

TOWN OF GROTON FISCAL YEAR 2025

TOWN MANAGER'S PROPOSED OPERATING BUDGET

- This is the sixteenth Proposed Operating Budget that I have submitted as Groton's Town Manager.
- FY 2025 Budget Process started earlier than usual.
- Town Manager's Tri-Comm Working Group began reviewing the issues surrounding the development of the Fiscal Year 2025 Budget in July 2023.
- The Working Group conducted studies of comparable Communities and School Districts and determined that spending by the Town and the School District was in line with these Comparables.
- The Working Group developed Revenue and Expenditure Assumptions based on the best information available at that time.

- Outcome of this work showed the Town of Groton would be facing a deficit of \$3.9 Million in FY 2025.
- What issues created this deficit?
- Lack of sustained revenue sources
- Lack of consistent and appropriate support from the Commonwealth of Massachusetts
- No longer receiving Federal Funding that was used to balance the Budget in FY 2023 and FY 2024
- Use of One-Time Revenue Source (E&D) by the GDRSD.

- To Balance the Fiscal Year 2025 Budget, the Working Group determined that an Override of Proposition 2½ would be required, or the Town and School District would face substantial cuts in their respective Operating Budgets.
- Based on this, in October 2023, the Select Board and Finance Committee provided the Town Manager with the following Budget Guidance for Fiscal Year 2025:
- The Town Manager shall submit two Budgets
- In compliance with the Groton Charter and State Law, one budget will be balanced with no proposed override of Proposition 2½
- The second budget shall be a level services budget (maintains services at the FY 2024 level and does not add any new services) that proposes a potential override of Proposition 2½ to eliminate a projected three-year deficit.
- The Town Manager shall collaborate with representatives of the Groton Dunstable Regional School District and Nashoba Valley Technical School District to create these two budgets.

- To comply with the guidance, the Town Manager determined that the main budget will be the Level Services Budget, which would then be reduced to bring it into balance with anticipated revenues in FY 2025.
- This was done to create a baseline understanding of the current level of services being provided and to illustrate the dire financial situation Groton is facing, which would furnish the Finance Committee and Select Board with information to determine priorities when considering budget reductions.
- This will also supply a justification for needing additional revenues in FY 2025.

- The Town Manager released budgetary instructions on November 1, 2023, and asked Departments to provide a level services budget and a detailed memorandum that considers an eleven (11%) percent reduction in their respective Department Budget.
- Budgets were due on November 20, 2023, and review meetings took place between November 27th and November 29th.
- To review and develop the Proposed Budget, the Town Manager was assisted by the Town's Finance Team made up of Patricia DuFresne, Hannah Moller, Megan Foster, Dawn Dunbar, Melisa Doig, Michael Hartnett and Kara Cruikshank.
- Members of both the Finance Committee and Select Board attended the meetings. The Finance Team welcomes this participation as it allows members to understand the review process and the details discussed.

- The Fiscal Year 2024 Approved Budget is \$240,920 under the Levy Limit.
- FY 2024 New Growth was certified at \$36 million, which added \$564,180 to the FY 2024 Tax Levy.
- We have estimated Fiscal Year 2025 New Growth at \$20 million which will add \$301,800 to the Tax Levy.
- The Proposed Fiscal Year 2025 Town Operating Budget anticipates level funding State Aid at \$1,116,143.
- We are anticipating a modest increase of an additional \$126,500 in Estimated Receipts.

Overall, the Finance Team anticipates an increase of 3.08% in New Revenues for Fiscal Year 2025 as follows:

Revenue Source	Budgeted FY 2024	Proposed FY 2025	Dollar Percent Change Change
Property Tax*	\$ 36,832,663	\$ 38,055,280	\$ 1,222,617 3.32%
State Aid	\$ 1,116,143	\$ 1,116,143	\$ - 0.00%
Local Receipts - Excluding Country Club	\$ 4,797,383	\$ 4,873,883	\$ 76,500 1.59%
Country Club Revenue	\$ 700,000	\$ 750,000	\$ 50,000 7.14%
Other Available Funds	\$ 350,000	\$ 350,000	\$ - 0.00%
TOTAL	\$ 43,796,189	\$ 45,145,306	\$ 1,349,117 3.08%

^{*}Includes 2½ percent increase allowed by law and \$20 million in new growth.

- The Work conducted by the Tri-Comm Working Group proved to be extremely accurate.
- The Level Services Budget was \$3.9 million out of balance as predicted by the Working Group based on total anticipated revenues in FY 2025.
- The Town and the School District then took steps to reduce the anticipated FY 2025 deficit, including the following:

- Groton Dunstable Regional School District will phase out the use of E&D and phase in full day kindergarten over three years (along with other budget adjustments).
- Select Board voted to join the Patriot Regional Emergency Communications Center.
- Select Board voted to join MIIA for Health Insurance.
- A more accurate assessment came forward from Nashoba Tech.
- Finance Team scrubbed revenues and found areas to increase them from the original estimate developed by the Tri-Comm Working Group.
- Miscellaneous Adjustments were made to the Municipal Budget.

These actions reduced the anticipated deficit to \$2,383,222 in FY 2025 as follows:

Original Projected Deficit	\$ 3,918,075
School District Adjustments	\$ 726,244
Regional Dispatch	\$ 464,314
Health Insurance	\$ 117,563
Adjusted Nashoba Tech Assessment	\$ 40,000
New Revenues	\$ 126,500
Misc. Budget Adjustments	\$ 60,232
New Projected Deficit	\$ 2,383,222

- By joining MIIA for Health Insurance in FY 2025, this budget will only increase by 3.38%, or \$70,588.
- The FY 2025 Pension Budget will increase by 6.36%, or \$158,739.
- FY 2025 is the third year of three-year agreements with our Unions. Total Salary Increase for FY 2025 (including COLA, Performance Incentives, Contractual Employee and one time cash payments) is \$231,964.
- Excluded Debt will increase by 6.3%, or \$299,804.
- We anticipate covering all costs associated with the Groton Country Club. We do not anticipate any taxpayer subsidy.

- Due to a decrease in Cable Revenues, we are proposing to eliminate the Cable Enterprise in FY 2025 and make it a Town Department that will be supported by Cable Receipts Reserved for Appropriation and General Fund Revenues.
- In FY 2025, we are recommending that the Cable Department be supported by \$155,442 from the Town's Free Cash Account to give the Cable Receipts an opportunity to build up a reserve over the next year. Benefits for our Cable Employees will be covered in the General Fund Budget.
- There are no Major Initiatives Contained in the Proposed Level Service Budget.

ENTERPRISE FUND BUDGETS

 Water Department \$2,310, 	,267	0
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CAPITAL BUDGET

<u>Department</u>	<u>Item</u>	<u>Ar</u>	<u>nount</u>	Funding Source
Fire and EMS	Extrication Tools - "Jaws of Life"	\$	92,500	Capital Asset
Highway	Pick-Up Truck	\$	55,000	Capital Asset
Highway	Brush Mower/Field Mower	\$	70,000	Capital Asset
Highway	Dump Truck	\$	40,000	Capital Asset
Town Facilities	IT Infrastructure	\$	40,000	Capital Asset
Town Facilities	Municipal Buildings Exterior Repairs	\$	25,000	Capital Asset
Town Facilities	Police Station HVAC	\$	65,000	Capital Asset
Transfer Station	Baler/Maintenance	\$	25,000	Capital Asset
Library	Carpet Replacement	\$	50,000	Capital Asset
Park Department	Property Improvements	\$	50,000	Capital Asset
Police	Police Cruisers	\$	134,000	Capital Asset
Police	Police Pick-Up Truck	\$	77,000	Capital Asset
Police	Electronic Control Device - "Tasers"	\$	12,500	Free Cash
Country Club	Golf Carts	\$	25,553	Free Cash
Country Club	Greens Equipment - Ventrac	\$	10,918	Free Cash
Country Club	Greens Equipment - Hauler Pro X	\$	20,000	Free Cash
Country Club	Greens Equipment - Truckster XD	\$	13,500	Free Cash
Country Club	Greens Equipment - Ventrac Attachments	\$	18,000	Free Cash
Country Club	Greens Equipment - Greens Mower	\$	10,000	Free Cash
Country Club	HVAC	\$	23,000	Free Cash
Country Club	Golf Shop Building Repairs & Painting	\$	20,000	Free Cash
Country Club	Function Hall Bathroom Repairs	\$	10,000	Free Cash
Country Club	Retaining Walls	\$	15,000	Free Cash
Water	Water Meter Replacement Program	\$	75,000	Water Fund
Water	New Vehicle	\$	50,000	Water Fund
Water	GDRSD High School PFAS	\$	12,800,000	Bond/Grants
Sewer	Nod Road Pump Station	\$	500,000	Grant
GDRSD	Annual Regional School Capital	\$	550,000	GDRSD Capital Fund

CAPITAL BUDGET

Funding Sources

Capital Asset	\$ 723,500
Free Cash	\$ 178,471
GDRSD Capital Fund	\$ 550,000
Water Fund	\$ 125,000
Bond/Grants	\$ 13,300,000

Total \$ 14,876,971

Category		FY 2024		FY 2025	Dollar P Difference	ercentage Change
General Government	S	2,388,159	S	2,472,927	\$ 84,768	3.55%
Land Use	\$	499,606	S	516,501	\$ 16,895	3.38%
Protection of Persons and Property	S	4,772,597	S	4,515,079	\$ (257,518)	-5.40%
Department of Public Works	\$	2,351,495	S	2,389,516	\$ 38,021	1.62%
Library and Citizen Services	\$	1,947,870	S	2,192,957	\$ 245,086	12.58%
Employee Benefits	\$	4,930,663	\$	5,174,990	\$ 244,327	4.96%
Sub-Total	\$	16,890,390	\$	17,261,969	\$ 371,580	2.20%
Debt Service - Excluded	\$	4,326,957	S	4,649,077	\$ 322,120	7.44%
Debt Service - In Levy Only	\$	474,605	\$	407,534	\$ (67,071)	-14.13%
Sub-Total - All Municipal	\$	21,691,952	\$	22,318,580	\$ 626,629	2.89%
Nashoba Tech	\$	762,656	\$	962,656	\$ 200,000	26.22%
Groton-Dunstable Operating	\$	25,937,716	\$	29,392,165	\$ 3,454,449	13.32%
Groton-Dunstable Excluded Debt	\$	406,982	S	384,622	\$ (22,360)	-5.49%
Groton-Dunstable Debt	S	58,814	S	60,534	\$ 1,720	2.92%
Groton Dunstable Capital	\$	552,203	\$	550,000	\$ (2,203)	-0.40%
Sub-Total - Education	\$	27,718,371	\$	31,349,977	\$ 3,631,606	13.10%
Grand Total - Town Budget	\$	49,410,323	\$	53,668,557	\$ 4,258,235	8.62%

• In compliance with the Guidance issued by the Finance Committee and Select Board, the Town Manager determined that the Level Service Budget is out of balance by \$2,383,222.

• In further compliance with the Guidance, the Town Manager has estimated that an override in FY 2025 of \$5.5 million would be needed to cover an anticipated three-year deficit.

The following is the three year projection of revenues and expenditures as required by the Budget Guidance for the Level Service Budget:

EV 2024

EV 2026

EV 2027

EV 2025

Town of Groton
Summary of Projected Revenues and
Expenditures

General Fund Revenues

General Fund Revenues	FY 2024	FY 2025	FY 2026	FY 2027
Property Tax Levy	41,565,448	43,087,871	45,504,776	46,912,790
State Aid Cherry Sheet	1,116,143	1,116,143	1,134,664	1,153,555
Estimated Local Receipts	5,497,383	5,623,883	5,677,569	5,732,329
Available Funds/Other Financing Sources	2,217,637	2,321,460	2,321,460	2,321,460
Enterprise (for Indirects)	336,486	315,664	321,977	328,417
Total General Fund Revenues	50,733,097	52,465,021	54,960,446	56,448,551
Total Revenue Percentage Change		3.4%	4.8%	2.7%
General Fund Expenditures				
General Government	2,388,159	2,472,927	2,519,726	2,567,551
Land Use	499,605	516,501	527,547	538,851
Public Safety	4,772,597	4,515,079	4,600,296	4,687,167
Regional Schools	27,718,371	31,349,977	33,311,503	35,773,926
Department of Public Works	2,351,495	2,389,516	2,433,734	2,478,903
Library and Citizen Services	1,947,870	2,192,957	2,239,917	2,287,972
Employee Benefits	4,930,663	5,174,990	5,483,218	5,810,559
Debt Service	4,801,562	5,056,611	6,519,225	6,512,851
Total Town Budget	49,410,322	53,668,558	57,635,166	60,657,780
State Assessments	95,249	98,662	98,662	98,662
Other Amounts Raised	982,606	1,081,022	1,081,022	1,081,022
Total General Fund Expenditures	50,488,177	54,848,242	58,814,850	61,837,464
General Fund Surplus/(Shortfall)	244,920	(2,383,222)	(3,854,404)	(5,388,913)
Total Expenditures Percentage Change		8.6%	7.2%	5.1%

TO CALCULATE THE FY 2025 LEVY LIMIT

FY 2024 LEVY LIMIT

\$36,832,663

ADD 2½ PERCENT

\$ 920,817

ADD NEW GROWTH

\$ 301,800

ADD FY 2025 OVERRIDE

\$ 5,500,000

EXPECTED LEVY LIMIT

\$43,555,280

FY 2025 TOTAL TAX LEVY CALCULATION

•	FY 2025 LEVY LIMIT	\$	43,555,280
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•	DEBT EXCLUSION -	- TOWN	\$	4,649,077
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- DEBT EXCLUSION GDRSD \$ 384,622
- **SUB-TOTAL EXCLUSIONS** \$ 5,032,590
- TOTAL TAX LEVY \$ 48,587,870

OTHER ESTIMATED REVENUES

 State Aid 	\$1,116,143
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 Motor Vehicle Excise Taxes \$1, 	,820,583
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•	General	Revenues	\$3,803	3,300
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- Free Cash \$ 697,960
- Other Available Funds <u>\$ 350,000</u>
- TOTAL \$7,787,986

• With a \$5.5 Million Override in FY 2025, the following is the new three-year projection:

Town of Groton
Summary of Projected Revenues and
Expenditures

General Fund Revenues	FY 2024	FY 2025	FY 2026	FY 2027
Property Tax Levy	41,565,448	43,087,871	51,142,276	52,691,227
Override	-	5,500,000	-	-
State Aid Cherry Sheet	1,116,143	1,116,143	1,134,664	1,153,555
Estimated Local Receipts	5,497,383	5,623,883	5,677,569	5,732,329
Available Funds/Other Financing Sources	2,217,637	2,321,460	2,321,460	2,321,460
Enterprise (for Indirects)	336,486	315,664	321,977	328,417
Total General Fund Revenues	50,733,097	57,965,021	60,597,946	62,226,988
Total Revenue Percentage Change		14.3%	4.5%	2.7%
General Fund Expenditures				
General Government	2,388,159	2,472,927	2,519,726	2,567,551
Land Use	499,605	516,501	527,547	538,851
Public Safety	4,772,597	4,515,079	4,600,296	4,687,167
Regional Schools	27,718,371	31,349,977	33,311,503	35,773,926
Department of Public Works	2,351,495	2,389,516	2,433,734	2,478,903
Library and Citizen Services	1,947,870	2,192,957	2,239,917	2,287,972
Employee Benefits	4,930,663	5,174,990	5,483,218	5,810,559
Debt Service	4,801,562	5,056,611	6,519,225	6,512,851
Total Town Budget	49,410,322	53,668,558	57,635,166	60,657,780
State Assessments	95,249	98,662	98,662	98,662
Other Amounts Raised	982,606	1,081,022	1,081,022	1,081,022
Total General Fund Expenditures	50,488,177	54,848,242	58,814,850	61,837,464
General Fund Surplus/(Shortfall)	244,920	3,116,779	1,783,096	389,524
Total Expenditures Percentage Change		8.6%	7.2%	5.1%

- To provide a balanced budget, the Town Manager must reduce the Proposed Level Service Budget by \$2,383,222.
- Under previous practice, to eliminate the deficit, the GDRSD has absorbed sixty (60%) percent of the deficit, while the Town absorbs forty (40%) percent.
- Based on this, the School District would need to reduce their proposed level service budget by \$1,429,934, or 4.87% and the Town would need to reduce its proposed level service budget by \$953,288, or 5.52%. The total reduction of \$2,383,222 is a reduction of 5.11% from the Proposed Level Service Budget.
- Reductions at these levels would be devastating to both the Municipal and School District Operations.

Department	Description		Original Request		Amount Reduced	Percentage <u>Reduced</u>
General Government						
Select Board	Pepperell SRF	\$	30,854	s	24,054	77.96%
Town Manager	Minute Takers	\$	412,800	s	10,000	2.42%
Board of Assessors	Cyclical Inspections	\$	213,047	s	10,000	4.69%
Treasurer/Tax Collector		\$	274,954			
	Wages Tax Title Bond Cost			s s	762 5,000 2,300	
	Sub-Total			s	8,062	2.93%
Town Counsel	Services	\$	90,000	s	15,000	16.67%
Elections/Registrars	Stipend	\$	54,141	s	3,266	6.03%
Insurance and Bonding	Liability Insurance	s	367,000	s	10,000	2.72%
TOTAL GENERAL GOVER	s	2,472,927	s	80,382	3.25%	

Department	<u>Description</u>	Original Request		Amount Reduced	Percentage <u>Reduced</u>
Public Safety					
Police Department	Wages	\$ 2,810,496	s	233,217	8.30%
	vv ages		,	233,217	8.30%
Revenue from Dunstable	/Resource Officer		\$	(15,000)	
Fire Department	Wages	\$ 1,665,119	s	116,558	7.00%
	vvages		٦	110,338	7.00%
TOTAL PUBLIC SAFETY		\$ 4,515,079	\$	334,775	7.41%
Department of Public Wo	orks				
Highway		\$ 1,108,353			
	Wages		\$	130,628	11.79%
Municipal Buildings		\$ 458,795			
	Wages		\$	55,395	
	Expenses		\$	15,182	
	Minor Capital		\$	25,000	
	Sub-Total		\$	95,577	20.83%
Parks Department		\$ 73,681			
	Wages		\$	7,522	
	Expenses		\$	55,759	
	Sub-Total		\$	63,281	85.89%
TOTAL DEPARTMENT OF	PUBLIC WORKS	\$ 2,389,516	\$	289,486	12.11%

Department	<u>Description</u>	Original Request		Amount Reduced	Percentage <u>Reduced</u>
Library and Citizen Service	es				
Library	Wages	\$ 1,029,302	s	108,054	10.50%
Water Safety	Maintenance	\$ 20,143	Ś	10,900	54.11%
Weed Management	Baddacook Weed Management	\$ 34,385	s	15,000	43.62%
TOTAL LIBRARY AND CITI	ZEN SERVICES	\$ 2,192,957	\$	133,954	6.11%
Employee Benefits		 			
Health Insurance	Reducing Head Count	\$ 2,161,151	\$	104,691	4.84%
Medicare	Reducing Head Count	\$ 157,000	ŝ	10,000	6.37%
TOTAL EMPLOYEE BENEF	\$ 5,174,990		114,691		
TOTAL MUNICIPAL BUDG	ET	\$ 17,261,969			

FY 2025 TAX IMPACT

	Actual FY 2024	Proposed FY 2025	Percent <u>Change</u>
Levy Capacity Used Tax Rate	\$36,607,742 \$13.36	\$38,055,280 \$13.80	3.95% 3.29%
Average Tax Bill	\$9,284	\$9,590	3.29%
Override Tax Rate on Override	\$-	\$2,383,222 \$0.86	100.00% 100.00%
Average Tax Bill	\$- \$-	\$598	100.00%
Excluded Debt	\$4,782,786	\$5,032,590	6.33%
Tax Rate	\$1.73	\$1.82	5.20%
Average Tax Bill	\$1,202	\$1,265	5.20%
Final Levy Used	\$41,340,528	\$45,471,092	9.99%
Final Tax Rate	\$15.09	\$16.48	9.21%
Average Tax Bill	\$10,487	\$11,453	9.21%

TAX IMPACT

NO OVERRIDE

OVERRIDE

Fiscal <u>Year</u>	Tax <u>Rate</u>		Average Tax Bill		Increase <u>Per Year</u>	Tax <u>Rate</u>		Average Tax Bill	Increase <u>Per Year</u>		Override Cost
2024 \$	13.36	\$	9,284			\$ 13.36	\$	9,284		\$	_
2025 \$	13.80	Ş	9,590	\$	306	\$ 14.66	Ş	10,188	\$ 903	Ş	598
2026 \$	14.16	Ş	9,840	\$	250	\$ 15.56	\$	10,813	\$ 625	Ş	375
2027 \$	14.54	Ş	10,104	Ş	264	\$ 16.47	Ş	11,446	\$ 632	\$	368
Total Inc	crease	\$	820				\$	2,161			

Over three years, the average tax bill with an override will increase by \$1,341 or an average of \$447 per year.

Breakdown of Tax Increase

Fiscal <u>Year</u>	Normal Prop 2½ Increase		Prop 2½ Override Excluded		Existing Excluded <u>Debt</u>	FloRo Excluded <u>Debt</u>			PFAS Excluded Total <u>Debt Increase</u>				Total Average <u>Tax Bill</u>	
2025	\$	306	Ş	598	\$	21	\$	41	\$	-	Ş	966	\$	11,453
2026	\$	250	Ş	375	\$	(7)	\$	183	\$	82	\$	883	\$	12,335
2027	Ş	264	\$	368	\$	-	\$	-	\$	-	\$	632	Ş	12,967

- Based on FY 2024 Property Values
- Accounts for \$20 million in New Growth in FY 2025
- Accounts for \$23 million in New Growth in FY 2026
- Accounts for \$22 million in New Growth in FY 2027
- -Based on Home Valued at \$694,934

GDRSD Capital Nashoba Regional Technical High School Total - Regional Schools Assessments **Total Operating Expenses** Additional Appropriations **OPEB** Capital Budget Request **Bond Premium Payment** Cherry Sheet Offsets Snow and Ice Deficit State and County Charges Allowance for Abatements/Exemptions Sub-Total Additional Appropriations **Grand Total Appropriations** Revenues Previous Year Proposition 21/2 Levy Limit Allowed 21/2 Increase New Growth Proposition 21/2 Override State Aid Local Receipts Free Cash Transfer from Enterprise Funds Other Available Funds EMS Fund **Bond Surplus Transfer** 550,000 0.00% \$ 550,000 550,000 0.00% **GDRSD Capital Stabilization Fund** \$ \$ 550,000 0.00% \$ 550,000 0.00% \$ 550,000 0.00% \$ 0.00% \$ 723,500 0.00% \$ 723,500 0.00% \$ 723,500 0.00% \$ 723,500 0.00% Capital Stabilization Fund 723,500 \$ 723,500 **Grand Total Revenus** 52,932,430 \$ 54,476,832 2.92% \$ 56.068.877 2.92% \$ 61.988.627 10.56% \$ 63,769,024 2.87% \$ 65,603,179 2.88% \$ \$ \$ 6.873 Surplus/(Deficit) 3,116,778 \$ 1,783,096 389.924 3,108,381 1,853,544 \$

WE ARE NOT ALONE

 Other area Towns facing a major deficit requiring an Override in FY 2025 include:

- Westford
- Dracut
- Acton
- Dunstable

FUTURE CONSIDERATIONS

- Administrators' Working Group, made up of representatives from Groton, Dunstable and the Groton Dunstable Regional School District, was created in November 2023.
- Goal of this Working Group was to promote collaboration and cooperation between the Towns of Groton and Dunstable and the Groton Dunstable Regional School District.
- Working Group has recommended that both Groton and Dunstable hold override votes on the same day prior to Town Meeting to show unity among the Towns and School District.
- The following is the proposed Timeline for this approach:

TIME LINE

- Monday, January 8, 2024 Town Manager Presents Proposed Budget
- Wednesday, February 10, 2024 GDRSD School Superintendent submits Proposed School Budget to GDRSD Committee
- Saturday, January 27, 2024 Finance Committee/Select Board Budget Review Meeting
- Monday, February 26, 2024 Groton Select Board and Dunstable Board of Selectmen call for a Special Override Election on April 2, 2024
- Tuesday, February 27, 2024 and Wednesday, March 6, 2024 Budget Forums Held in Groton and Dunstable (Time and Locations to be determined)
- Tuesday, April 2, 2024 Special Override Election in Groton and Dunstable
- Monday, April 22, Saturday, April 27 or Monday, April 29, 2024 Groton Annual Town
 Meeting

JANUARY 27TH MEETING SCHEDULE

8:40 a.m. Library Budget

9:15 a.m. Police Department Budget

9:50 a.m. Fire Department Budget

10:25 a.m. DPW Budget

11:00 a.m. GDRSD Budget Assessment

11:35 a.m. Town Manager Summary

12:00 p.m. FY 25 Budget Deliberation

CONCLUSION

THANK YOU/QUESTIONS