

## **GROVELAND COUNCIL ON AGING BOARD OF DIRECTORS MEETING MINUTES December 20, 2023**

**ATTENDING:** Larry MacElhiney, Barbara Sanborn, Deb Stephenson, Irene Thomas, Marie Waller, COA Director Alyssa Lee

**ABSENT:** Linda Brown, Laurel Puchalski

**CALL TO ORDER:** Motion made by D. Stephenson, seconded by M. Waller at 9:35 a.m.  
COA Mission Statement read by L MacElhiney.

**MINUTES:** Motion made by M. Waller and seconded by D. Stephenson to approve the minutes of the November 15, 2023 meeting. Unanimous approval.

**FINANCIAL REPORT:** Director Lee reported that half of the Formula Grant has been received at the rate of \$14 each for the actual number of older adults in Groveland based on the 2020 Census.

**DIRECTOR'S REPORT:** (See attached December report for more details.)

- Director Lee reported that the COA is fully staffed with the hire of Carrie Scott for Outreach work.
- Three Service Incentive Grants (SIG) that are reimbursable have been awarded to the COA: \$10,000 for Marketing the COA becoming "Talk of the Town" and reaching out to the community about its mission, services, and connecting with family caregivers; \$615 for a Memory Cafe Start-up; \$3,500 for a glass door upright freezer for the COA Food Pantry.
- The COA Budget Draft for FY25 has been submitted.
- Six older adults volunteered over 400 hours to serve the town in 2023 for the Senior Tax Work-Off Program. Ten Senior spots are available for 2024.
- Assistant Director Burke gives a shout out to the COA #1 Volunteer, Pat Smith, who logged more than 100 hours of service to the COA in 2023!
- Meal and music programs in November and December were enjoyed and fully-attended and there were people on waiting lists.
- Director Lee announced new programs in January and February include a Mindfulness/Meditation Program that will be offered four times, Tech Support Time with Matt from the library, and a Drum Circle which promotes cognition, hand movement, and socialization on Saturday, January 13.
- During November, the month of Thanksgiving, the COA Food Pantry provided over 2,000 pounds of food, serving 97 people. Director Lee is grateful for food contributions including those from the Pentucket Athletic Association after the Thanksgiving Day Game.
- Any citizen is invited to donate greatly desired Market Basket Gift Cards of \$25 to support food security while respecting personal choices people make in shopping.

- Director Lee also thanks the Groveland Fire Department for an information-rich presentation on Fire Safety and summarizes highlights in the engAGEMENT Newsletter for January and February.

#### **OLD BUSINESS:**

- The Friends of the Groveland COA's next meeting is in February. Karen Soucy is a new co-treasurer. The Friends appreciate the service of Chair JoAnna Donnelly who is hoping the Friends can secure a new chair, new members, and new friends.
- Director Lee, Chair Sanborn, and Friends Vice Chair Lepore on the Senior Center Task Force and will meet in January to identify stakeholders with skill sets to form a well-informed group that will help the Task Force move ahead on this project.

#### **NEW BUSINESS:**

- The January/February COA EngAGEMENT Newsletter is available. Outreach worker Carrie Scott is the Spotlight focus. Paper copies are distributed in the COA office and several locations in Groveland, West Newbury, Haverhill.
- Having recently completed training, Director Lee will lead January information sessions on dementia and Dementia Friends to encourage empathy and compassion.
- All Board Members have completed the probationary assessment for Director Lee so she can develop her S.M.A.R.T. goals for the future.
- December Meeting Focus: Financial Overview for Budget Preparation
- Director Lee has prepared the budget within the parameters given by the town, and the meeting with the Finance Committee is at 5:00 pm on Jan. 31.
- The January Meeting Focus will be reviewing the Bylaws for any revisions. A copy of the Bylaws will be sent to Board Members for review before the Jan. 17 meeting.

**ADJOURNED:** Motion made by D. Stephenson and seconded by I. Thomas to adjourn at 10:11 a.m. Unanimous.

**NEXT SCHEDULED MEETING:** January 17, 2024 at 9:30 a.m. in the Town Hall Main Meeting Room.

**RESPECTFULLY SUBMITTED BY:** Irene Thomas, Secretary

TOWN OF GROVELAND  
2024 JAN 25 PM 1:19  
TOWN CLERK  
RECEIVED/POSTED

# Director, COA Board Report

Date of meeting: Wednesday, December 20, 2023

Meeting time and location: 9:30am, Townhall

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## Highlights - Since our last meeting

1. **Fully Staffed!!** We welcomed Frank back after a leave of absence, he returned on Dec 5th, which also happened to be the first day of our new Outreach and Food Pantry Manager, Carrie!
2. **Grants Received**
3. **Budget Draft Submitted**

## Financial Highlights

Please note: This summary is a quick recap and should complement the detailed finance reports provided as attachments. Today's meeting will delve into more specific details, with a particular focus on the town budget process.

1. The COA has been awarded three grants since we last met. These are through the **Service Incentive Grant (SIG)**:
  - a. **Marketing: \$10,000.**
    - i. This project aims to achieve several important goals, including becoming the "Talk of the Town," educating the community about the COA and its services, connecting with family caregivers, and promoting resources within the community.
  - b. **Memory Cafe Start-up / Pilot Program: \$615.**
    - i. What is a Memory Café? Memory Cafés are a comfortable, social gathering that allow people experiencing memory loss and a loved one to connect, socialize, and build new support networks.
      1. If this grant were to be awarded, it would be for 2-3 social events, taking place in the Spring.
  - c. **Stand-up freezer: \$3,500**

2. The FY25 Draft Budget has been submitted to the town.

a. The FY25 Draft Budget adheres to the locked salaries and the practice of level funding across the expense categories. Notably, the Assistant Director Salary line item is accompanied by an attached letter submitted with our budget. This correspondence advocates for aligning the salary with recent findings from the 2023 Classification & Compensation Study, aiming for equitable compensation practices within the Town of Groveland. Please see the letter attached to the end of this board packet.

b. FY25 Budget submitted to town:

	FY24 Finance Board Approved	FY25 (In Progress)	
<b>Expenditures</b>	<b>\$179,964.33</b>	<b>\$184,077.52</b>	2.29% ↑
✓ <b>Human Services</b>	<b>\$179,964.33</b>	<b>\$184,077.52</b>	2.29% ↑
✓ <b>Council on Aging</b>	<b>\$179,964.33</b>	<b>\$184,077.52</b>	2.29% ↑
✓ <b>Salaries</b>	<b>\$173,964.33</b>	<b>\$178,077.52</b>	2.36% ↑
Directors Salary	\$74,588.97	\$76,081.00	2.00% ↑
GF COA Assistant Director	\$57,393.28	\$58,798.00	2.43% ↑
Outreach Worker	\$20,672.08	\$21,085.52	2.00% ↑
Part Time Van Driver	\$21,310.00	\$22,121.00	3.81% ↑
✓ <b>Expenses</b>	<b>\$6,000.00</b>	<b>\$6,000.00</b>	0.00%
Expenses	\$3,500.00	\$3,500.00	0.00%
COA Vehicle Maintenance Expense	\$2,500.00	\$2,500.00	0.00%

c. Our monthly focus topic this month is the “Overview of Budget Preparation”. Please see attachments included in this topic.

## Senior Tax Work-Off, updates

In 2023, our Senior Tax Work-Off program continued to thrive, embodying a true win-win scenario for our town and our esteemed older adults. Here's a snapshot of our accomplishments:

### Community Impact Through Participation:

**Engagement:** Six dedicated individuals participated in the program, showcasing their commitment to giving back to our community.

**Service Hours:** These exceptional participants collectively contributed nearly 415 service hours, an invaluable investment in our town's betterment.

**Monetary Equivalent:** The calculated value of this service surpassed \$6000, signifying not just their efforts but also the tangible financial contribution to our municipality.

#### **Beneficial Outcomes:**

**Town Advantages:** The equivalent value of over \$6000 in labor demonstrates the substantial support received through this program, contributing directly to vital town initiatives.

**Empowering Older Adults:** Participants availed themselves of a unique opportunity to utilize their skills and expertise, gaining a sense of purpose while alleviating their tax burdens.

**Social Contribution:** Beyond financial gains, these interactions fostered a sense of community, where diverse generations collaborated for a common cause, strengthening our social fabric.

#### **The Value Beyond Figures:**

**Individual Empowerment:** The program extended beyond fiscal benefits, empowering our older adults to stay active, engaged, and valued contributors within our community.

**Enhanced Well-being:** Through meaningful engagement, participants experienced the psychological and emotional benefits associated with staying active and involved, positively impacting their overall well-being.

**Fostering Interconnectedness:** Building connections between generations further enriches the social and cultural tapestry of our town, creating a nurturing environment for all residents.

#### **Looking Ahead:**

As we reflect on the successes of 2023, we look forward to further expanding and enhancing the Senior Tax Work-Off program in the upcoming year. Applications are open - we have 10 spots for the 2024 year. Through continuous support and engagement, we aim to amplify the positive impact on both our town and the individuals who contribute so significantly to its welfare.

Please spread the word and apply!

## Report from Assistant Director, Nisha Burke:

Greetings!

It's so great to be ending the year with a full staff. It's been wonderful working with Alyssa over these past 6 months, working on new ideas and collaboration on existing projects. She is a great leader. Welcoming Joe and Carrie, they are both enthusiastic and great additions to the COA staff, and of course welcoming back our Lead van driver, Frank after his leave. I'm very much looking forward to working with everyone in the new year.

In addition to the numbers from My Senior Center for the Director's report, I've attached some year end statistics to the year in review related to check-ins, included are weekly and monthly averages.

I also wanted to shout out our #1 volunteer Pat Smith, who logged 111 hrs. and 37 minutes! Thank you to ALL our wonderful volunteers, we could not run the department successfully without you!

Our events for November and December have been very well attended. Both monthly luncheons were sold out with a waitlist. Our list of programs and events for January and February will be out in the community soon, via the newsletter, I'm looking forward to a great start to the new year.

Special thank you to the COA Board of Directors for your continued support this year!

Nisha Burke  
Assistant Director

### Year-end stats. Average Daily Attendance

*The numbers below are related to the key tag scans only.*

**Check-in Count** aka key tags scans- 2950 (We will hit 3000 check-ins by the end of 2023!)

Days in Range 194  
Avg Duplicated 15.21

#### Avg Per Weekday

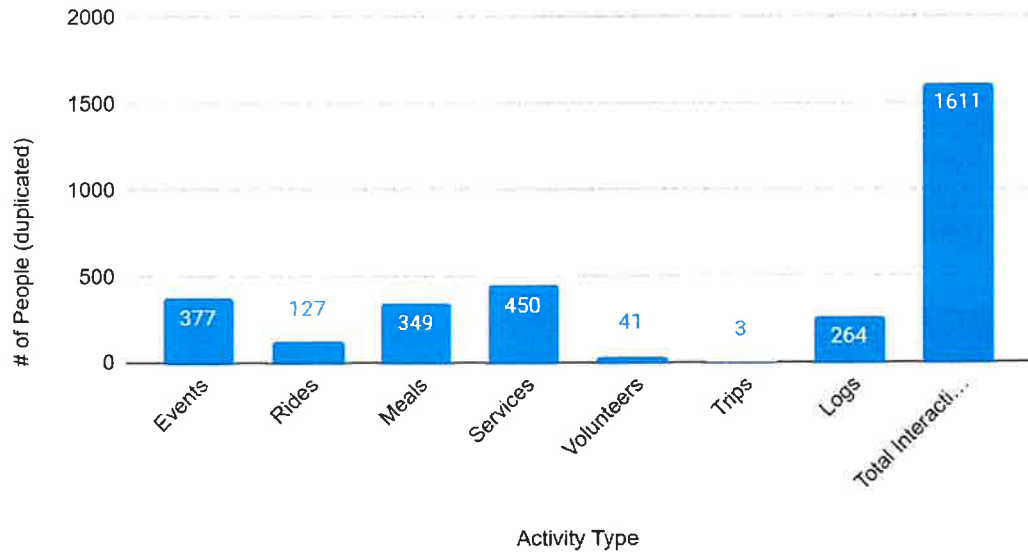
Monday 10.18  
Tuesday 16.57  
Wednesday 20.12  
Thursday 19.37  
Friday 6.05

#### Avg Per Day by Month

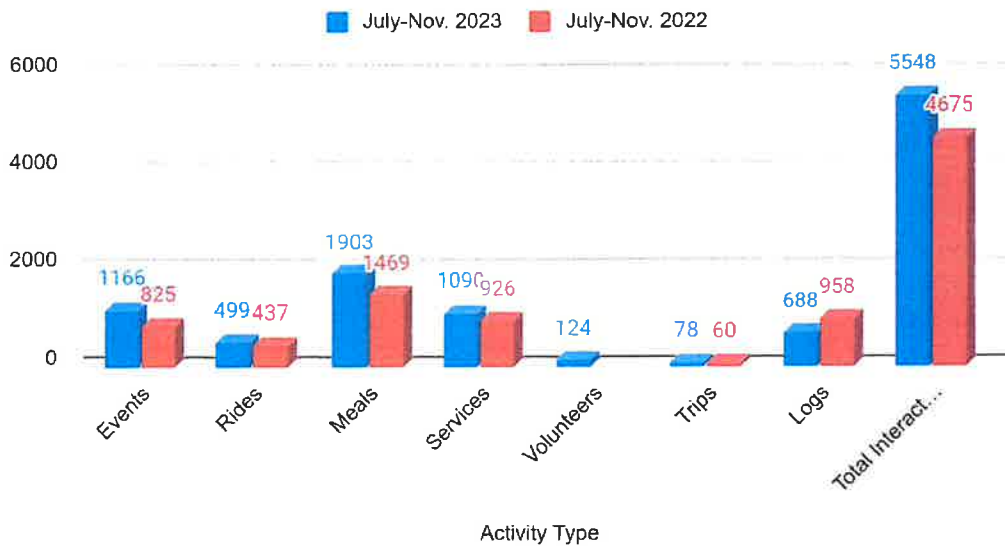
January 12.54  
February 14.15  
March 18.32  
April 16.24  
May 11.37  
June 10.24  
July 13  
August 15.7  
September 17.35  
October 17.87  
November 19.78

Below you'll find a visual representation of our interaction statistics for July-November 2023, as well as a comparison between 2023 and 2022, I've included a chart below. For a comprehensive breakdown of our programming and service numbers, please review the attached document.

### # of People Participating - Nov. 2023



### July-Nov. 2023 and July-Nov. 2022



## Highlight of Upcoming Events

- Mindfulness Meditation
  - This Thursday, Dec 21st at 11am and Thur. Jan 4th at 10am. Please RSVP! \$5/person
- Cooking for One (or two) at 1pm on Tuesday, Jan 9th
- Tech Q&A with Matt at 10:30 on Jan 11th
- Drum Circle on SATURDAY, January 13th at 2pm
- Full calendar of events can be found online at in the newsletter here:  
<https://grovelandma.com/wp-content/uploads/2023/12/Groveland-January-2024-Online-Newsletter.pdf>
  - Note that this is an early preview....while everything available for online registration will be up by Thursday (remember, "Trips", are available to register on the first of the month by calling the COA or stopping by our office).

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## Food Insecurity / Pantry Updates

- Community contributions in the past month have been overwhelming, enriching our pantry's offerings with a diverse array of food. We extend heartfelt thanks for this incredible support. These contributions, coupled with the steadfast partnership of Our Neighbors Table, continue to fortify our efforts in addressing food insecurity.
- Additionally, while our pantry now boasts a wealth of diverse offerings, we understand the importance of choice for individuals and families. Gift cards remain a sought-after contribution, allowing recipients the opportunity to select items that cater specifically to their needs. We deeply appreciate the community members who generously donate gift cards, recognizing their invaluable support in ensuring everyone's access to essential items.
- During the month of November, COA provided 97 attendees of the food pantry with a generous 2,096.61 pounds of nutritious food during November 2023.

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## Hiring/Staffing Updates

Thrilled to announce our fully staffed COA in Groveland! Our exceptional team—Nisha Burke, Assistant Director; Carrie Walsh, Outreach and Food Pantry Manager; Frank Sapianti and Joe Walsh, our dedicated van drivers—embodies warmth and dedication, always prioritizing people. With their passion, we're set for a year ahead enriching lives and fostering a welcoming, inclusive atmosphere at our COA.

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## Senior Center Updates

In the first week of January, Darcey, Barbara, and I will brainstorm potential task force members who can bring valuable skills and insights to the table as the task force becomes more formalized. I'd also note that Linda Brown has been incredibly helpful—she's connected us with an architect, and in January, we're having an informal chat explore our known needs and obtain insights into potential approaches for optimizing our Senior Center's infrastructure.

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## A big thank you

Thank you so, so much to the Groveland Fire Department for doing a presentation on fire safety earlier in the month - truly appreciated!



**Groveland COA - Financial Report (attached to Board Report)**

Line Item	FY23 Balance	Annual Budget FY24	Actual Year-to-Date July 1- Nov 30, 2023
<b>Revenue</b>			
<b>Town Budget / Omnibus Budget</b>		\$179,964.33	\$179,964.33
<b>Revolving Account</b>			
FY23 Balance Carried Over		\$18,287.95	\$18,287.95
Donations/Program		\$3,000.00	\$5,337.54
Grants/Foundations		\$699.00	\$699
<b>Revolving Account TOTAL</b>		\$21,986.95	\$24,324.49
<b>Formula Grant</b>	\$12,691.51	\$39,557.51	\$26,124.51
<b>MASSDOT</b>	\$4,500.00	\$9,000.00	\$4,500.00
<b>Revenue TOTAL</b>		<b>\$250,508.79</b>	<b>\$234,913</b>
<b>Expenses</b>			
<b>Salaries</b>			
<b>Town Budget / Omnibus Budget</b>			
Directors Salary		\$74,588.97	\$27,157.70
Asst. Director		\$57,393.28	\$15,456.00
Outreach		\$20,672.08	\$3,547.84
Van Driver		\$21,310.00	\$3,817.52
<b>Salaries</b>			
<b>Town Budget / Omnibus Budget TOTAL</b>		<b>\$173,964.33</b>	<b>\$49,979.06</b>
<b>MASSDOT - Salary Match, calendar year 2023</b>		<b>\$9,000.00</b>	<b>\$7,200</b>
<b>Formual Grant - Salary Match, calendar year 2023</b>		<b>\$9,000.00</b>	<b>\$7,200</b>
<b>Operational Expenses</b>			
Office			\$2,652.85
Outreach			\$0.00
Programming			\$504.45
Misc			\$0.00
<b>Operational Expenses</b>			
<b>Town Budget / Omnibus Budget TOTAL</b>		<b>\$3,500.00</b>	<b>\$3,157.30</b>
<b>COA: Vehicle Maintenance Expense</b>			
<b>Town Budget / Omnibus Budget</b>		<b>\$2,500.00</b>	<b>\$979.60</b>
<b>Revolving Expenses</b>			
Office			\$181.55
Outreach			\$1,370.56
Programming			\$3,282.03
Misc			\$0.00
<b>Revolving Expenses TOTAL</b>		<b>\$21,986.95</b>	<b>\$4,834.14</b>
<b>Formula Grant Expenses (less salary match)</b>			
Office			\$604.90
Outreach			\$0.00
Programming			\$175.00
Misc			\$0.00
<b>Formula Grant Exenses TOTAL</b>		<b>\$30,557.51</b>	<b>\$7,979.90</b>
<b>Expenses TOTAL</b>		<b>\$250,508.79</b>	<b>\$81,330.00</b>
<b>Balance</b>		<b>\$0.00</b>	<b>\$169,178.79</b>
	<b>Balanced Annual Budget FY24</b>		<b>Actual Year-to-Date July 1- Nov 30, 2023</b>

December 15, 2023

Dear Rebecca Oldham, Town Administrator and Finance Committee:

On behalf of the Groveland Council on Aging, we would like to formally request a salary adjustment for the Assistant Director position in line with the recent "Classification & Compensation Study for the Town of Groveland, Massachusetts" conducted by the Edward J. Collins, Jr. Center for Public Management in January 2023.

As per the aforementioned report, the Assistant Director role is categorized as a Grade C position within the "General Government Positions" table, specifying a minimum hourly rate of \$34.62 in 2023.

Currently, the locked budget for the FY25 Salary Budget for Assistant Director stands at \$58,790.00. We respectfully request that the town consider aligning the compensation for this role in accordance with the findings of the recent classification study, akin to the compensation practices for positions such as the Director, Van Driver, and Outreach Manager.

This adjustment to the Assistant Director salary would translate to an approximate annual salary of \$67,000, ensuring parity with the updated findings of the study and fostering equitable compensation practices within our organization.

In the spirit of maintaining consistency and fiscal prudence, we wish to highlight that for all other budget lines, our approach has been either adhering to the locked salaries or practicing level funding, requesting no changes.

We deeply appreciate your consideration of this request and its implications for ensuring fair and consistent remuneration across roles within the Groveland Council on Aging.

Thank you for your attention to this matter. We look forward to discussing this request further during the upcoming Budget meeting in January.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alyssa Lee', with a stylized, flowing script.

Alyssa Lee  
Director, Groveland Council on Aging

**Prepared for Director's Board Report, Groveland COA**

	November 2023		November 2022	
	Duplicated "Duplicated" counts each visit of the same person separately	Unduplicated "Unduplicated" counts each person only once, regardless of how many times they came in or used a service.		
<b>Nutrition Services</b>				
<i>Meals:</i>				
Meals on Wheels	349	21	359	20
Traveling Chef	45	45	40	40
<i>Groceries:</i>				
Food Pantry			23	20
–Walk Ins	55	27		
–Delivery	70	38		
	COA provided attendees of the food pantry with a generous 2096.61 pounds of nutritious food during November 2023		COA provided attendees of the food pantry with a generous 1228.80 pounds of nutritious food during November 2022	
Mobile Market Grocery Delivery	7	7	7	7
<b>Fitness and Exercise</b>				
3B Fitness	34	15	38	12
Yoga	9	6	18	6
Mindfulness Sample Class	8	8	--	--
<b>Education / Info Workshops</b>				
Coffee Hour Rep, Adrienne Ramos	7	7	--	--
Adrienne Ramos Office Hours	2	2	--	--
Sen. Tarr Office Hours	1	1	--	--
Legal Monday	0		--	--
Medicare 101	3	3	17	American 17 Revolution
Senior Medicare Patrol	1	1	5	5 Real ID
<b>Social Events / Recreation</b>				
Game Day	25	8	17	7
Movie Mornings	31	31	5	5
Thanksgiving Luncheon	43	43	--	--
Thanksgiving Craft	8	8	--	--
Hike at Meadow Pond	8	8	--	--
2022 only: Water color	--	--	3	3
Tickets giveaway "MVPO- Classics at the Movies"	--	--	--	--
Trips			--	--
Commonwealth Museum	3	1	--	--
<b>Transportation</b>				
ALL Rides (shopping, medical appt, bank etc)				
<i>Type of Ride/Driver</i>				
COA VAN	57	23	102	48
NEET Driver	26	11	7	6
Staff			5	5
Volunteer	73	14	--	--
<b>Overview of 1:1 Interactions</b>				
Phone Call Logs	267	98	255	108
Services	402	125	98	76

Services the COA supports with:

Information and referrals

Nutrition: Information about wellness and nutrition assistance programs, as well as assistance registering for Meals On Wheels, food pantry programs and grocery shopping

Housing: Information and assistance with applying for senior housing buildings as well as helping seniors make informed decisions about housing.

Transportation: Information about grocery and medical transportation to and from medical appointments.

Financial subsidies: utility/property tax exemptions/deductions/deferrals, income tax form preparation, and public benefits such as fuel assistance referrals.

Advocacy, Outreach and Education for and about senior issues and needs including but not limited to concerns around housing, health insurance and transportation.

Medical Equipment Loan Program: walkers, wheelchairs, and other similar items to borrow.

SHINE Referrals: to provide assistance with transitioning onto Medicare and reviewing your Part D MCR plan each year during open enrollment.

Volunteer	Duplicated	Unduplicated	Hours
Board Members	2	2	4
Friendly Phone Calls	8	1	19.5
Friends of COA	11	9	13.25
General Services	6	6	7
Home Delivery	11	6	11.75
Senior Pantry Volunteer	3	3	6
<b>Total Interactions Logged</b>	1623	219	

**Individual Key Tags Assigned**

As of September 14th 193 Assigned

As of December 14th 250 Assigned

### **Overview of Town Budget Process:**

The Fiscal Year Budget Package is provided by the Town Administrator. This document outlines the details of the current fiscal year process.

For FY25: Deadline for budget submissions was set for December 15, 2023. The COA, among other departments, will utilize ClearGov (online platform) for submitting budget narratives and goals by December 31, 2023, aligning with the town's emphasis on responsible financial planning amidst limited revenue growth projections.

The Town Administrator emphasized the need for this budget cycle to maintain or limit increases in departmental budgets, given the projected low new growth and minimal increases in state aid and local receipts. Salary lines have been locked with a cost-of-living increase, aligning with efforts to bring wages in line with comparable positions.

The COA, along with other departments, are encouraged to develop budgets that contribute directly to the town's core goals. These encompass financial stability, economic development, neighborhood enhancement, community development, public safety, and an open, responsive municipal government.

Mandatory department meetings are scheduled for the Finance Board for budget reviews from January to March; the COA's budget is scheduled for discussion on January 31, 2024 at 5pm in Town Hall. Melissa Baker, the Chair of the Finance Board.

The Annual Town Meeting is scheduled for Monday, April 29, 2024. The warrant is posted 2 weeks prior. The Board of Selectmen is the body responsible for developing the "warrant", or the list of articles, that is presented to the voters at town meeting for consideration and vote. We are asked to communicate any interest in submitting any warrant articles to be placed on the warrant to the Town Administrator as soon as possible. Such matters include, but are not limited to, bylaw changes, revolving funds, etc.

### **Bullet Point Summary:**

- **Fiscal Year Budget Package:**
  - Provided by the Town Administrator outlining the current fiscal year's processes; for FY25, this information was sent out the last week of November 2023.
- **FY25 Submission Details:**
  - Budget Deadline: December 15, 2023, for budget submissions
    - Platform: Utilizing ClearGov, including the COA and other departments.
  - Narrative Deadline: December 31, 2023, aligning with responsible financial planning amid limited revenue growth.
- **Budget Cycle Emphasis for All Town Departments:**
  - Maintaining Budgets: Emphasis on maintaining or limiting increases due to low new growth projections.
  - Salary Lines: Locked with a cost-of-living increase, aligning with comparable positions.
- **Town Goals:**
  - It has been asked that departments develop operating budgets that will have a direct impact on helping the Town to achieve the following core goals that guide us every year: Financial stability, Economic and neighborhood Enhancement, Community Development, Public Safety, and Governmental Philosophy.
- **Mandatory Meetings:**
  - Scheduled Finance Board meetings for budget reviews from January through February.
    - **COA Meeting:** January 31, 2024, at 5 pm in Town Hall, facilitated by Melissa Baker, Chair of Finance Board.
- **Annual Town Meeting:**
  - Date: April 29, 2024.
  - Warrant Posting: 2 weeks prior.
    - Please communicate any interest in submitting any warrant articles to be placed on the warrant to the Town Administrator as soon as possible. Such matters include, but are not limited to, bylaw changes, revolving funds, etc.
      - The Board of Selectmen is the body responsible for developing the "warrant", or the list of articles, that is presented to the voters at town meeting for consideration and vote.

*Pulled from FY Budget memo, re: Town of Groveland Core Goals:*

We ask that you develop a departmental operating budget that will have a direct impact on helping the Town to achieve the following core goals that guide us every year:

- Financial – steadily improving its financial condition through balancing budgets and advancing responsible reserve policies that strengthen Town government's flexibility to act on pressing needs while protecting against economic downturns that could threaten municipal service delivery and the viability of Town government;
- Economic Development – further supporting itself through an aggressive agenda that seeks to attract new revenues in a variety of forms, including property tax, auto excise tax, and building and licensing fees, while simultaneously increasing employment opportunities for local residents and emphasizing the preservation and improvement of historical property into higher and better uses that broaden the sectors of the economy doing business in the Town and lead to an overall improvement of the image of the Town, both internally and externally;
- Neighborhood Enhancement – continually producing improvements in each and every neighborhood of the Town by updating infrastructure through a functioning Capital Improvement Program, road maintenance program, rehabilitating the housing stock, enhancing open space, and resolving long-standing problems, including residential and industrial conflicts;
- Community Development – fully encouraging partnerships between Town government and its stakeholders in Groveland's success, including other governmental entities, the business community, non-profit leaders, neighborhood groups, and individual residents, in order to support a broad array of programs and initiatives that may or may not be Town-run but are all supportive of the Town's desire to promote the advancement of its families and individual residents over a broad range of human needs;
- Public Safety – constantly improving upon the protection of the public and its property by initiating policy and providing the necessary resources, be it training, manning or equipment, to effectively carry-out the missions of the Town's law enforcement, fire, and emergency management agencies, and
- Governmental Philosophy – becoming a more open, responsive and responsible municipal government through various public and media outlets that not only hears the needs of its people, but develops and initiates efforts designed to address those needs in an honest, fair, equitable, accountable and cost-efficient manner.