

# BUDGET REPORT FROM THE FINANCE COMMITTEE

## TOWN OF GROTON FISCAL YEAR 2016

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 2016 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 2016 proposed operating budget, including regional school district assessments and excluded debt, is \$33,298,830 or an increase of 3.6%. After adding in Capital Budget requests, Enterprise Funds and other appropriations, the total Municipal budget for fiscal year 2016 is \$36,181,124. This is a \$913,355 or 2.6% increase over fiscal year 2015. See below for additional information and further discussion on specific areas of the budget.

<u>Expenditures</u>	<u>FY 2015</u> <i>(Actuals)</i>	<u>FY 2016</u> <i>(Proposed)</i>	<u>Inc/(Dec) \$</u> <i>2015-2016</i>	<u>Inc/(Dec) %</u> <i>2015-2016</i>
General Government	\$1,791,130	\$1,926,434	\$135,304	7.6%
Land Use Departments	\$407,038	\$422,912	\$15,874	3.9%
Protection of Persons and Property	\$3,341,010	\$3,561,983	\$220,973	6.6%
Department of Public Works	\$2,042,784	\$2,094,007	\$51,223	2.5%
Library and Citizen Services	\$1,633,141	\$1,539,710	\$(93,431)	(5.7%)
Debt	\$1,418,721	\$1,383,590	\$(35,131)	(2.5%)
Employee Benefits	\$3,171,724	\$3,507,389	\$335,665	10.6%
<b>Sub-Total (Not Including Debt)</b>	<b>\$12,386,827</b>	<b>\$13,052,435</b>	<b>\$665,608</b>	<b>5.4%</b>
<b>Sub-Total Municipal Spending</b>	<b>\$13,805,548</b>	<b>\$14,436,025</b>	<b>\$630,477</b>	<b>4.6%</b>
GDRSD	\$16,521,807	\$17,097,405	\$575,598	3.5%
GDRSD Debt	\$1,234,216	\$1,168,791	\$(65,425)	(5.3%)
NVTHS	\$572,775	\$596,609	\$23,834	4.2%
<b>Sub-Total School Expenses</b>	<b>\$18,328,798</b>	<b>\$18,862,805</b>	<b>\$534,007</b>	<b>2.9%</b>
<b>Total Municipal Operating Budget</b>	<b>\$32,134,346</b>	<b>\$33,298,830</b>	<b>\$1,164,484</b>	<b>3.6%</b>
<b>Additional Appropriations</b>				
Capital Budget Request	\$635,190	\$404,145	\$(231,045)	(36.4%)
Enterprise Funds	\$1,924,762	\$1,925,157	\$395	0.0%
Other	\$555,027	\$508,216	\$(46,811)	(8.4%)
<b>Sub-Total Additional Appropriations</b>	<b>\$3,114,979</b>	<b>\$2,837,518</b>	<b>\$(277,461)</b>	<b>(8.9%)</b>
<b>Grand Total Appropriations</b>	<b>\$35,249,325</b>	<b>\$36,136,348</b>	<b>\$887,023</b>	<b>2.5%</b>

For fiscal year 2016, total available revenues are budgeted to increase 3.3% from \$34,969,325 to \$36,136,348. This includes the two and one half percent increase allowed by law and \$15 million in new growth. Other expected increases in revenue include a bump in state aid and \$100,000 in revenues from the local meals tax that town meeting approved last fall.

<u>Revenues</u>	<u>FY 2015</u> <i>(Actuals)</i>	<u>FY 2016</u> <i>(Proposed)</i>	<u>Inc/(Dec) \$</u> <i>2015-2016</i>	<u>Inc/(Dec) %</u> <i>2015-2016</i>
Property Tax	\$26,002,556	\$26,926,670	\$924,114	3.6%
State Aid	\$828,915	\$856,252	\$27,337	3.3%
Local Receipts	\$3,564,000	\$3,633,192	\$69,192	1.9%
Free Cash	\$150,000	\$-	\$(150,000)	(100.0%)
Other Available Funds	\$455,000	\$200,000	\$(255,000)	(56.0%)
<b>Sub-Total Available Revenues</b>	<b>\$31,000,471</b>	<b>\$31,616,114</b>	<b>\$615,643</b>	<b>2.0%</b>
Unexpended Tax Capacity	\$(464,488)	\$(100,000)	\$364,488	(78.5%)
<b>Sub-Total Revenues</b>	<b>\$30,535,983</b>	<b>\$31,516,114</b>	<b>\$980,131</b>	<b>3.2%</b>
Excluded Debt	\$2,433,390	\$2,290,932	\$(142,458)	(5.9%)
Stabilization Fund	\$-	\$-	\$-	0.0%
Capital Stabilization Fund	\$355,190	\$404,145	\$48,955	13.8%
Enterprise Funds	\$1,924,762	\$1,925,157	\$395	0.0%
<b>Total Available Revenues</b>	<b>\$35,249,325</b>	<b>\$36,136,348</b>	<b>\$887,023</b>	<b>2.5%</b>

The fiscal year 2015 Tax Rate has been certified at \$18.27. Based on the proposed Budget, the estimated Tax Rate in fiscal year 2016 is \$18.83, or an increase of \$0.56. In fiscal year 2015, the average Tax Bill in the Town of Groton (based on a home valued at \$400,000) is \$7,308. Under this proposed budget, that same homeowner can expect a tax bill of \$7,532 or an increase of \$224. The following chart shows a comparison between FY 2015 and FY 2016:

	<u>Actual</u> <u>FY 2015</u>	<u>Proposed</u> <u>FY 2016</u>	<u>Dollar</u> <u>Change</u>	<u>Percent</u> <u>Change</u>
Levy Capacity Used	\$25,538,071	\$26,826,670*	\$1,288,599	5.05%*
Tax Rate On Levy Capacity	\$16.68	\$17.35	\$0.67	4.02%
Average Tax Bill	\$6,672	\$6,940	\$268	4.02%
Excluded Debt	\$2,433,390	\$2,290,932	\$(142,458)	-5.86%
Tax Rate On Excluded Debt	\$1.59	\$1.48	\$(0.11)	-6.92%
Average Tax Bill	\$636	\$592	\$(44)	-6.92%
Final Levy Used	\$27,971,461	\$29,117,602	\$1,146,141	4.10%
Final Tax Rate	\$18.27	\$18.83	\$0.56	3.07%
Average Tax Bill	\$7,308	\$7,532	\$224	3.07%

\*Includes anticipated new growth of \$15 million.

Over the course of the budget cycle, as new information became available and projections became actuals, there were several minor adjustments made to the original budget submitted by the Town Manager. These changes are detailed in the appendix to this report.

## **Further Discussion of Selected Budget Areas**

The proposed municipal operating budget (minus the schools) shows an increase of \$630,477 (4.6%) from \$13,805,548 to \$14,436,025. Some of these costs are of a contractual nature and require that we fund them in FY 2016, while other increases support improvements to the delivery of services to our students and citizens.

For a detailed explanation of the proposed budget, you should read the Town Manager's Budget Message and the budget itself as published in the Town of Groton Spring 2015 Town Meeting Warrant.

However, there are several areas in the fiscal year 2016 budget that the Finance Committee would like to highlight. These are areas that have had a greater impact on the overall budget.

### ***Town Health Insurance***

Nationally, insurance rates have been rising rapidly. Groton is not immune to this trend. The Minuteman Nashoba Health Group has increased the town's health insurance rates by 7.7%. Accounting for this rate increase as well as the potential for additional enrollment by existing town employees has led to an increase in the town health care budget of 9.98%. The impact in the proposed FY 2016 operating budget is \$142,799.

### ***Middlesex County Pension Assessment***

The town will see an 11% increase in our Middlesex County Pension assessment. The FY 2016 increase is largely attributable to new town employees whose state pension liability has temporarily transferred from their previous employment. The large increase in our assessment will be credited back in future years. For 2017, Groton's pension assessment has been set at 5.8% (below the system-wide target of 6.5%). The impact to the proposed FY 2016 operating budget is \$180,066.

### ***School Resource Officer***

The fiscal year 2016 operating budget contains funding for a school resource officer. The Massachusetts Task Force Report on School Safety and Security (July 2014) makes several recommendations including the recommendation that every secondary school in the commonwealth should have a school resource officer. This is the only new employee being added to the town's roles in fiscal year 2016. The impact to the proposed FY 2016 operating budget for this position is \$71,000 (including benefits).

### ***Lost Lake Fire Protection***

The 2013 Fall Town Meeting appropriated funding to develop a plan to address the shortage of water for firefighting purposes around Lost Lake. The resulting plan includes the installation of water mains, cisterns and dry hydrants. This project is expected to cost \$1.9 million. The impact to the proposed FY 2016 operating budget is \$42,750 for the first year of debt service.

### ***Police and Fire Radio Upgrade Project***

The Police Chief and Fire Chief have proposed a joint radio project to upgrade the town's radio system. This is a major upgrade. Currently the police and fire department radio systems are inadequate with major "dead" areas that are unacceptable and place personnel and citizens needlessly at risk. To fund the complete overhaul of the town's radio system, the town will seek to borrow \$650,000. The impact to the proposed FY 2016 operating budget is \$14,625 for the first year of debt service.

### ***Sargisson Beach***

The Sargisson Beach Committee was appointed by the Board of Selectman to develop an operating plan for the Sargisson Beach area. This was based on the desire of the Board of Selectmen to reopen Sargisson Beach to the community for the purpose of outdoor recreation. Although originally planned for fiscal year 2015, school budget issues caused funding to be withdrawn. As it is still a priority of the Board of Selectman, funding has been included in the fiscal year 2016 budget. The impact to the proposed FY 2016 operating budget to open the beach is \$35,570.

### ***Groton Country Club***

For the last several years, the Finance Committee has requested a more strategic approach to operating the Groton Country Club. When the General Manager retired in June 2014, a portion of his salary was used to bring in a consultant to review club operations and recommend improvements that would increase long-term viability.

Over the course of the year, the Town Manager worked to decrease operational expenses by combining the administrative assistant function at the Country Club with the Highway Administrative Assistant in order to eliminate a position from the town payroll.

Further, the club employed a General Manager (\$75,000) and a Golf Pro (\$25,000). Moving forward, the club will have a combined position of General Manager/Head Professional at a salary of \$65,000. This position will have responsibilities for operations and marketing of the club and its programs in addition to performing the duties of Golf Pro.

Lastly, the fiscal year 2015 budget included \$68,400 for the operation of the function hall. However, the town did not take in enough revenues to offset operating expenses. Starting this fiscal year, the town has leased out the function hall.

In fiscal year 2015, the Town appropriated \$550,000 for the Country Club. As a result of the Town Manager's focus on creating a sustainable operating model for the club, the projected fiscal year 2016 budget for the Country Club is \$380,503 with projected revenues of \$416,000. The impact to the proposed FY 2016 operating budget is to reduce the country clubs appropriation by \$124,960.

### ***OPEB Liability Trust Fund***

Other Post-Employment Benefits (OPEB) are benefits ***other than pensions*** that the town is responsible to provide after an employee has retired or left town service. For more information on OPEB, please see the Town Manager's Message as printed in the Town of Groton Spring 2015 Town Meeting Warrant. Based on the Government Accounting Standards Board (GASB) recommendations and discussions the town's finance team has had with credit rating agencies, the Finance Committee believes it is prudent to establish an "Other Post-Employment Benefits Liability Trust Fund". As allowed for by law, the Trust can be used to pay current retiree health insurance. For fiscal 2016, the budget uses any monies paid into the trust to pay current retiree liabilities resulting in no impact to the proposed FY 2016 operating budget.

### ***Contractual Obligations to Town Employees***

The Town Manager, in order to promote fiscal stability and provide predictability to the budgeting process, reached out to all town employee collective bargaining units (i.e. unions) and asked them to consider entering negotiations prior to the 2016 budgeting

cycle. All seven unions agreed to early collective bargaining that concluded successfully with new three-year agreements that run from July 1, 2015 through June 30, 2018. The following shows the cost of each union agreement in FY 2016:

Groton Supervisors Union (2% Adjustment in FY 2016)	\$13,383
Groton Patrolmen's Union (0% Adjustment in FY 2016 – 40 Hour Work Week)	\$55,201
Groton Superior Officers (0% Adjustment in FY 2016 – 40 Hour Work Week)	\$20,856
Groton Firefighters Association (2% Adjustment in FY 2016)	\$10,578
Groton Communications Union (2% Adjustment in FY 2016)	\$10,920
Groton Town Hall/Library Union (2% Adjustment in FY 2016)	\$34,664
Groton DPW Union (2% Adjustment in FY 2016)	\$20,070
<b>Total Cost</b>	<b>\$165,672</b>

***Regional School Districts***

Due to the fact that the districts do not finalize their budgets until March, it has been the practice of the Town Manager to prepare his budget assuming a 2.5% increase in assessments. This allows him to present a balanced budget in December as required by the Town Charter.

This year, the GDRSD School Committee shared budgeting information much earlier in the process with a board of people that have been meeting regularly to discuss the financial status of the district. The board consists of representatives from Groton including the Town Manager, a member of the Board of Selectmen and Finance Committee as well as similar officials from the Town of Dunstable. This was very much appreciated and resulted in more accuracy in the Town Manager's budget proposal.

At the conclusion of the district's budgeting process, the GDRSD School Committee approved Groton's assessment at \$17,097,405. This final number was very close to the number that was communicated early on and translates into an increase of 3.48%. The impact to the proposed FY 2016 operating budget is \$575,598.

Due to flat enrollment numbers for Groton students, the Nashoba Valley Technical High School (NVTHS) School Committee voted an assessment to the Town of Groton of \$596,609, which translates to an increase of 4.16% in fiscal year 2016. The impact to the proposed FY 2016 operating budget is \$23,834 for Groton's share of the total assessment.

The Town Manager, Board of Selectman and Finance Committee will continue to work closely with our regional school districts to make sure they have the resources required to effectively educate our students.

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

There has been a lot of discussion in town regarding the growth in the municipal budget. The Finance Committee would like to thank the citizens of the town who have taken the time to work with us to explore contributing factors.

It is important to understand that the town is in solid financial shape. This viewpoint has been validated over and over again as Standard and Poor's upgraded the town's bond rating to AA in 2010, AA+ in 2013 and to AAA in 2014. During the 2013 upgrade, the press release stated the following:

"The upgrade follows a review of the town's financial policies and practices, which we have determined are strong, well embedded, and likely sustainable," said Standard & Poor's credit analyst Victor Medeiros.

The 2013 and 2014 upgrades were based on several factors including:

- Primarily residential tax base, with access to jobs in and around the deep and diverse Boston employment base; (2013)
- Very strong wealth and incomes and low unemployment; (2013)
- Stable budgetary performance and strong financial reserves; and (2013)
- A moderate overall net debt burden, low debt service carrying charge, and manageable long-term liabilities. (2013)
- Strong budgetary flexibility with fiscal 2013 available reserves of 12.9% of general fund expenditures; (2014)
- Strong budgetary performance with operating surpluses in each of the past three fiscal years; (2014)
- Very strong liquidity, providing very strong cash to cover debt service and expenditures; (2014)
- Very strong management conditions with "strong" financial management policies under our Financial Management Assessment (FMA) methodology; (2014)
- Very strong debt and contingent liabilities, supported by low overall net debt as a percent of market value. (2014)

In addition, the Town's financial management practices have recently been reviewed by the Massachusetts Department of Revenue – Division of Local Services. The conclusion written in the March 2014 report titled "Financial Management Review Update" states:

Among the many municipalities where the DLS Technical Assistance Section has provided its services, the Town of Groton stands out. Achievements began when voters recognized the merits of professional management in government and adopted the town's first charter. Local leaders, working with the new town manager, acted decisively to create continuity in government. They in addition addressed critical needs by proposing new IT director and human resources director positions, both of which were accepted by town meeting. Finance department managers have been receptive to new ideas and have implemented change in ways that have increased efficiencies in their respective department.

We do not often see communities where voters, town meeting members, local leaders, the town manager and department heads are as uniformly receptive to new approaches for improving municipal government as in Groton. The process, however, is ongoing. We, therefore, encourage town officials to continue working toward continuity and stability in municipal government.

So if Standard and Poors and Massachusetts Department of Revenue – Division of Local Services both believe that Groton is in strong shape, does the Finance Committee have any concerns? The answer is yes, we do.

Looking at the numbers below, it becomes apparent that there are a limited set of financial levers to use to limit the growth of the Town's operating budget. Groton is not unique in that companies, organizations and government entities of every shape and type are all struggling with the same growth patterns in wages, salaries and benefits.

The total of wages, salaries and benefits for the Town of Groton accounts for just under 80% of the municipal operating budget (not including debt). Whereas the overall operating budget is growing at 5.4%, wages, salaries and benefits is growing at 7%. In fact, the rest of the budget decreased from fiscal year 2015 to 2016.

There are no obvious answers to these trends, but the finance committee is committed to working with the Town Manager, the town's finance team, the Board of Selectman and concerned citizens to look for possible ways to decrease the rate of growth in the town's allocation for wages, salaries and benefits.

<b><u>Expenditures</u></b>	<b><u>FY 2015</u></b> <i>(Actuals)</i>	<b><u>FY 2016</u></b> <i>(Proposed)</i>	<b><u>Inc/(Dec) \$</u></b> <i>2015-2016</i>	<b><u>Inc/(Dec) %</u></b> <i>2015-2016</i>
Wages and Salaries	\$6,500,891	\$6,500,891		
Union Contracts		\$165,672	\$165,672	2.5%
New Hire		\$71,000	\$71,000	1.1%
Other Increases (Merit, hrs, etc...)		\$100,002	\$100,002	1.5%
<b>Total Wages and Salaries</b>	<b>\$6,500,891</b>	<b>\$6,837,565</b>	<b>\$336,674</b>	<b>5.2%</b>
Health/Life/Unemp. Insurance	\$1,580,701	\$1,736,300	\$155,599	9.8%
County Retirement	\$1,591,023	\$1,771,089	\$180,066	11.3%
<b>Total Employee Benefits</b>	<b>\$3,171,724</b>	<b>\$3,507,389</b>	<b>\$335,665</b>	<b>10.6%</b>
<b>Total Wages, Salaries and Benefits</b>	<b>\$9,672,615</b>	<b>\$10,344,954</b>	<b>\$672,339</b>	<b>7.0%</b>
<b>Percentage of Municipal Budget</b>	<b>78.1%</b>	<b>79.3%</b>	<b>101%</b>	
Other				
Country Club	\$262,650	\$127,239	\$(135,411)	(51.6%)
Sargisson Beach	\$950	\$35,570	\$34,620	3644.2%
Other	\$2,450,612	\$2,544,672	\$94,060	3.8%
<b>Total Other</b>	<b>\$2,714,212</b>	<b>\$2,707,481</b>	<b>\$(6,731)</b>	<b>(0.2%)</b>
<b>Total Municipal Expenses (No Debt)</b>	<b>\$12,386,827</b>	<b>\$13,052,435</b>	<b>\$665,608</b>	<b>5.4%</b>

## **Fiscal Year 2016 Budget Process**

The Finance Committee, as required by the Massachusetts Open Meeting Law, always operates in posted open public meetings. However, those meetings are often sparsely attended. As a result, we feel it is important to outline the process that was undertaken to arrive at the budget that you have before you.

The 2016 fiscal year budget cycle started in early November of 2014 when the Town Manager met with department heads to review the budgeting process and provide spending guidelines. The process continued throughout November as department heads assessed priorities, evaluated spending levels and submitted individual departmental budgets.

In December of 2014, 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 2016 Operating Budget along with accompanying budget message and supporting documents on December 31, 2014.

### ***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 5<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 7<sup>th</sup> (after a two week snow delay), 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.

Throughout February and March, the Finance Committee assigned departmental liaisons to meet individually with department heads. Since January, the Finance Committee, as a whole, has met in open public meetings at least eight times. During these meetings we reviewed departmental as well as various town committee's budget requests including detailed discussions with regard to salaries, wages and expenditures (with more meetings anticipated leading up to Town Meeting). However, it should be noted that the Finance Committee had no input to the wage negotiations.

### ***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.

However, the committee did not recommend one item, Article 30, CPC Proposal B – Conservation Fund. Through vigorous discussion in two separate meeting, there where numerous concerns voiced by members of the Finance Committee including:

- The lack of a specific project or proposal for the use of the money.
- The downward trend in state matching funds in concert with the upcoming Spring 2015 Town meeting vote on additional CPC projects that may lead to the depletion of CPC funds available for potential future projects.
- This request ties up town monies by transferring \$200,000 to the Town's Conservation Fund, which can only be used to purchase new land for conservation.
- Concerns about the ability to fund maintenance of existing Conservation Committee owned properties.
- A lack of clear priorities and criteria from the Conservation Committee with regard to how they determine if they should spend town money on a property.
  - The Conservation Committee points to the priorities listed in the Town of Groton's Master Plan.
  - The Finance Committee does not consider the Master Plan a suitable alternative to clearly documented priorities and criteria from the Conservation Committee.
  - Equally concerning, when asked to define the Conservation Committee's goals with respect to land purchases, the answer offered was that they will reach their goal when all undeveloped land is either developed or put into conservation.
- Each year, the town expends \$480,000 for the Surrenden Farm Land Acquisition, which is a piece of property that is under conservation restriction.

The Finance Committee understands that the addition of this \$200,000 to the Conservation Fund would bring the fund into the recommended range of ~\$750,000. We also appreciate the character of the Town of Groton and support purchases of land when presented with a compelling reason. In our opinion, we are being asked to simply trust the Conservation Commission to determine when they want to spend Groton citizen's money by providing the funds up front with no clearly defined priorities or guidelines.

***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. That said, the Finance Committee is eager to participate in the upcoming Charter Review process to strengthen the fiscal checks and balances and to refine the role of the Finance Committee in the process of fiscally managing the town's budget.

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, his finance team, the Board of Selectman, 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

## Appendix

Budget Adjustments  
Changes from Town Manager's Proposed  
Budget

<u>Line Item</u>	<u>Department</u>	<u>Original Appropriation</u>	<u>Revised Appropriation</u>	<u>Difference</u>
1000	Moderator Wages	\$500	\$65	\$(435)
1031	Town Manager Wages	\$87,344	\$96,327	\$8,983
1100	Info Technology Salaries	\$115,553	\$125,248	\$9,695
<b>Sub Total General Government</b>		<b>\$1,908,191</b>	<b>\$1,926,434</b>	<b>\$18,243</b>
1213	MRPC Assessment	\$3,160	\$3,320	\$160
1272	Nashoba Nursing	\$10,021	\$10,273	\$252
1273	Nashoba BOH Assessment	\$22,366	\$22,948	\$582
<b>Sub Total Land Use</b>		<b>\$421,918</b>	<b>\$422,912</b>	<b>\$994</b>
				\$-
	Nashoba Tech			
1400	Assessment	\$587,094	\$596,609	\$9,515
1410	GDRSD Assessment	\$17,087,003	\$17,097,405	\$10,402
1412	Debt Within Levy	\$53,822	\$50,404	\$(3,418)
<b>Sub Total Education</b>		<b>\$18,846,306</b>	<b>\$18,862,805</b>	<b>\$16,499</b>
				\$-
1700	Country Club Salaries	\$119,781	\$129,781	\$10,000
1701	Country Club Wages	\$169,172	\$123,483	\$(45,689)
<b>Sub Total Library and Citizens Services</b>		<b>\$1,575,399</b>	<b>\$1,539,710</b>	<b>\$(35,689)</b>
2007	Short Term Debt	\$132,500	\$125,000	\$(7,500)
<b>Sub Total Debt Service</b>		<b>\$1,391,090</b>	<b>\$1,383,590</b>	<b>\$(7,500)</b>
3010	Health Insurance	\$1,532,500	\$1,574,000	\$41,500
<b>Sub Total Employee Benefits</b>		<b>\$3,465,889</b>	<b>\$3,507,389</b>	<b>\$41,500</b>
<b>Grand Total Budget</b>		<b>\$33,264,783</b>	<b>\$33,298,830</b>	<b>\$34,047</b>