



# TOWN OF MILLIS

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**Finance Committee**  
900 Main Street • Millis, MA 02054

*Peter Jurmain,, Chair  
Susan Vecchi, Vice Chair  
Richard Molloy, Clerk  
Jodie Garzon  
Thomas Kimmel  
Jerry Nunnaley  
Doug Riley  
Craig Schultze*

To the Board of Selectmen: Christopher J. Smith (Chair), James G. Neville (Vice Chair), and James J. McCaffrey (Clerk),

At the most recent meeting of the Millis Finance Committee, there was extensive discussion regarding long range financial planning in the Town. Specifically, we are trying to understand the long term outlook for revenue and expenses in greater detail in an effort to provide more clarity and transparency to the Town with respect to the budgetary process. While there is no crystal ball that will permit us to accurately anticipate the future, we believe that proposed new expenses should be offset first with new revenue opportunities and only as a last resort funded by local taxation.

To accomplish this, the Millis Finance Committee is asking the Town's operating authority to provide us with a more detailed understanding of the Town's long range financial outlook from a strategic perspective. We are suggesting a five-year, or preferably ten-year, outlook that includes the following information:

- opportunities for increasing revenue, other than through increasing the residential tax rate
- any associated incremental expenses required
- anticipated annual expense increases associated with business as usual in the town
- anticipated capital expenses that are high priority but optional in nature
- any current or expected unfunded mandates by federal or state authorities
- identification of current areas of town government which are understaffed or under-resourced in other respects
- any upcoming anticipated changes to the town budgets due to collective bargaining agreements
- anticipated areas of potential development within the Town

Understanding the Town's needs from a strategic perspective will help us to better understand future funding allocation requests and what revenues can be anticipated to offset these requests. The result of obtaining this information will enable the Finance Committee to make more comprehensive recommendations with respect to all of the budget line items that are presented to attendees of the town meetings. It will also permit us to present the articles at each Town Meeting in a context that is consistent with present and likely future revenue sources and funding requirements.

The Finance Committee would appreciate the presentation of a strategic five-year financial outlook from the Town's operating authority at their earliest convenience, but certainly no later than the end of March. We would like to incorporate this into our consideration of each article that is to be presented at the next Town Meeting in May, 2016. We would welcome the opportunity to work with the Town operating authority to better understand all of these financial issues.

The Millis Finance Committee looks forward to discussing this request with you.

Sincerely,