

**FINANCIAL MANAGEMENT PLANNING COMMITTEE MEETING**  
**Regular Session**

**Date:** August 13, 2015  
**Present:** Rick Bedard, Kevin Plante, Rob McNeil and Katie Lavallee  
**Time:** 8:30 a.m. (not recorded)  
**Location:** Superintendent's Conference Room, Superintendent's Office  
12 Martin Street, Millbury MA

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- Meeting was called to order by Rick Bedard at 8:30 am
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- **Acceptance of Meeting Minutes:**
  - July 15, 2015
  - All in favor and signed
  
- **Bob Spain, Town Manager**, speaking about the request for an ADA ramp at the Asa Waters bandstand and explanation of budget process and how to pay for capital projects
  - **Bandstand at Asa Waters Mansion**
    - Bandstand was built in the 1990's AFTER the ADA law was in effect, so it should have been built with a ramp but for whatever reason it wasn't.
    - If it was built before the law, then it wouldn't have to be in compliance
    - The disability commission has been pushing for this and have gone to the state with it. Now the state is requiring the compliance.
    - Two options
      - Close it – which would not be favored by the high school students or folks who rent the Mansion and have pictures taken at the bandstand.
      - Bring into compliance
        - Bringing it into compliance will require sidewalks leading to the bandstand to be present and compliant as well.
    - Estimated cost is currently \$50,000.
      - Dennis Hill may work on some of the walkway which could reduce this cost.
      - If we can use the Carpenter's School this would also help reduce the cost
      - We'll try whatever we can to cut the costs, but it has to be done.
    - Rob McNeil mentioned that there has been discussion about moving the bandstand closer to the Town Hall and existing sidewalks lowering the bandstand for accessibility.
      - Bob said this may not be feasible but will be considered.
    - Rick asked whether the historical commission would be involved in this process.
      - Not for the bandstand since it was built in the 1990's
      - Possibly for walkways.
    - Rob brought up the Bicentennial Memorial Access
      - Some discussion of this as well

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- Walkways are not compliant, but they don't have to be until they are modified. Walkways are from Town Hall driveway to the street and from the driveway to the Mansion.
  - Once either one is modified, then they BOTH must be brought into ADA compliance.
- Bob said that they won't be considering this project at this time due to other more pressing projects (Shaw, Public Safety Building or Fire Department that could collapse, etc.). Since the existing sidewalks haven't been modified, we are not under a mandate to comply.
- **Funding Sources for Capital items**
  - Funding sources are limited.
    - Smaller capital items are funded already in the departmental capital project budgets.
    - Larger Scale capital items are funded either with Free Cash or Borrowing.
      - Recent items such as fire trucks and Self Contained Breathing Apparatus have been funded with short term borrowing so the debt is gone quickly.
      - Free Cash had been historically around 1.5 million each year. This was a result of understating revenues.
        - This could not continue once the economy crashed.
        - Now Free Cash has leveled out around 600-800 k per year where it should remain. This, however, leaves less to fund capital items with.
    - As a result of the turn in the economy projects have been delayed due to lack of funding and new projects are always coming up.
      - Roads are getting worse.
        - In 2009 on a scale of 0-100 the roads were 70
        - In 2014 on the same scale, they were a 61
        - Currently it would take about \$9 million or so to fix the roads to a "good" level.
      - We are losing ground and continue to lose ground as the money received by the state is less and covers less (materials and labor becomes more and more expensive)
        - 900k this year gets us Gilbert Way, West Main (Stone to end) and Wheelock.
        - Only the pavement; no improvements to sidewalks, utilities, drainage, etc.
        - Will need to address sidewalks and ADA compliance at some point as well.
        - At one point Chapter 90 money was used to purchase equipment rather than repair roads, which is not a best practice as per Bob.
      - This is not unique to Millbury, though Auburn has turned a corner for the better but they have fewer roads than

Millbury and they have a fund for roads with which they raised (not state money).




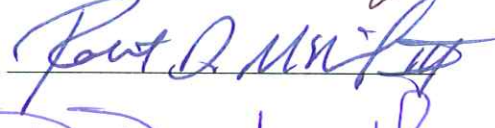

- This committee has to figure out a system for getting projects done with short resources.
- Off the top of Free Cash, 20% must go to roads per policy.
- Also deducted from Free Cash is about \$100k in Medicaid which goes towards the School Budget.
  - At some point it may make sense to incorporate this directly into the School Budget.
- Down to about 380k from Free Cash which may cover only one project.
- Now Selectmen are looking for a return on investment scenario for projects.
- Projects are failing at the ballot/Town Meeting.
  - Need to find creative ways to get projects done.
  - Need State's involvement.
    - State Aid is down from 2009. If we had the state aid from that time we could fund more capital projects.
  - No real solutions; may need an override at some point.
  - Will only get worse if the state doesn't come through or if it further cuts aid.
  - State's priority is not with the Towns. We've recovered, so the question is where has the state money gone (to other programs or priorities).
  - Other Towns have capital stabilization account that they contribute to.
  - CPA (Community Preservation Act) could also help.
    - This was tried for a few years back (when Mike Moore was a Selectman) but failed
    - This would raise taxes by 3%, but could fund projects such as the bandstand improvements.
    - Charter also failed several times before passing, so sometimes it works to keep trying.
  - Capital Override is also a possibility.
    - Money would be there every year whether used or not for capital projects.
- Every 100k for a project adds 7 cents to the tax rate at the current rate, as per Bob.
- Other ways to increase revenues;
  - Local receipts
    - Can raise fees
      - This won't bring in enough additional revenue unless come up with some new program (like meals tax we picked up at one time).

- Need to change perspective on this, have had very little success raising fees.
    - State aid
      - State casino income should increase local aid, though lottery revenue could suffer.
    - Taxation
      - Overrides, debt exclusions
      - New growth
        - Wheelabrator and the mall account for 10% of our General Fund revenues.
    - Borrowing
  - The Town needs to be unified as one body or entity.
    - A new Master Plan is necessary to help boards and committees identify Town priorities and make decisions that reflect the Town as a whole.
      - Need public outreach
        - Find out what the residents want; items with the most checks would get done first.
        - This committee will take input from the public, but has the knowledge base to make educated decisions.
          - Shaw and Public Safety buildings are priority projects that, if not done, will result in additional costs.
          - At some point funding will be even more of an issue as projects are postponed.
          - Level service budget is not a level funded budget since costs and salaries go up and inflation kicks in.
          - Every year a project doesn't get done, it becomes more expensive.
- **Discussion on possible FMPC Public Hearing in the fall.**
  - Kevin suggested that once we've met with all the dept. heads that we'll have to prioritized projects before bringing to the public.
    - Out together options before presenting.
    - Needs vs. wants
    - Should have at least three hearings at varied times and days of the week.
      - How to advertise
        - Cable Access
        - Facebook
        - Paper
        - Reverse 911
        - E-mails
  - Schedule department heads

- Would like Jayne Davolio (chair of committee) and a Rep for Fire and Police to go over Public Safety Building.
- **Any other business not reasonably anticipated.**
- **The next Financial Management Planning Committee Meeting**
  - Meet with department heads at Town Hall 3:30 on 9/3, 9/10, 9/17 and 9/24
    - Rob will take 9/24
    - Need Superintendent for one meeting (9/10 or 9/17) then schedule others in the remaining dates
- **Meeting adjourned around 10 a.m.**

Respectfully submitted,  
Katie Lavalley, Financial Management Planning Committee Clerk

Approved:

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