Magnitude of Deficit



Next Steps and Timeline



FY24 RECAP





- Passed at Town Meeting
- Failed at the ballot
- Reductions in FY24 because of failed override
- Fully funded GrotonDunstable Regional SchoolDistrict Assessment

# FY24 Reductions

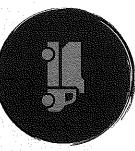
- Police
- Fire
- . Highway
- Parks
- Selectmen
- Treasurer/Collector



Police \$84,874



Fire \$52,824



Tienway

\$73,464



Parks, Selectmen,
Treasurer/Collector
\$15,000

# FY24 Reduction Impacts

### Police Department

Reduced 1 police officer position causing a reduction in coverage on the overnight shift from 2 to 1 officer, Monday through Friday.

When receiving multiple calls for emergency response, this results in an increased reliance on mutual aid, expected to affect response times.

### Fire Department

Reduced the per diem firefighter schedule from 2 to 1 from 8 AM to 4 PM, 7 days per week causing an increased reliance on on-call firefighters and mutual aid. This was expected to affect response times and the ability to respond with limited staff back-up and support. Fortunately, a donor came forward to pay for the 2<sup>nd</sup> per diem position for FY25.

### Highway Department

Without the addition of the new employee, the Department will continue to have 1 employee work alone much of the time, restricting the type of work that can be performed. Communication improvements and required stormwater maintenance were cut.

# Parks, Selectmen, Treasurer/Collector Departments

The Parks Department experienced a reduction in requested landscaping and irrigation maintenance funding, Selectmen Department has reduced professional development and training, and Treasurer/Collector has less funding than requested for staffing support.

## mpacts on Free Cash TEN BEGGET



Free Cash

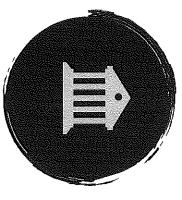
\$95,000

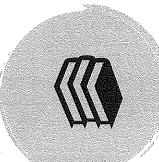
 Additional free cash to support due to override failing: \$95,000 the FY24 operational budget

 Free cash used to balance FY24 budget: **\$**574,343

 Free cash used to balance FY23 budget: \$479,343

# (and Decreases)





### SSO

Operations and Debt Service

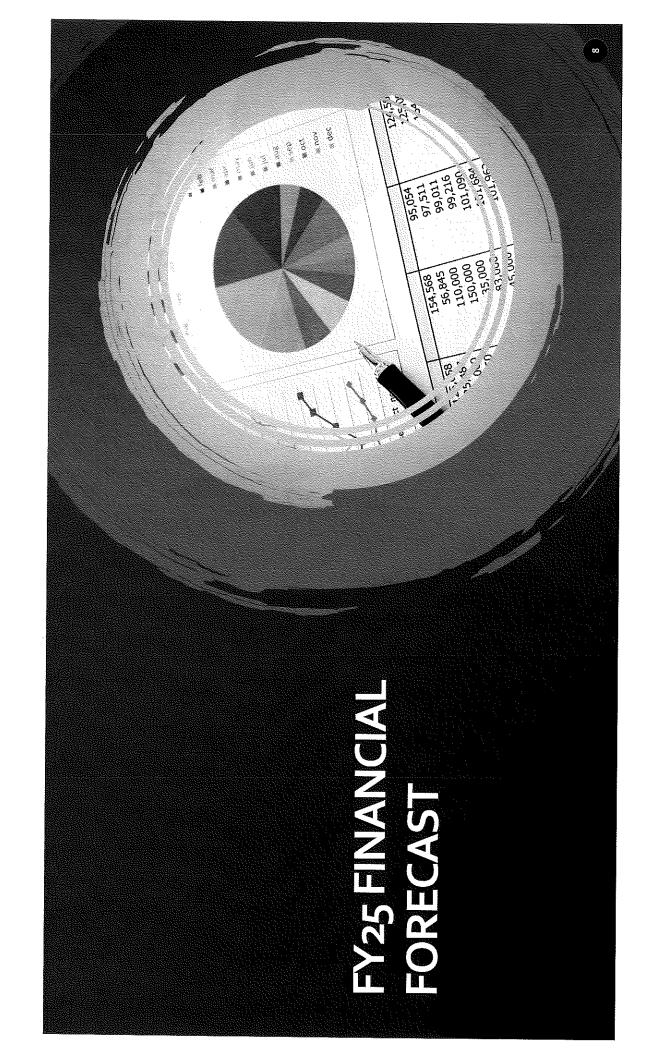
Operations and Debt

-3.24%

Service

6.20%

- Town Budget
- FY23: \$4,926,445
- FY24:\$4,766,856
- Reduction of \$159,589
- Groton Dunstable Regional School District Budget
- FY23: \$7,590,208
- FY24: \$8,061,150
- Increase of \$470,942



### General

- Salaries: 2% Increase Annually
- General Expenses: 1% Increase Annually
- Contract Services: 2.5% Increase Annually
- Utilities and Energy: 2% Increase Annually

### Exceptions

- Police Cruiser Replacement: actual anticipated costs
- Firefighter Supplies: 2.5% Increase Annually
- Firefighter PPE: Increase from \$2,500 in FY24 to \$10,000 next year
- GDRSD: 14.5% Increase in FY25
- Lowell Vocational and Technical High School: 2.5% Annually
- Debt Service: Actual Debt Schedule
- Nashoba Board of Health Assessment: 7.5% Increase Annually
- Town Nurse Assessment: 5% Increase Annually
- Mental Health Payment: Level Funded
- Assumes \$119,334 in Town Meeting Warrant Articles Expenses Annually

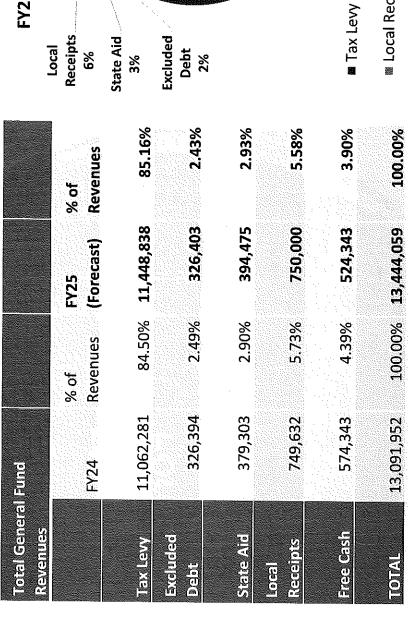
## **Funding Assumptions**

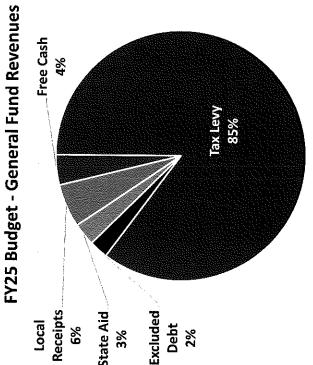
- Assumes a \$50,0000 annual reduction in use of Free Cash to balance budget
- Assumes no general fund override
- Assumes \$110,000 in new growth
- Assume \$750,000 in local receipts
- Assume state aid increases by 4% year over year

Financial Forecast Assumptions

### **(3)**

## Revenue



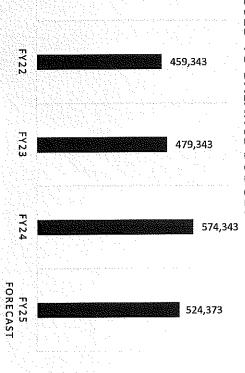




## Free Cash

Balance Remaining	Free Cash for GDRSD	Free Cash for ATM Articles	Free Cash for Operating Expenses	Available to Appropriate	
			age	in aine late	
196,920	284,330	251,912	133,967	867,129	2018
196,920 24,301	284,330 119,618	166,592	133,967 179,842	490,353	2016
13,900	78,830 64,202	251,912 166,592 135,609	252,320	480,659	2020
94,091	64,202	145,450	252,320 459,343	867,129 490,353 480,659 763,086 527,737 680,186	2018 2019 2020 2021 2022 2023
18,670	0	29,724 39,705	479,343	527,737	2022
18,670 66,138		39,705	574,343	680,186	2023

# FREE CASH USED TO BALANCE BUDGET



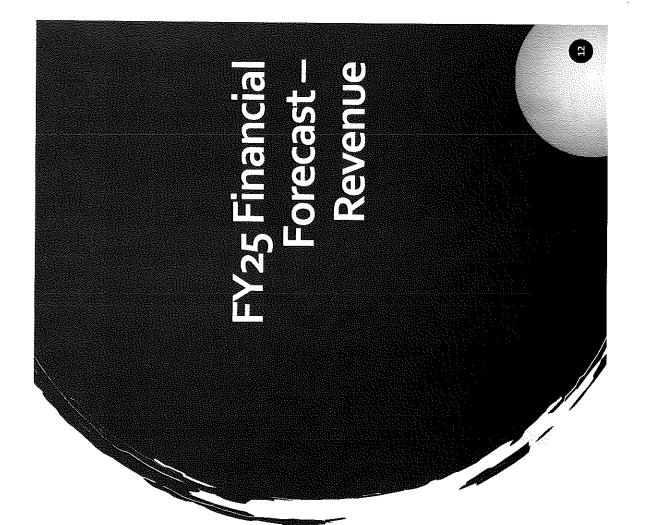
179,842

252,320

FY21

- Between FY19 and FY24,
  Dunstable has increasingly relied on free cash to balance its budget demonstrating a growing gap between the Town's operational expenses and revenues being generated.
- Over this period of time, the use of free cash has grown from \$133,967 in FY19 to \$574,343 in FY24, increasing use by \$440,376 or almost 330%.

- Total FY25 operating revenue increases from \$12,765,559 to \$13,117,656
- \$352,097 or 2.76% increase
- This includes:
- 2.5% Real Estate Tax Increase
- \$110,000 New Growth Increase
- Local receipts level at \$750,000
- Projected 4% increase in state aid
- \$50,000 reduction in free cash use (\$574,343 to \$524,343)



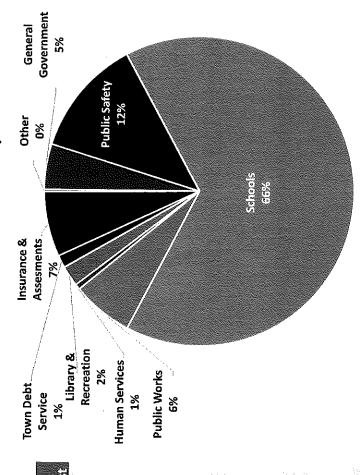
# Summary of Available New Revenues

- A total of \$402,097 in new revenue for FY25 projected
- Revenue
- A reduction of \$50,000 in free cash use: \$352,097
- Expenditures
- Added \$119,344 in capital costs: \$232,753
- Total available new revenue: \$232,753
- GDRSD is 62% of operating expenditures, town is the remaining 38% in current fiscal year
- 62% of available revenues equates to \$144,307 (1.79% school increase)
- 38% of available revenues equates to \$88,446 (1.9% Town increase)

## Expenditures

FY25 Financial Forecast										
N/25 Finant	685,690	1,777,066	9,419,687	923,504	80,528	312,263	187,702	972,998	32,369	14,391,807
FY24 Budget	659,182	1,666,566	8,292,773	911,976	78,382	307,171	187,693	955,886	32,323	13,091,952
Budget Category	General Government	Public Safety	Schools	Public Works	Human Services	Library & Recreation	Town Debt Service	Insurance & Assessments	Other	Total Town Budget

## PY25 Financial Forecast - Expenditures



- General Government Public Works
- Human Services Public Safety Town Debt Service
- Insurance & Assesments
- Library & Recreation Schools
  - Other

(3)

# Financial Forecast Projected Deficits

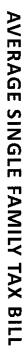
Surplus/(Deficit	
it) (1,067,093)	3725
(1,328,2115)	FY26
(1,629,749)	FY27
(1,956,626)	FY28

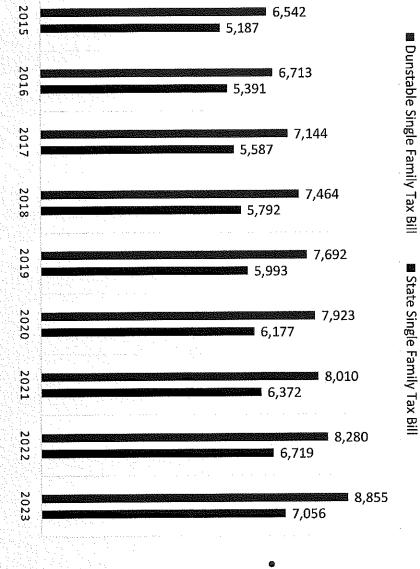
the budget process progresses Numbers based on budget assumptions that will change as

# FY25 Projected Deficit - Breakdown

- Town operating costs projected to increase a total of \$177,879
- Total available revenue is \$88,446
- Projected deficit is \$89,433
- GDRSD operating costs projected to increase a total of \$1,121,920
- Total available revenue is \$144,307
- Projected deficit is \$977,613

# Dunstable Average Single Family Tax Bill





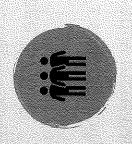
4,993

- In FY23, Dunstable's average single-family tax bill was \$8,855, higher than the state average, \$7,056.
- Dunstable's single family tax bill has steadily increased since FY2014, from \$6,144 to \$8,855 and has consistently been above the state average.

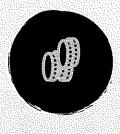
2014

# Comparable Communities Analysis

Factors Considered







Income Per Capita

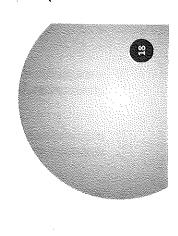


Average Single-Family Value and Tax Bill



Regional School District

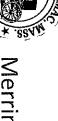
**Budget Size** 



Dunstable



Essex



Merrimac



Hubbardston



Comparable Communities



Nahant



West Newbury



Sheffield

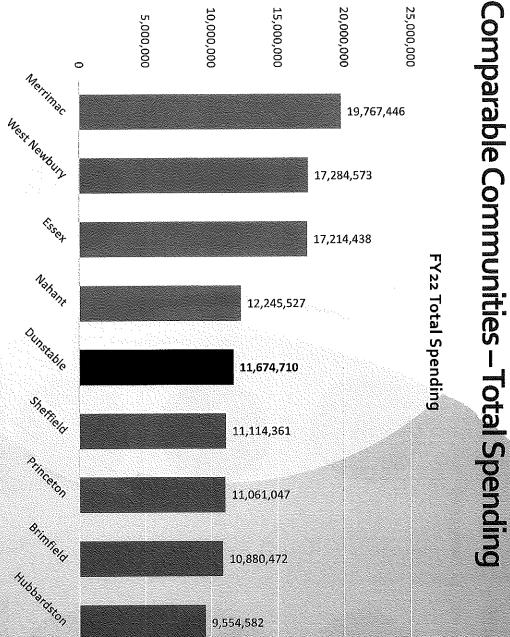


Princeton



# Comparable Communities - Basis

School District				ott Middle and High	)							Tone   4555556 We   e	14.57						662,244,345	618,111,880	565 500 018
	Manchester Es	Pentucket	<b>Groton Dunstable</b>	Pre-K to 6; Swampscott Middle and High	School	Pentucket	Wachusett	Southern Berkshire	Tantasqua	Quabbin		604	22,662,650	31,355,750	16,509,610	9,444,044	40,451,620	38,243,793	13,931,210	18,418,860	19 553 550
2020 DOR Income Per Capita	73,034	861,77	78,539		75,116	44,435	69,905	40,782	40,907	40,903		Industrial	2,837,100	563,100	16,969,585	10,041,870	18,627,524	3,956,700	2,097,600	5,043,200	12,635,500
FY 2023 Single Family Tax Bill	10,667	8,991	8,855		8,455	7,874	6,934	5,173	4,977	4,625		Commercial	11,333,470	16,498,631	60,290,537	24,353,736	65,068,004	5,213,633	8,970,797	13,373,933	28,471,358
2021 Population	3,668	4,544	3,341		3,315	6,705	3,499	3,312	3,690	4,312	And States	Kestelennial	1,353,610,071	1,222,230,470	1,069,904,842	1,113,322,113	754,343,192	705,783,270	637,244,738	581,275,887	504,840,510
County	ESSEX	ESSEX	MIDDLESEX		ESSEX	ESSEX	WORCESTER	BERKSHIRE	HAMPDEN	WORCESTER		Counsy	ESSEX	ESSEX	ESSEX	ESSEX	BERKSHIRE	MIDDLESEX	WORCESTER	WORCESTER	HAMPDEN
Municipality	Xess	West Newbury	Dunsrable		Nahant	Merrimac	Princeton	Sheffield	Brimifeld	Willia barie biger		William Salitay	West Newbury	Nahant	Essex	Merrimac	Sheffield	Dunstable	ให้เกิดอนจก	HUDiandston	Stimitale



\$11,674,710 which is fifth comparable Dunstable spent a total of the middle when communities. compared to the other communities, directly in highest among the In FY22, the Town of

# Comparable Communities – Spending Categories

Categories of spending are broken down into 12 categories



General Government



Education



Fixed Costs



Police



Public Works



Intergovernment



Fire



Human Services



Other Expenses



Other Public Safety



Culture and Recreation



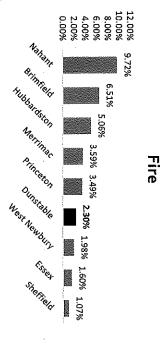
**Debt Service** 



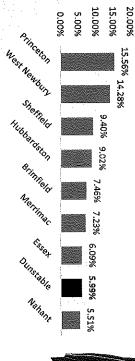
268,988	Dunstable
118,709	Sheffield
385,780	Princeton
341,458	West Newbury
708,532	Brimfield
483,285	Hubbardston
710,278	Merrimac
1,190,257	Nahant

West Newbury Princeton Merrimac Essex Sheffield Hubbardston Brimfield	2,468,234 1,720,672 1,429,672 1,048,838 1,044,950 862,299 811,891
Sheffield Hijbhardston	1,044,950
Brimfield	811,891
Dunstable	699,579
Nahant	675,129

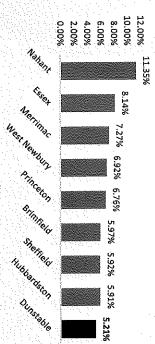
Municipality  Merrimac  Essex	General Government 1,437,568 1,401,744
Nahant	1,389,531
West Newbury	1,195,468
Princeton	747,526
Sheffield	657,590
Brimfield	650,025
Dunstable	608,563
Hubbardston	564,684



### **Public Works**



## **General Government**



### Comparable Communities – Spending Categories Analysis

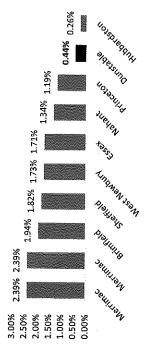
Because each community has different sized budgets, from slightly under \$20 million to \$9.5 million, to accurately compare spending among these communities the charts below include each category, total spending, and their percentage of the overall Town spending.

### 472,634 298,694 294,522 211,428 164,129 131,682 51,686 202,415 24,957 West Newbury Hubbardston Dunstable Merrimac Princeton Brimfield Sheffield Nahant Essex

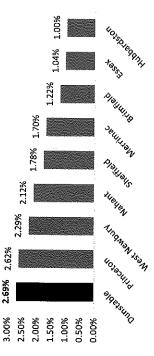
West Newbury West Newbury Merrimac Dunstable Princeton Nahant Sheffield Essex Brimfield	Recreation 395,063 335,975 314,623 290,281 260,165 197,481 178,331
---	--

ality Police	1,594,960	1,356,657	1,317,034	1,221,130	7) 1,213,807	<i>911,118</i>	743,598	548,007	
Adumicip	Nahant	Essex	Merrimac	Dunstable	West Newbury	Princeton	Hubbardston	Sheffield	Drimetala

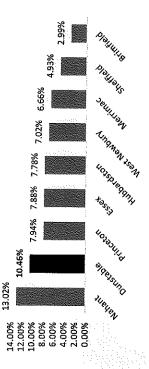
### **Human Services**



## **Culture and Recreation**

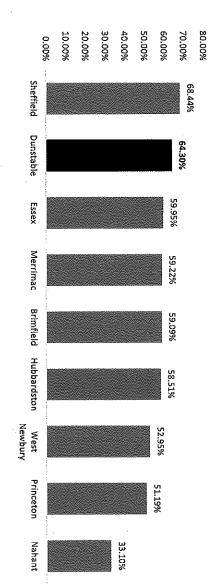


### Police



# Comparable Communities – Spending Categories Analysis

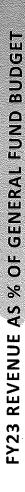
### **Education**

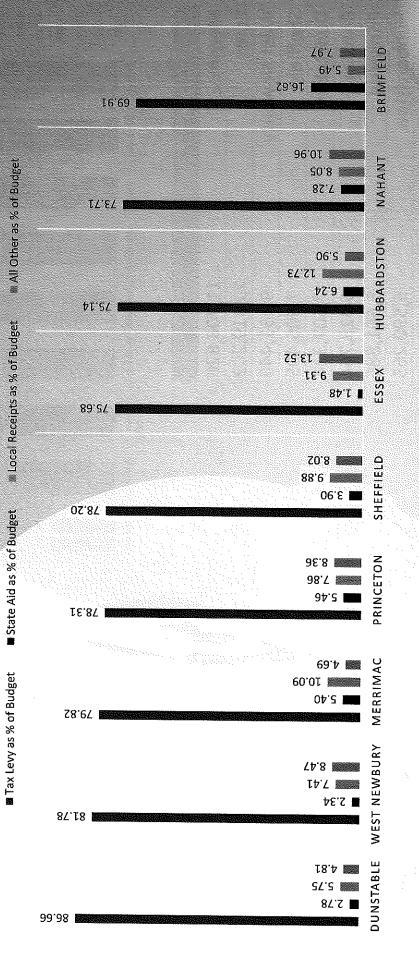


Municipality	Education
Merrimac	11,706,820
Essex	10,319,202
West Newbury	9,151,440
Sheffield	7,606,405
Dunstable	7,507,314
Brimfield	6,428,764
Princeton	5,661,886
Hubbardston	5,590,265
Nahant	4,053,536

Comparable Communities – Spending Categories Analysis







## Magnitude of FY25 Deficit



All total: \$1,108,658

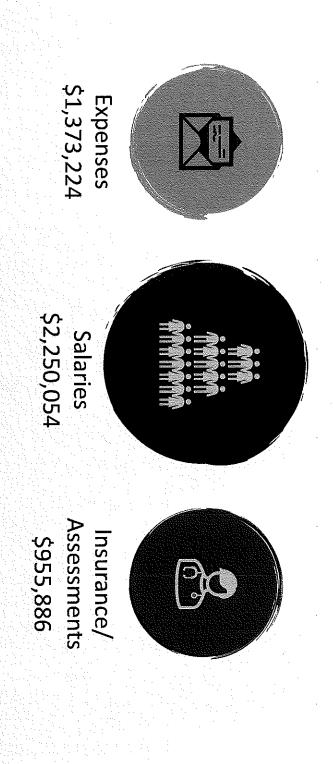
# Magnitude of FY25 Deficit

Projected FY25 deficit is \$1,067,093

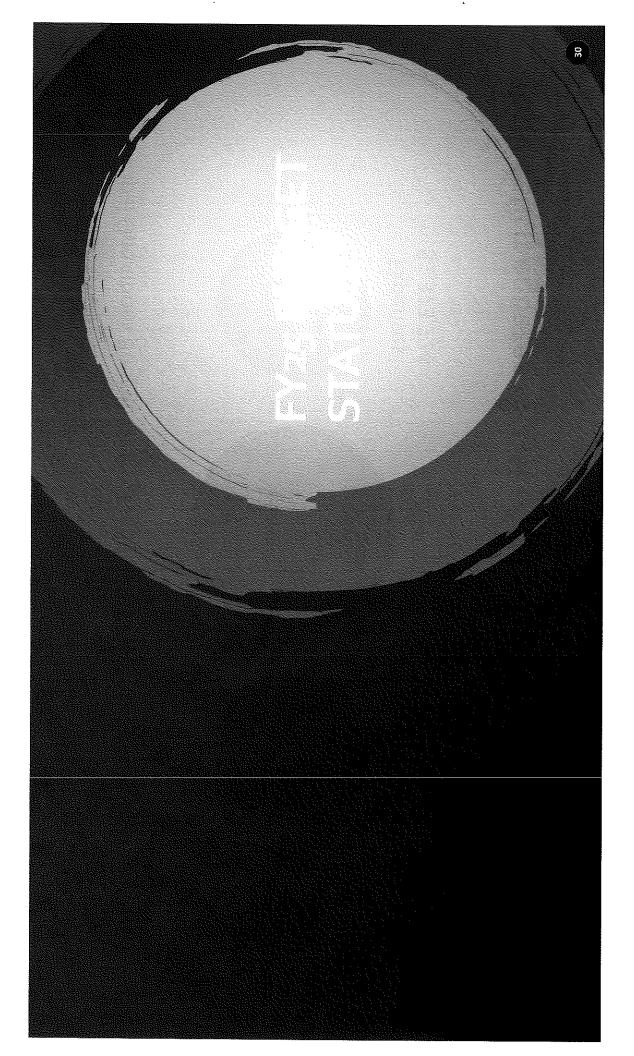


## Magnitude of Deficit

Total Municipal Operations Budget for FY24 is \$4,579,163



Total deficit equates to 23% of total Town operational budget



# FY25 Budget Status

- In August, Town officials started FY25 budget meetings Town Administrator's School-Town Budget Working Group
- Town has drafted a Financial Forecast and Capital Improvement <u>ت</u> ق
- Departmental budget worksheets were distributed and due on October 2, 2023
- Departments were asked to submit two versions of their budget level service and level funded
- First round of budget meetings began last week and continue through this week

	•	• •

### Groton-Dunstable Regional School District FY25 Budget Funding Outlook As of October 25, 2023

Dr. Laura Chesson, Superintendent of Schools Sherry Kersey, Director of Finance & Operations

# Bringing the information together

- Town of Groton has presented their report.
- Town of Dunstable has presented their report.
- School District has previously shared estimated assumptions and deficits.

The following is a summary of how it relates to the district.

# Assumptions and rankings vetted

The school district, Groton and Dunstable have made and shared funding assumptions within working groups. All assumptions currently being used appear reasonable and acceptable to all involved.

The school district, Groton and Dunstable have compared their spending to comparable communities to vet whether or not projected expenditures were in line with like communities. The data would support that we are spending in the median range of our comparable communities, thus the expenditures appear reasonable and acceptable to all involved.

See "Groton-Dunstable Regional School District By The Numbers" presentation.

# Assessment vs. Budget Increase

Assessments are Revenues

Budget reflects Expenditures

# **Budget Increase**

Budget Increases: The amount of total General Fund Expenses from FY24 to FY25

FY24 Actual General Fund Budget (w/o debt): \$47,314,148

FY25 Estimated General Fund Budget (w/o debt): \$51,634,200\*

Estimated Budget Increase (w/o debt): \$4,320,052 9.13% increase

<sup>\*</sup>Budget is still being developed, this was summer estimate.

### Assessment Increases

Once all projected revenues have been estimated, the remaining balance is funded through assessments to the towns. Increases to assessments can occur when:

- A. Another **revenue** source is reduced or eliminated (Example: Excess & Deficiency, Kindergarten Fees, etc.)
- B. **Expenses** increase (Example: Salary increases, inflation, new positions, etc.)

**Both conditions are occurring in the draft FY25 Budget** 

# FY25 Estimated Assessment Comparisons

Description	FY22	% 22-23	FY23	% 23-24	FY24	% 24-25	FY25
Dunstable Assessment	\$7,000,663	2.87%	\$7,201,464	7.52%	\$7,742,721	14.49%	\$8,864,776
Groton Assessment	\$23,481,350	3.57%	\$24,319,318	6.65%	\$25,937,716	16.12%	\$30,118,409

# Assessment Increase

FY24 Dunstable Assessment: \$7,742,721

FY25 Est. Dunstable Assessment: \$8,864,776

Assessment Increase: \$1,122,052

FY24 Groton Assessment: \$25,937,716

FY25 Est. Groton Assessment: \$30,118,409

Assessment Increase: \$ 4,180,693

Total Assessment Increases: \$ 5,302,745

# Groton's ability to pay

The estimated revenue projections discussed at the Groton Town-School Working Group indicated the school district would typically receive 60% of the new revenues or approximately \$660,000.

FY25 Estimated Groton Assessment: \$30,118,409

FY24 Groton Assessment Funding: \$25,937,716 FY25 Estimated Additional Funding\*: \$1,829,848\*

FY25 Estimated Available Funding \$27,767,564

Projected School Deficit (\$ 2,350,845)

\*In the event the town does not positively vote a Prop 2 ½ increase, the formula used by the town would produce this amount. However, this is at the decimation of the town budget (less services) in addition to the school deficit.

# Dunstable's ability to pay

The estimated revenue projections discussed at the Dunstable Town-School Working Group indicated the school district would receive 62% of the new revenues or \$144,307.

FY25 Estimated Dunstable Assessment: \$8,864,776

FY24 Dunstable Assessment Funding: \$7,742,721

FY25 Estimated Additional Funding: \$ 144,307

FY25 Estimated Available Funding \$7,887,028

Projected School Deficit (\$977,748)

# This is not a one year problem

The towns have estimated town revenues for the next 5 years.

The school district has estimated town assessments for the next 5 years.

FY25 shows a large deficit between the two estimates, but this also occurs in the following years, but not to the same extent. The funding gap is projected to be over \$1 million per year in Groton and \$535K-\$633K per year in Dunstable.

Thus, this is not a one year problem, it is a perpetual problem for the foreseeable future.

# How did we close the gap in FY2024?

School district administration has already been hearing the feedback "you always say you have a deficit, but you always find the money". We worked collaboratively with many stakeholders last year and the gap was closed by:

- School Committee used additional \$111,740 of E & D (total of\$911,740) to preserve
  - Elementary librarian paraprofessional
  - Middle School Coordinator stipends
  - o 1.0 FTE Social Studies position
- Groton added \$400K more to funding than they originally budgeted to close the gap
- Health insurance renewal reduced from 15% budget to 5.9% (\$367K reduction)
- Reduced Assistant Principal HS
- Reduced Guidance position HS
- Reduced Wellness teacher HS
- Reduced ELA teacher HS (vacancy not filled)
- Reduced Technology/Library FTE at SU
- Moved additional \$120K paraprofessional salaries to grant (reduced contract services)
- Moved additional \$150K OOD tuitions to circuit breaker funding (reduced reserves)

Given the magnitude of the estimated gap in FY25, there must be an expectation of devastating reductions that will be necessary if the revenue base in each town is not raised.

# Budget challenges - Now and in the future

- Utilities inflationary increases unpredictable
- Negotiation outcomes with all bargaining units
- School District not using E & D to balance budget
- Towns not using free cash to balance budget
- Health insurance renewals between 5.9% and 19.9%

# Documents available online

### www.gdrsd.org

Menu

Departments = Business & Finance

Business & Finance Folder

FY2025 Budget Folder

Groton Dunstable Regional School District by the numbers