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| Board of Selectmen Members: | Allen R. Phillips<br>Valmore H. Pruneau<br>John B. DiPietro, Sr. | Christopher A. Rucho<br>Kevin M. McCormick |
| School Committee Members:   | Peter Desy<br>Siobhan Bohannon                                   | Richard Shaw<br>Lisa Bouchard              |
| Finance Committee Members:  | Raymond J. Bricault<br>Christopher Berglund                      | Patrick Crowley<br>Gregory Zarkarkian      |

Mr. Phillips called the joint meeting to order at 6:35 p.m.

Town Administrator Leon Gaumond thanked School Superintendent Tom Kane for his great working relationship during this process. Going into FY10 we have a \$1,400,000 deficit, however, we did break even for FY08 and as of now we have no deficits carrying forward. We continue to monitor revenues in West Boylston and update all boards on the revenue picture. There is concern over the state budget from the Finance Director and Mr. Gaumond on the 9C Cuts. Should local aid be targeted for a 9C cut it would devastate West Boylston. The Free Cash estimate for appropriation is zero for October or next year. We used the \$750,000 available to balance this year's budget. The best case scenario for local aid in FY10 is level funding. This year we may level fund local receipts or decrease the number. Right now preliminary looks at auto sales are not increasing and our excise taxes are slower coming in. There is concern over the lack of growth on our commercial and industrial side.

Superintendent Tom Kane explained that when meeting with Mr. Gaumond to plan for this meeting they discussed what is the process about and what are we trying to accomplish through these meetings. As they are both responsible for developing the budget they would like direction on how to go about doing that with a \$1,400,000 deficit. The end point is we need to strategize and come to a consensus on the direction we need to go in developing their budgets backwards. We have three ways to deal with the deficit which are increase revenues, find a way to generate more money to close deficit, find ways for cost efficiencies by providing the same services cheaper and reduce services and how do you go about that.

Mr. Kane believes this process needs to be done annually prior to December. In our first meeting we need to develop ideas around revenues and cost efficiencies and then we need to get the information out to the public. During meeting two we need to discuss priority priorities. Meeting number three will categorize and analyze services and at the fourth meeting we will prioritize and strategize the plan. This evening we will focus on a brainstorming exercise for revenue enhancements and efficiency enhancements. Next meeting we will discuss and advocate whether the ideas are realistic; how can they work, can you put an amount of money to it, and what would really work. We have a list of possible ways to raise revenues and save money. Then we will take a look at prioritizing town services and develop an impact statement for each department on what is the impact and what will be lost, what is the savings, do we have alternative ways to provide those services? Then we get the information out to the community. With community input it comes back to how are we going to do this. What will be the strategy to direct both administrators to use in developing their budgets.

Mr. Gaumond noted that he and Mr. Kane spent a great deal of time meeting about this issue. One of the things attractive about this approach is it involves all the Boards, School Committee, Finance Committee and Board of Selectmen. When we complete this process we want to see consensus and we can all get behind the plan and bring it forward without in fighting.

### **Revenue Enhancements – Ways to Bring in More Money**

Mr. Bricault – bolster state and federal grant applications

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Mr. Crowley - support for pay-as-you-throw initiative  
Mr. Zarkarian – fund raisers by non-profit organizations i.e., the Masons to raise funds on the town's behalf  
Mr. Berglund – Prop 2-1/2 Override  
Ms. Bohnson – increase town fees  
Mr. Desy – pass  
Mr. Shaw – private sector naming rights  
Mr. DiPietro – Route Sharing Program for transporting special education students to school in other districts  
Mr. McCormick – sell banners on poles – banner program  
Mr. Phillips – put out RFP for Trivnan Drive for different type of use  
Mr. Rucho – pass  
Mr. Bricault – privatizing services and selling the rights to access some of the services  
Mr. Crowley – look into additional ambulance revenues with our two new firefighters  
Mr. Zarkarkian – pass  
Mr. Bergland – access PILOT funds for the jail  
Ms. Bohnson – look to other towns to share services  
Mr. Desy – pass  
Mr. Shaw – entertain discussing with cell tower use companies  
Ms. Bouchard – pass  
Mr. DiPietro – tap the \$230,000,000 from special education circuit breaker program, voted on July 3 and approved by the Governor  
Mr. McCormick – close telecommunications loop hole  
Mr. Phillips – merge town services within the town – water with DPW  
Mr. Rucho – economic development – work on the land try to get it rented or sold – 100 acres on Huntington Highway  
Mr. Bricault – differential tax rate – businesses vs. residential  
Mr. Crowley – pass  
Mr. Zarkarian – pass  
Mr. Berglund – pass  
Ms. Bohnson – more investments  
Mr. Desy – wind towers  
Mr. Shaw – solar farm  
Ms. Bouchard – wind tower on the schools  
Mr. DiPietro – are we entitled to funds in the Educational Hardship Reserve \$5,600,000 pot hole account  
Mr. McCormick – taking the old landfill, converting it into a driving range and leasing it out.  
Mr. Phillips – selling surplus town-owned land i.e., Mixter  
Mr. Rucho – pass  
Mark Trudeau, member of the audience – marketing the town as a highway by-pass and work with local businesses to get them to support that type of activity – commuter retail.  
Mr. DiPietro – get together with three or four communities on the joint purchase of fuel oil  
Mr. Berglund – increase traffic enforcement  
Mr. Crowley – rent town-owned land for commercial use  
Ms. Bohnson – funding – expand to non-profit and foundations  
Mr. DiPietro – can we be considered a regional school district for transportation  
Mr. McCormick – sell a couple of town departments i.e., Water Department or Municipal Light Plant to National Grid and then the town can get in on the different rates

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Mr. Trudeau – a voluntary override – if you pick a topic and set up an escrow account with a dollar threshold

Mr. Zarkarian – put wind farm on reservoir and we keep the money

Mr. Crowley – now that we have additional firefighters, the Fire Chief indicated that we may get additional revenue through response to mutual aid calls or going to non-emergency transport

Mr. Phillips – going out and looking for ambulance contracts

Mr. McCormick – work on changing our health insurance plans

Mr. Trudeau – go into business – take the Mixter property and turn it to a developer like the ambulance idea. Entrepreneurship program or magnet school and make sure the collective bargaining agreements are worded to allow it – create a food service around the school cafeteria

Ms. Bohnson – obtain matching funds from companies

Mr. Gaumond - suggestion submitted to him sell brush dump stickers

Mr. Trudeau – zoning currently taxable property and blocking the DCR from taking property

Total of 37 ideas.

**Efficiency Enhancements – Ways to Cut Costs**

Mr. Bricault – school regionalizing or re-characterizing to charter school

Mr. Crowley – regionalizing of all town departments, DPW, Police, Fire, Library

Mr. Zarkarian – look into one central supply depot for office supplies – centralize purchasing

Mr. Berglund – combine the two school libraries and the town's library into one

Ms. Bohnson – merge with another town

Mr. Desy – maintain and increase cooperative agreements with other communities

Mr. Shaw – pass

Ms. Bouchard – turning off or selling street lights

Mr. DiPietro – Route Sharing Program for special education children

Mr. McCormick – privatize some of our services

Mr. Phillips – merging services

Mr. Rucho – merging town services and sharing services we have been discussing with other towns

Mr. Bricault – combining support functions across town departments

Mr. Crowley – conduct energy audit and upgrade energy efficiency

Mr. Zarkarian – pass

Mr. Berglund – pass

Ms. Bohnson – pass

Mr. Desy – pass

Mr. Shaw – wood chip heating facility

Ms. Bouchard – enlist town businesses to participate in the town's recycling program

Mr. DiPietro – geo thermal heat for town buildings

Mr. McCormick – health insurance – change the plans – individual or a family

Mr. Phillips – pass

Mr. Rucho – pass

Mr. Bricault – re-evaluate street salt and sanding programs

Mr. Crowley – look at town-owned vehicle usage and re-evaluate police patrols to save on fuel

Ms. Bohnson – pass

Mr. Desy – pass

Mr. Shaw – pass

Ms. Bouchard – pass

Mr. DiPietro – pass

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Mr. McCormick – centralized building management for each building in town under one person  
Mr. Phillips – re-evaluate department head vehicle usage  
Mr. Rucho – pass  
Mr. Bricault – school based community service program matched to town department needs  
Mr. Crowley – pass  
Mr. Zarkarian – pass  
Mr. Berglund – pass  
Mr. Bohannon – look at complete benefit package for town employees  
Mr. Desy – pass  
Mr. Shaw – pass  
Mr. Bouchard – pass  
Mr. DiPietro – encourage recycling and enforce it  
Mr. McCormick – pass  
Mr. Phillips – pass  
Mr. Trudeau – replace office-based jobs with telecommuting  
Mr. Phillips – increase summer program to full-day program  
Mr. Gardner – marketing schools to increase school choice funds coming in  
Mr. Trudeau – staff some services with volunteers  
Woman in audience – four-day school and work week  
Ms. Bouchard – postpone contract negotiations  
Mr. Trudeau – have town offices open fewer, more useful hours  
Woman in audience – renting out school/town facilities in the summer  
Mr. Gaumond – hiring and wage freezes – freezes on capital expenditures

Mr. Kane – the next step is going back and speaking to your idea – its viability and timeliness, are ideas attainable and state expected revenues from the idea. Then we move onto services if we are going to be cutting them – strategy and impact statements.

The next step for Messrs. Gaumond and Kane will be to go public with the list and get feedback and ideas for the next meeting.

Mr. Phillips feels we need to identify what items will have an impact on this coming year. Mr. Gaumond noted that we will be looking at how doable this is and if it is possible to begin by FY10 to solve our \$1,400,000 deficit. Mr. Trudeau suggested two categories – FY10 ideas and future ideas.

Mr. Gardner pointed out that the \$1,400,000 is 7% of the \$20,000,000 budget. According to Mr. Kane, \$21,000,000 is needed to maintain services. Mr. Gonyea questioned what percentage of the budget is salaries. Mr. Gaumond believes 2/3rds of the budget, however, he does not have that figure and Mr. Kane feels 82-83% of the school budget is salaries.

Mr. DiPietro pointed out the fact that Governor Patrick's Educational Plan for the next years may require full-time kindergarten next year. Mr. Kane indicated that full-time kindergarten is something they have wanted to do for a long time. Mr. DiPietro added that the Governor's Plan allows for four groups and if we are in group 4 the School Committee will be autonomous. Mr. Kane does not believe there will be a short-term impact.

**Next Steps – Schedule Next Meeting**

The next phase is schedule another meeting.

Mr. McCormick suggested going forward with meetings on the 2<sup>nd</sup> and 4<sup>th</sup> Thursdays of each month, which would mean the 11<sup>th</sup> and 25<sup>th</sup> of September. Mr. Shaw suggested moving forward with emails. Mr. Phillips suggested an all-day Saturday meeting.

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It was agreed to meet on September 25<sup>th</sup>, October 9, 23 and November 13. At the next meeting we will focus on items doable for FY10 and items doable five years out.

Mr. Gaumond will communicate with the public via the media and the town's web site.

With no further business to come before the Board, motion Mr. McCormick at 8:32 p.m. to adjourn, seconded by Mr. DiPietro, all in favor.

Respectfully submitted,

Approved: September 17, 2008

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Nancy E. Lucier

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Allen R. Phillips, Chairman

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Valmore H. Pruneau, Vice Chairman

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John B. DiPietro, Sr., Clerk

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Christopher A. Rucho, Selectman

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Kevin M. McCormick, Selectman