

OFFICE OF THE
FIRST SELECTMAN

Telephone (203) 563-0100
Fax (203) 563-0299

Email to: lynne.vanderslice@wiltonct.org



Lynne A. Vanderslice
First Selectwoman

Lori A. Bufano
Second Selectwoman

Joshua S. Cole
Selectman

Deborah A. McFadden
Selectwoman

Ross H. Tartell
Selectman

TOWN HALL
238 Danbury Road
Wilton, CT 06897

BOARD OF SELECTMEN REGULAR MEETING
Tuesday March 16, 2021
Held Electronically

PRESENT: First Selectwoman Lynne Vanderslice, Lori Bufano, Joshua Cole, Deborah McFadden, Ross Tartell

GUESTS: Board of Finance Chair Jeff Rutishauser and members of the Board of Finance, Parks & Recreation Director Steve Pierce, Parks and Recreation Chair Anna Marie Bilella, JR Sherman, Scott Lawrence, Environmental Affairs Director Mike Conklin, CFO Anne Kelly-Lenz

A. Call to Order

Ms. Vanderslice called the meeting to order at 7:51pm.

Ms. Vanderslice asked for a motion to add an agenda item 11 – Contract with New England Radio Consultants. Motion moved by Ms. McFadden, seconded by Mr. Cole and carried 5-0.

B. Public Comment

None

C. Consent Agenda

Motion moved by Ms. McFadden seconded by Ms. Bufano and carried 5-0 to approve the Consent Agenda as follows:

Minutes

- Board of Selectmen Regular Meeting Executive Session – March 1, 2021
- Board of Selectmen Regular Meeting – March 1, 2021
- Board of Selectmen Regular Meeting Executive Session 2 – March 1, 2021
- Board of Selectmen Special Meeting – March 3, 2021

Refunds

- As per Tax Collector's Memo dated – March 4, 2021

D. Discussion and/or Action

1. Estimated Town of Wilton American Rescue Plan Grant

Ms. Vanderslice shared the Town is estimated to receive 5.3M of which 1.8M will be in local aid and the balance 3.5M in county aid. Since CT does not have a county

government, aid designed for counties is being distributed to municipalities. (see additional information in attached memo).

2. Recommendation to Reduce BoS Requested Budget

Ms. Vanderslice recommended the BoS budget be reduced for three amounts, \$130,000, \$203,000 and \$125,000, as detailed in the attached memo to the board. After discussion and review, motion moved by Mr. Tartell to reduce the FY22 BoS Budget as discussed. Motion seconded by Ms. McFadden and carried 5-0.

The BoF called their meeting to order at 8:00pm

3. BoS/BoF Discussion of FY2022 Requested Budget

Mr. Rutishauser complimented the BoS on the FY22 budget request documentation. Ms. Vanderslice reviewed the answers to the attached questions received from the BoF. Mr. Koenigsberg (member on the BoF) recommended FY2021 compensation reductions for the First Selectwoman, Superintendent of Schools and for any employee be reinstated. Mr. Stroup recommended to the BoS that anyone that had to forego compensation last year should receive that compensation and further that that there should be some consideration be given to a COVID bonus for extraordinary service to the town during this difficult year. Ms. McFadden motioned to reinstate compensation reductions during COVID and to consider bonuses. Ms. Vanderslice added to the motion 'during FY20 - FY21 and use FY21 savings. The motion was seconded by Mr. Tartell and carried 4-0 with Ms. Vanderslice abstaining. Item to be discussed at a future BoS meeting.

Anne Kelly-Lenz and Ms. Vanderslice reviewed the attached Mill Rate model with the BoF and addressed questions. Mr. Rutishauser thanked the BoS for their help on the budget this year.

The BoF adjourned their meeting at 8:50pm,

Ms. Vanderslice asked for a motion to add agenda item 12 – Rollover of Elderly Tax Relief Applications. Motion moved by Mr. Tartell, seconded by Ms. Bufano and carried 5-0

4. Proposal for a Domed Sports Facility – Steve Pierce, P&R Chair Anna Marie Bilella, JR Sherman and Scott Lawrence

Ms. Vanderslice provided the history behind the proposal noting it was the culmination of a 15-year effort to construct a full-sized basketball court at Comstock, a 7-year plus effort to construct a third turf field and recent discussions around a bubbled turf field (see info in the attached memo).

Ms. Vanderslice introduced Parks and Recreation Director Steve Pierce, P&R Chair Anna Marie Bilella, JR Sherman and Scott Lawrence who further reviewed the request. Ms. Bilella noted that the Parks & Recreation Commission unanimously recommended that the BoS fund a feasibility study to determine the viability of the proposed location of the facility and the approximate price range of the facility. She recommended the Parks and Recreation be a partner in the effort should the proposal move forward. Scott Lawrence and JR Sherman further reviewed the proposal. (see attached presentation). Ms. Vanderslice noted Mr. Pierce, Mr. Sherman and Mr. Lawrence had estimated the cost for the study in the \$20-\$25,000 range.

5. Consideration of Funding for a Feasibility Study of a Domed Sports Facility – Steve Pierce and P&R Chair Anna Marie Bilella
After discussion and review by the board, motion moved by Ms. Bufano to authorize the First Selectwoman to move forward up to \$25,000 for a feasibility study with the recognition that would be coming back to the board with a contract. Motion seconded by Ms. McFadden and carried 5-0. Ms. Vanderslice thank Mr. Pierce, Ms. Bilella, Mr. Lawrence and Mr. Sherman for all the work they've done at this point in bringing this proposal to the BoS.
6. Proposal for Revised Inland Wetland Fees – Mike Conklin
Environmental Director Mike Conklin reviewed his Proposal for Revised Inland Wetland Fees (see attached memo). After review, Ms. McFadden made a motion to reduce the fees as recommended by Mr. Conklin. Ms. Vanderslice suggested the motion wait to ensure that hearings weren't required before such a vote. Ms. McFadden withdrew her motion. The members agreed to review fees for other departments.
7. COVID-19 Update – March 19th Changes
Ms. Vanderslice provided an update on COVID-19, noting the changes that take effect on March 19th.
8. 8.5M Refunding Resolution FY2021
Ms. Kelly-Lenz noted the Town is able to refund certain bonds and thereby reduce the cost to the Town. After discussion, Ms. McFadden read a portion of the required Resolution to authorize the refunding as below and attached:

**RESOLUTION WITH RESPECT TO THE AUTHORIZATION,
ISSUANCE AND SALE OF NOT EXCEEDING \$8,500,000 TOWN
OF WILTON GENERAL OBLIGATION REFUNDING BONDS**

“Section 1. Not exceeding \$8,500,00 General Obligation Refunding Bonds (the “Refunding Bonds”) of the Town of Wilton, Connecticut (the “Town”), or so much thereof as the First Selectwoman and Town Treasurer shall determine to be necessary, are hereby authorized to be issued to refund all or any portion of any one or more series of the Town’s outstanding general obligation bonds (the “Refunded Bonds”), to achieve net present value savings and/or to restructure debt service payments of the Town.”

Ms. Vanderslice moved that the resolution presented and provided to the board be adopted. Motion seconded by Ms. McFadden and carried 5-0.

9. Police Pension Contract – Sarah Taffel
Ms. Vanderslice noted the tentative agreement for the Police Pension was reviewed earlier in an Executive Session with HR Director Sarah Taffel. Ms. Vanderslice asked for a motion to approve that Tentative Agreement and authorize the First Selectwoman to execute. Motion move by Mr. Cole, seconded by Mr. Tartell and carried 5-0.
10. Appointments – Jeffrey Runge for Deer Committee
Ms. Vanderslice noted a strong candidate had been submitted for the Deer Committee with the support of the Conservation Commission. After discussion,

motion made by Ms. Bufano to appoint Jeffrey Runge to the Deer Committee. Motion seconded by Ms. McFadden and carried 5-0.

11. Contract with New England Radio Consultants

Ms. Vanderslice noted the need to replace the Town's public safety radio system. (Information included in memo attached). She shared the town had two options: join the state system or continue with an independent system. The cost of an independent system was estimated at \$2.5M versus approximately \$4M to join the state system. Ms. Vanderslice recommended the Board engage a consultant to analyze the two options and provide a cost estimate for each. She noted an RFQ was prepared, but with an estimated cost of less than \$25,000 the RFQ was used by EMD Chief Lynch and Deputy EMD Captain Conlan to secure bids. Recommendation to accept the \$19,000 bid from New England Radio Consultants. Motion to authorize the First Selectwoman to execute a contract with New England Radio Consultants subject to review by Town Counsel. Motion moved by Ms. McFadden, seconded by Mr. Tartell and carried 5-0.

12. Rollover of Elderly Tax Relief Applications

Ms. Vanderslice noted the Governor had previously issued an Executive Order allowing the Town to waive the requirement to file an application with updated financial information for the prior year recipients of elderly and individuals with disability tax relief. Ms. Vanderslice moved that the residents who received elderly and individuals with disability tax relief tax credits in fiscal years 2021 or 2020 need not file new financial information, but any resident newly qualified for FY 2022 or with need to file such information as would any previous recipient seeking an increased credit due to a decline income. Motion seconded by Ms. McFadden and carried 5-0.

E. Selectmen's Report

1. First Selectman

None.

2. Selectmen

Ms. McFadden

Ms. McFadden noted that Wilton Go Green had an event on waste that was held via Zoom. Event was excellent and can go to the Wilton Go Green website to learn more.

Ms. Bufano

None

Mr. Cole

None

Mr. Tartell

None

F. Public Comment

Steve Hudspeth of Glen Hill Lane submitted public comment through email (see attached) concerning proposed legislation on affordable housing and municipal zoning regulations. Ms. Vanderslice and Mr. Tartell commented.

G. Adjournment

There being no further business, motion moved by Ms. McFadden, seconded by Ms. Bufano to adjourn meeting at 10:28 pm. Motion carried 5-0.

Respectfully submitted
Jacqueline Rochester
Taken from video

FIRST SELECTWOMAN
Lynne A Vanderslice

Telephone (203) 563-0100
Fax (203) 563-0299

Lynne.Vanderslice@wiltonct.org



TOWN HALL
238 Danbury Road
Wilton, Connecticut 06897

To: Board of Selectmen

From: Lynne Vanderslice

RE: March 16th Board of Selectmen Meeting

The following are comments on agenda items in advance of our Board of Selectman meeting

D-1 Estimated Town of Wilton American Rescue Plan Grant

The Town of Wilton is expected to receive a grant of \$5.3 million paid in two installments with the first installment received in mid-June 2021 and the second in June 2022. Details as to eligible expenses will be provided by the time of the receipt of the funds. In the meantime, according to CCM, the following are acceptable uses:

1. *(A) To respond to the public health emergency with respect to COVID-19 or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;*
2. *(B) To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers of local government that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;*
3. *(C) For the provision of government services to the extent of the reduction in revenue of such local government due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency; or*
4. *(D) To make necessary investments in water, sewer, or broadband infrastructure.*

Local governments cannot use funds for deposit into any pension fund. In addition, cannot be used for directly or indirectly offsetting a tax cut.

We will need the additional details to determine all of the FY2022 budgeted expenses that will be covered by the grant, but based on the bill language provided, at a minimum we expect the \$100,000 for broadband/cell service consultants, the \$15,000 for economic development initiatives and the \$10,000 for an economic development part-time employee will be covered.

D-2 Recommendation to Reduce BOS Requested Budget.

I will be recommending we reduce our requested budget as follows:

- Reduce Reserve by \$130,000, as the WLA has acknowledged and confirmed the credit to their FY2022 grant for the excess FY2021 grant.
- Reduce Reserve for \$203,000 for expected savings due to new information.
- Reduce 125,000 of budgeted expenditures noted above which will be covered by the American Rescue Plan grant.

D-4 Proposal for Domed Sports Facility

The following is background for this agenda item.

Prior to the approval of the \$10 million renovation of Comstock, the voters had authorized funding for consideration of an expanded community/recreation center. The Committee tasked had been developing a proposal for a \$27 million center, when the project was scaled back in mid-2008 in response to the recession.

Excluded from the \$10 million renovation was the expansion of the existing gym to create a much-needed full-sized gym. Residents expressed frustration that the gym was excluded and the question was raised by a Board of Finance member when the project was reviewed by that board. The BOS thinking at the time was that a project cost of more than \$10 million would not be approved by the voters, so the full-size gym was excluded.

In 2015, a residents lead initiative for a donor paid third turf field at Middlebrook resulted in P&Z approval for the field, but a denial of the requested lighting.

In 2016/2017, subcommittees of the Parks and Recreation Commission focused separately on the need for additional turf fields and the location for one or more additional turf fields. The committees found there was demonstrated need for up to two turf fields.

Since then discussions have been held about the difficulty Wilton sports groups have in securing indoor field time. Discussions were held about an off-season bubble on a new turf field or an existing turf field.

Most recently, there has been the proposal which you will hear about at our meeting. The proposal incorporates what was needed, but left out of the Comstock project, provides a third turf field indoors.

Questions for BOS – FY22 BOS Budget (Rutishauser)

- Salaries/Wages up about 4.12% while insurance is down 11.82% Medical insurance decline is a one-time event while salary increases are annual. Should the underlying salary increase rate of 4.12% be concerning for the future? **No, for three reasons:**
1-Over the last 6 years, a significant number of employees have retired. When replaced, those retired employees were replaced with employees at a lower wage rate. Newer union employees receive both a general wage increase and an annual step increase as they gain more work experience. Once they reach the top step, they receive only a general wage increase. Therefore those newer employees receive increases greater than the 2 to 2.25% budgeted for FY2022. Again, those increases are on a lower base.
2-Over the last 6 years, as positions became vacant, either through retirement or other departures, we examined the positions and determined if the positions could be eliminated or combined with another position, either within municipal government or the schools. We have eliminated a number of positions through this effort, including significant management positions, Finance Director for the School-now a shared CFO with the BOE and BOS budgets sharing the cost 50/50. Greater savings achieved by the schools as joint CFO compensation was less than that of the Finance Director, DPW Director-consolidated the DPW Director position with the existing Facilities Director position, Schools Facility Director-Town DPW and Facilities Director provides the function to the schools for a stipend, which is paid by the BOE.
3-the 4.12% increase includes pandemic restored wages and the difference in budgeted vacancies as follows:
 - Annual wage increases 2.75%
 - Swim Program wages not incurred last year due to pandemic .60%
 - FY21 budgeted vacancy savings in excess of FY22 vacancy saving .67%
 - Reinstate First Selectwoman temporary salary decrease .21%
 - All other (.11%)
- With Interest Rates rising, is a \$10,000 increase in interest too conservative? **Investment income is forecasted to be underbudget for FY2021. All revenue recommendations will be reconsidered in advance of BOF deliberations based on the most recent information available.**
- Of the \$550,000 in Building Permits budget, what percentage are known projects? **The amount is a recognition of the expected increase in revenue due to known potential projects based on P&Z activity and discussion with potential applicants. There is no certainty that any of these potential projects will end up filing for a building permit, but greater activity is a reasonable budgeting assumption.**
- Are we very confident that we will receive \$462 K in ECS this year? **Yes, both the Governor and Legislative leaders have indicated we will receive the grant. We have been receiving the expected funding this year.**

- There are numerous line items of lower medical insurance costs. IS this the one-time adjustment of the medical savings so that next year, it will be about the same as this year? You may recall from the FY2021 budget discussions, we were uncertain whether we would achieve union agreement to move to the State Partnership Program. As such, our approved budget included 50% of the possible savings of that.

All unions moved to the State Partnership Plan as of July 1st. The FY2022 reductions are the balance of the savings due to that move plus any favorability due to changes in employee selection, reduced by the 3% premium increase for FY2022.

As a result of the move, our base cost for medical benefits was reduced by approximately 20%. The FY2022 premium increase of 3% is on that lower base and is much lower annual increase than we had been experiencing. With more towns and boards of ed moving to the state plan and the state likely subsidizing the plan, it is hard to predict future premium increases. So far the move to the Plan has been favorable all around.

- HR Salaries – Full Time went up \$33,400, or 20%. Seems too large for an annual salary increase. Was a new person added to HR staff? A much-needed position has been in past budgets for a number of years, but the position hasn't yet been filled. Last June, we expected the hiring would be delayed because of the pandemic and budgeted the position as of January 1, not July 1.
- Finance Dept – What is \$50,000 for Misc. Contractual Services for? One-time cost? This will be discussed.
- Info Systems - \$70k for "Temp Help - Outside Agency" Isn't in-house easier and cheaper? This is projects specific to catch up on the backlog that occurred this year because resources were focused on pandemic specific tasks. We have two full-time positions in IS. Otherwise, we utilize consultants with specialized skills or temporary help with less specialized skills for specific tasks. This approach results in better outcomes at a lower cost. We don't have the workload to justify the variety of full-time staff to obtain the variety of skills required.
- Health Dept – Full and Part-Time Salaries up a combined \$53,500 - 15% overall. Seems like a big increase. Why? Additional personnel and hours to address the pandemic. Based on information we are just receiving about the American Rescue Plan; we expect some or all of these amounts may be covered by the local or county grant. Detailed instructions on eligible expenses won't be received for 90 days, but we are currently identifying potentially eligible expenses in the FY2022 budget. We expect to provide those amounts to the BOS at our April 5th BOS meeting and present to the BOF at your April 6th meeting.

- Other Consulting Services (011-08-3105-59626) is \$50k. What for? **This will be discussed.**
- Why is Salt up 99,600? Did we use up this year's supply? **Because of the warmer weather, we had an oversupply at the end of FY2020. We used the oversupply in FY2021.**
- Why is Rent – Equipment Trees up \$70k? Is \$125k the “new normal”? Is this storm related or regular trimming? **The account title is a misnomer. This is the outside contracting for tree removal. Yes, we have increased the budget to \$125,000 per year. Although we have increased the budget over the last few years, the Town has historically under budgeted tree work. There is a greater urgency to address this due to residents’ increasing reliance on the internet.**
- I thought BOS was going to use some of the FY21 surplus to fund the Master Plan and zoning changes, etc.(\$150,000). Why is it in the FY22 budget? **\$100,000 is assigned in the general fund balance. That amount was developed based on the expectation that the work it funded would supplement the planning work being done by P&Z working group themselves. That working group has determined the scope is too much for volunteers. P&Z Chair and Director of Land Use Management/Town Planner have identified and requested a total of \$250,000 for the Wilton Center/Surrounding RT 7 master planning. Hence the additional \$150,000.**
- Looks like we bought a Paramedic Fly Car in 2020. Are we buying another one in FY22? **Yes, there are two.**
- What's an Excavator (\$140,000) and why is it needed? Do we have one now? Do we need our own or could we pay/share cost with a neighboring town? **A picture of an excavator is shown on this link: https://www.cat.com/en_US/products/new/equipment/excavators.html The excavator is a multi-use, year-round piece of equipment. Uses include rebuilding road drainage systems at the time of road paving, trenching, loading salt into the plow trucks for winter plowing, loading other materials into trucks and assisting with tree and debris road clearing after a power outage. It can't be shared with another community, as the demand is too high within Wilton itself.**
- What is the difference between Parks & Rec Trailer for \$3,500 in the Operating Budget and the Parks & Rec Trailer for \$12,000 in the Operating Capital Budget? **Two different sized trailers. Because operating capital can be carried over for up to 5 years, smaller cost items are generally included in operating expenses.**
- Do Dial-A-Ride fees cover costs? If not, what is the shortfall amount? **Dial-A-Ride is a social service and is not intended to operate at breakeven. The charge is nominal for**

each trip. Budgeted revenue is \$4,000. The State provides an annual grant of approximately \$25,000, which is budgeted in Other Town Grants. Operating expenses are budgeted at \$168,000. The State provides grants for the purchase of the vehicles.

- Is there money in budget to expand/enhance cybersecurity? Don't need to answer if it is not to be discussed in public. Yes, budget includes monies to fund necessary cybersecurity.
- What is status of police radio upgrade? I recall hearing a total cost of \$2 million or sharing with state at higher cost? Is there any of that cost in FY22 budget? The project you refer to is a required replacement of the public safety radio system, used by police, fire, EMS and adding DPW. Last year's 5-year capital plan reflected a bonding request at this May's Annual Town Meeting. That request has been delayed for several reasons:
 - It may be that the project is an allowable expenditure under the American Rescue Plan local or county grant.
 - There are two options for the system, which are undergoing further investigation and refinement : Option 1, essentially an upgrade our own system has a cost of approximately \$2.5 million. Option 2, join the State network at a cost of approximately \$4 million.
 - We are collaborating with another adjoining town that is also required to upgrade their system.
 - If the project isn't eligible for grant funding, it will be recommended for this November's ballot.

I refer to comment below:

In FY2019 to FY2021, actual results were under budget. A sizable portion of that savings was due to temporary cost avoidance from vacant positions. Vacant positions are typically replaced at a lower salary. FY2022 through FY2024 assume all vacancies are filled.

What is the impact on Town services if the vacant positions remain unfilled?

Generally when a position, other than a police officer or a firefighter, becomes vacant we assess the position and determine whether the job functions can be performed by an existing employee (Town or BOE) or at less hours per week or in a different manner. This process results in a lag time between the vacancy occurs and when it is filled, assuming it is ultimately filled. Depending on the position, the job responsibilities may be performed by an existing employee assuming an action position, a temporary employee or added to the responsibilities of an existing employee with any necessary increase in hours worked.

In the last five years at least the following positions have been eliminated or consolidated:

- Town CFO and School Finance Director consolidated. Cost shared 50/50*
- DPW Director and Facilities Director-consolidated*
- DPW Director/Facilities Director and School Facilities Director. School position eliminated. Stipend paid by Schools to DPW Director/Facilities Director*
- Secretary-First Selectwoman's Office-eliminated*
- Town Payroll Clerk and Bookkeeper-consolidated*
- Police Officer-eliminated*
- Part-time Tax Season Clerk*

The level of staffing and required overtime in the police and fire departments is regularly reviewed. The rationale and justification for the current level of staffing has been presented to the BOF twice in the last 5 years and can be provided again in a future meeting for the benefit of new members.

Vacancies in police and fire union positions are covered through overtime until the position is filled. Both departments experience a lag between the time a vacancy occurs and the filling through a new hire or a promotions because

- New hires may need attend the police or fire academy so the timing of the hire must be coordinated with the availability a spot at the academy and the timing of that session*
- Both departments require testing of candidates for certain positions as part of the hiring or promotion process.*
- Many of the positions in these departments are filled through promotion, the promotion can set off a chain of vacancies. For example, the retirement of a captain, may result in the promotion of lieutenant, which then creates a new vacancy in the lieutenant position. A fire fighter may be promoted into the lieutenant position, creating a vacancy in the firefighter.*

I still don't understand why we have a fully paid vs volunteer town fire department. Isn't there a hybrid model that will

reduce costs and increase community involvement? Along those lines, in the past we have discussed the rationale for 100% full time paid fire department personnel to include the need for our fire department personnel to frequently provide services at the for profit, assisted living facilities in town. These increment costs which benefit those for profit businesses, are disproportionately borne by the rest of the Wilton taxpayers who generally don't have the need for specialized services. I understand that those facilities also pay real estate taxes, but if my house alarm goes off more than one or two times, there is a penalty charge. If the town needs incremental specialized resources in order to deal with the specialized needs of those institutions, why aren't those costs borne by those institutions, and at same time transition to a hybrid model including volunteer and paid leadership, core and specialized personnel.

Over the last dozen or so years, Fire Districts across CT and the country have experienced a decline in volunteers. A report issued by the Nation Fire Protection in 2018 indicated that that across the country fire volunteers were down 16% from 2015. Current estimates put the decline at over 22%. The same is true for volunteer in other public safety areas. WVAC and the Georgetown fire district both hire profession EMS personnel to cover their daytime shifts.

Reasons for the decline include the extensiveness of the technical and physical training and an increasing unwillingness of employers to allow volunteers to take time off from the paying jobs to train and perform their volunteer duties. Because of the nature of the job, almost one-third of volunteers are under 30 and only 15% are over 50.

Wilton C.E.R.T. has an active group of volunteers, but most are of an age that they wouldn't be potential candidates for volunteer firefighters.

The Town has retained the right to have volunteers and the Fire Commission has periodically considered the subject. Building a volunteer component would require an investment by the Town, based on the Town's demographics, the decline in volunteers experienced by Wilton non-profits and the decline in the firefighters experienced locally, there hasn't been a decision to invest in volunteering.

2. Have you done any bench marking of our town services in terms of size, spending and priorities with other towns. What metrics are used if such bench marking exist? What recommendations have come out of those?

Yes. Generally Wilton's department level spending and salaries are in the mid or low range of neighboring towns. None of the neighboring towns are sharing services between the Town and the schools at the level that is happening in Wilton.

Department heads and the first selectwoman have regular discussions or meeting with their counterparts in the area. The first selectwoman informs her decision making by reviewing the detailed budgets and the CAFRs of surrounding communities.

3. Interest rates are increasing. Is there any bondable spending that is contemplated at any point that we should be doing now. I know that there are rules, but should we contemplate acceleration of borrowing, including for renovations at the town hall complex, including the police Dep't building, at some level? This will likely save taxpayers money.

Police headquarters is our largest potential project, but it has not been finalized. We hope to bring that to a Special Town Meeting in last October. We haven't quantified potential interest savings and the impact on annual debt service of bonding multiple years smaller items such as road paving or roof replacements, but we can prepare that in advance of the Board of Selectman's April 5th meeting.

4. In our discussion, could you please address will we and how we maximize the benefit to the town of the projected \$5.3 million in Funds from the \$1.9 trillion covid stimulus bill. How can we beat benefit the taxpayers?

This discussion is premature at this time, as we don't have the enough details about the when and how on the spending.

5. Are there any BOE employees who could be town employees, so they can be managed to best benefit the entire town's spending? Can we go further on shared resources, similar to the very successful transition of the finance group? Other non education functions?

We don't discuss specific employees or their job function. Hopefully our place as leaders in the State on shared services between town and schools demonstration to our commitment.

FY22-FY24 Mill Rate Model	FY 20 Adjusted	FY 21 Approved	% of Op.	FY 22 Initial	BOF	Final	% of Op.		
23-Mar-21	Budget	Budget	Budget	Submission	Adjust	FY22 Budget	Budget	\$ Change	% Change
BOS - Operating Expenses	32,542,102	32,047,312	25.2%	32,210,253		32,210,253	25.0%	162,941	0.51%
BOS - Oper. Capital	1,273,727	868,412	0.7%	1,275,233		1,275,233	1.0%	406,821	46.85%
Board of Selectmen	33,815,829	32,915,724	25.9%	33,485,486		33,485,486	26.0%	569,762	1.73%
BOE - Operating Expenses	82,344,563	82,344,563	64.7%	84,804,215		84,804,215	65.8%	2,459,652	2.99%
BOE - Other			0.0%			-	0.0%	-	
Board of Education	82,344,563	82,344,563		84,804,215		84,804,215	65.8%	2,459,652	2.99%
Debt Service	10,153,497	9,015,040	7.1%	9,224,024		9,224,024	7.2%	208,984	2.32%
Charter Authority/Reserves	473,491	2,969,160	2.3%	1,275,137		1,275,137	1.0%	(1,694,023)	-57.05%
TOTAL OPERATING REQUIREMENT	126,787,380	127,244,487	100.0%	128,788,862		128,788,862	100.0%	1,544,375	1.21%
Supplemental Auto Taxes	800,000	600,000		650,000		650,000		50,000	8.33%
Back Taxes	460,000	640,000		650,000		650,000		10,000	1.56%
Tax Liens & Interest	270,000	300,000		400,000		400,000		100,000	33.33%
Education Grants	-	-		462,025		462,025		462,025	0.00%
Town Grants	838,703	791,668		820,586		820,586		28,918	3.65%
Licenses, Permits Fees & Other	1,425,320	1,311,645		1,713,950		1,713,950		402,305	30.67%
Interest	510,000	400,000		430,000		430,000		30,000	7.50%
Operating Transfers	-	-		-		-		-	
Other	449,401	305,963		317,088		317,088		11,125	3.64%
less: Other Revenues	4,753,424	4,349,276		5,443,649		5,443,649		1,094,373	25.16%
Beginning Estimated Fund Balance	16,030,511	20,444,026		16,736,926		16,736,926		956,353	
10% Minimum Fund Balance	12,678,738	12,724,449	10.0%	12,878,886		12,878,886	10.0%	318,784	
Discretionary Addition over 10% Minimum	500,000	-	0.0%				0.0%		
Ending Estimated Fund Balance	13,178,738	12,724,449	10.0%	12,878,886		12,878,886	10.0%		
less: Fund Balance Adjustment	2,851,773	7,719,577		3,858,040		3,858,040		(3,861,537)	-50.02%
TAX LEVY	119,182,183	115,175,634		119,487,173		119,487,173			
Tax Relief -- Elderly/Disabled	1,210,000	1,210,000		1,210,000		1,210,000		-	0.00%
Tax Relief -- WVAC/Georgetown	20,750	20,750		20,750		20,750		-	0.00%
add: Total Tax Relief	1,230,750	1,230,750		1,230,750		1,230,750		-	0.00%
MILL RATE LEVY	120,412,933	116,406,384		120,717,923		120,717,923		4,311,539	3.70%
Grand List	4,249,234,560	4,281,687,742		4,329,599,334	- 3,500,000	4,326,099,334			1.04%
Increase in Grand List	-2.08%	0.27%		1.119%					
Collection Rate	99.3%	99.0%		99.3%		99.3%			
GRAND LIST (COLLECTABLE)	4,219,489,918	4,238,870,865		4,299,292,139		4,295,816,639		1,563,825	1.34%
Mill Rate	28.5373	27.4616				28.1013		2,747,715	2.3292%
					Increase	2.3292%			
						-0.76%			

Wilton Indoor Field Concept

P&R First Look

January 2021

What is this?

- **These slides explore why Wilton should consider building an indoor field space in time to allow for Winter 2021 use.**
 - This is the third or fourth effort to evaluate building new turf or indoor fields space in the last 25 years. For reasons discussed below, we believe the time is right to restart discussions.
 - We are providing this information for your consideration to assess interest and inspire further investigation and action.
 - All information, assumptions and estimates are our own and subject to further development. Questions are very welcome.
- **Who we are:** a small, but expanding group of Wilton parents and experienced town volunteers with a keen interest in Wilton's future.
 - JR Sherman
 - Parent (2020 Grad, 2028s), Board & VP Wilton Youth Lacrosse Association, 15+ year youth lax coach, Wilton HS Lacrosse player, President/Founder of Wilton Athletic & Recreation Foundation
 - Scott Lawrence
 - Parent (2025 and 2027), Former Planning and Zoning Commission Chair and Member, Former Zoning Board of Appeals Chair and Member

Why Wilton Needs Indoor Field Space

- **Broad community interest in indoor activity space is increasing:**
 - New facilities demonstrate community interest, commitment and investment to prospective homeowners, businesses and developers.
 - Wilton would benefit from expanding upon the Comstock model of providing community activity space that accommodates multiple uses and users. For example, an indoor facility with track, pickleball, basketball and open activity spaces alongside regulation field space could accommodate a wide range of Wilton users (from youth to senior, singles to families) and activity levels (from casual walkers to high school and adult athletes).
 - Wilton prides itself on its youth athletic programs, facilities and heritage. Youth sports attract new families to town, help integrate new kids and parents into the community and foster strong personal friendships and community bonds. New lighted and turf field space would significantly benefit Wilton sport programs at all age levels.
 - Peer towns have more and/or new lighted and turf field facilities (Darien, New Canaan, etc.).
- **Need for full-year, full day/night and turf field use is increasing:**
 - Wilton has high current field use: many town teams and private/club teams use Wilton's 31 fields each year. Private club (rental) use both inside and outside of Wilton has been increasing.
 - Competitive sport needs are increasing: Field sports (Football, Soccer, Lacrosse, Field Hockey, Baseball/Softball, etc.) increasingly train/compete on a full-year and regional/national basis, rather than a seasonal/local one. This is especially true for collegiate recruiting sports, but the effect is trickling down to youth sports who have increasingly full and competitive schedules.
 - Community needs are increasing: Convenient access to semi-conditioned indoor activity space (track, basketball, pickleball, general workout area, etc.) is at a premium, especially during Winter. Wilton also lacks a full-sized (100y x 80y (400'x250', ~100,000 SF)) indoor facility for community events like graduation, town meetings or art/crafts shows, and the like. Wilton's current largest indoor structure is WHS Field House (~230'x140', ~32,200 SF), which requires accessing school grounds for use.

Why Wilton Needs Indoor Field Space (continued)

- **Weather challenges are increasing (source: BestPlaces.net):**
 - Wilton has ~123 precipitation days per year, with highest frequency from March-June (10-12 days/month) during spring sports seasons.
 - Wilton has 3 months (December-February) with average HIGH temperatures below minimal comfortable outdoor activity temps (40 degrees).
 - Weather variability and intensity appear to be increasing, causing more last-minute schedule changes and lost outdoor activity/practice/game time.
 - Wilton players are increasingly competing with regional/national teams who have climates allowing for year-round outdoor use or who have better access to indoor facilities.
- **Real costs and opportunity costs are increasing:**
 - Wet fields are expensive: using fields during/after rain degrades the fields and increases maintenance and restoration costs.
 - Private indoor field/facility use is expensive: Wilton teams spend ~\$160,000/year renting indoor field space (source: Wilton Lacrosse Association & Wilton Soccer Association).
 - Commuting is expensive: nearest full-size indoor field facilities are 20-40 minutes each way, without traffic (SONO / Chelsea Piers). Multiply that times 15-20 kids per team, per practice = many “lost” hours.
 - Inactivity is expensive: Conveniently accessible indoor sport facilities promote a healthy, active lifestyle with real quality of life benefits for all users, especially in combatting Winter doldrums.
- **Alternatives do not currently meet contemplated needs:**
 - Current town indoor field options (Wilton Sports & Fitness and SportsPerformanceU) are beloved, but still require commuting and cannot accommodate full-field or multi-team scrimmaging.
 - “Bubbling” an existing turf field (Fujitani or Lilly) has been explored in the past. However, doing so does not add new turf and lighted field area or increase overall use capacity, especially in the highest-use spring and fall seasons. Also, both sites have access and parking challenges due to regular school use.

Why Do This Now?

- **Recognizing increasing needs for activity space, Wilton groups have evaluated building new indoor and/or turf fields multiple times in the last 25 years.**
 - Locations included Comstock, Middlebrook, Kristine Lilly (North Field), Guy Whitten, Allen's Meadow (Town land only), among others.
 - Financial viability remains a key consideration, including using rental income to cover expenses and debt service, if any. As shown by private indoor facilities (SONO, Chelsea Piers, CT Sportsplex), indoor field facilities can be profitable under the right circumstances.
 - Prior efforts have stalled for various reasons, including litigation/neighbor issues, location/site constraints, financial or other constraints, demographic need, and, most recently, the pandemic.
- **Now is the time to restart and rethink for 2021 and beyond.**
 - The pandemic continues to cause untold health and economic pain for many Wilton residents. Planning and building a potentially financially self-sustaining project that promotes community health can be a positive, unifying goal in response to uniquely challenging times.
 - At the same time, the pandemic is causing an unexpected demographic shift of NYC families relocating to Fairfield County. A town-run indoor field facility provides a differentiating amenity that can attract new families, homeowners, businesses and development to Wilton over peer towns.
 - Demand for indoor field use is expected to increase. Demand for related indoor space that serves the broader community – track, sport courts, workout areas – will also increase.
 - An indoor facility can accommodate new community uses, users and events that bring new customers to Wilton's core area businesses, especially restaurants.
 - Cost of capital is presently low.
 - **Wilton should capitalize on these trends within the next 12 months.**

INLAND WETLANDS
COMMISSION
Telephone (203) 563-0180
Fax (203) 563-0284



TOWN HALL
238 Danbury Road
Wilton, Connecticut 06897

MEMORANDUM

TO: Board of Selectman

FROM: Michael Conklin, Director of Environmental Affairs

DATE: March 9, 2021

RE: **Proposal to Modify Inland Wetlands Permit Application Fees**

My office has conducted a review of the Inland Wetlands Commission's permit application fees for the year 2020 because the current Fee Schedule scales certain fees extremely high compared to fees charged in surrounding municipalities. A few examples include \$70,956 for a pond dredging project, \$19,638 for a residential subdivision, \$16,060 for a commercial development.

The ability to establish the fee schedule is set by Connecticut General Statute Section 22a-42a(e). This section reads as follows *"The inland wetlands agency may require a filing fee to be deposited with the agency. The amount of such fee shall be sufficient to cover the reasonable cost of reviewing and acting on applications and petitions, including, but not limited to, the costs of certified mailings, publications of notices and decisions and monitoring compliance with permit conditions or agency orders."*

Attached you will find three (3) important documents related to this proposal:

- **Inland Wetland Fee Comparison Worksheet 2020:** compares Wilton's fees to those of surrounding municipalities.
- **2020 Additional Fee Table:** lists examples in which the fees were higher than similar projects in surrounding towns.
- **Inland Wetlands & Watercourses Regulations Fee Schedule**

Wilton's wetland fee schedule is mostly comparable to other towns' fees with one exception. The "Additional Fees for Subdivisions, Other Residential Developments, Commercial Development & Significant Regulated Activity" are charged on top of the regular fees and are calculated using the following formula: **Activity Fee + \$200/1,000 square feet of disturbed land in the regulated area**. This calculation is doubled for "Corrective Actions" which are a result of a violation: **Activity Fee + \$400/1,000 square feet of disturbed land in the regulated**

area. This portion of the fee schedule has led to the unusually high permit fees for the projects listed in the 2020 Additional Fee Chart.

I am proposing to eliminate the “Additional Fees for Subdivisions, Other Residential Developments, Commercial Development & Significant Regulated Activity” from the Fee Schedule. This will significantly reduce the funds we collect from these applications but will bring the fees back in line with our surrounding communities. I think we will likely stay on track with the \$35,000 that I have included in the FY22 budget for revenue generated from wetland permit fees.

2020 Additional Fee Table						
WET #	Last Name	Address	Base Fee \$1,260 or \$2460 (CA)	Additional Fee \$200/1,000sf or \$400/1,000sf (CA)	Total Fees Collected	Reason
2612	Residential	356 Nod Hill Road	\$2,460	\$1,600	\$4,060	Excavation (CA)
2607	Commerical	198 & 200 Danbury Road	\$1,260	\$1,840	\$3,100	New Development
2605	Residential	144 Huckleberry Hill Road	\$1,260	\$69,696	\$70,956	Pond Dredging
2587	Residential	109 Highfield	\$1,260	\$3,820	\$5,080	Driveway Improvements
2586	Residential	Cannon Road	\$1,260	\$4,444	\$5,704	5-Lot Subdivision
2567	Residential	115 Pine Ridge	\$2,460	\$4,095	\$6,555	Drainage System (CA)
2553	Residential	338 Westport Road	\$2,460	\$880	\$3,340	New Home (CA)
2531	Commerical	300 Danbury Road	\$1,260	\$14,800	\$16,060	New Development
2513	Residential	Overidge	\$1,260	\$5,660	\$6,920	New Home
2509	Residential	66 East Meadow	\$1,260	\$2,200	\$3,460	Pool & Driveway
2485	Residential	221 Millstone Road	\$1,260	\$6,709	\$7,969	Driveway, Stable & Rings
2480	Commercial	404 Danbury Road	\$1,260	\$10,630	\$11,890	Addition
2470	Commercial	50 Danbury Road	\$1,260	\$2,213	\$3,473	Parking Garage
2469	Commerical	40 Danbury Road	\$1,260	\$7,996	\$9,256	Parking Garage
2465	Residential	Millstone Road	\$1,260	\$11,291	\$12,551	Subdivision
2432	Residential	57 Borglum Road	\$1,260	\$5,406	\$6,666	New Home
2429	Residential	Millstone Road	\$1,260	\$18,378	\$19,638	Subdivision
		Totals	\$25,020	\$172,058	\$199,538	

Inland Wetland Fee Comparison Worksheet 2020

	Wilton	New Canaan	Ridgefield	Fairfield	Darien	Norwalk	Westport
Base Fee							
Declaratory Ruling	\$25	\$540	\$50	\$0	\$0	N/A	\$25
Minor Activities	\$150	\$740	\$150	\$1,290	\$240	\$260	\$75
Intermediate Activities	\$450	\$940	\$350	\$2,280	\$890	\$540	\$225
Significant Activities	\$1,200	\$1,680	\$600	\$3,760	\$1,840	\$1,390	\$300
*Not all towns have same fee structure, in some cases base fee is estimated to create equivalent fees to Wilton, in other cases no reasonable equivalent is feasible.							
Additional Fees							
Significant Regulated Activity Fee (regulated area)	\$200/1,000 sq. ft.	N/A	N/A	\$200/1,000 sq. ft.	N/A	\$200/2,000 sq. ft.	N/A
Subdivision per lot fee	\$200	\$500	\$300	\$480	\$0	\$200	\$475
Commercial per 2,000 sf	\$100	N/A	N/A	\$960	N/A	\$200	N/A
Permit Determination	\$0	\$200	\$25	\$0	\$0	\$0	\$125
Corrective Action	2x base fee	3x base fee	N/A	3x base fee	N/A	almost 2x base fee	2x base fee
Site Inspections	\$100/excessive visit	\$500/visit	\$25	\$0	\$0	\$0	\$0
Modification/Renewal/Transfer	Base Fee for Renewal	\$500	\$100	N/A	\$300	1/2 Application Fee	N/A
Compliance Certificate	\$0	\$100	\$0	\$0	\$0	\$75	\$150/\$300
Examples (includes \$60 State Fee)							
Single-family residence with pool (6,000sf in reg area)	\$2,460	\$1,800	\$900	\$9,870	\$1,840	\$1,450	\$1,180
5-lot Subdivision	\$5,704	\$3,500	\$2,000	\$2,880	\$1,840	\$2,450	\$2,480
Residential Addition	\$450-\$2,260	\$1,000	\$350	\$1,120	\$1,840	\$1,450	\$230
Pond Dredging -1/2 acre	\$5,616	\$600	\$200-\$300	\$960	\$240	\$600	\$505
Commercial Development	\$16,060	\$1,000	\$1,050	\$9,790	\$1,840	\$1,850	\$730

INLAND WETLANDS & WATERCOURSES REGULATIONS

FEE SCHEDULE

EFFECTIVE JANUARY 20, 2016

Regulated Activity Applications	Fee
Minor Regulated Activity	\$150 + 60*
Intermediate Regulated Activity	\$450 + 60*
Significant Regulated Activity	\$1200 + 60*
ADDITIONAL FEES	
Subdivisions	Activity Fee + \$200/1,000 s.f. of disturbed land in the regulated area
Other Residential Developments	Activity Fee + \$200/1,000 s.f. of disturbed land in the regulated area
Commercial Development	Activity Fee + \$200/1,000 s.f. of disturbed land in the regulated area
Significant Regulated Activity	Activity Fee + \$200/1,000 s.f. of disturbed land in the regulated area
Emergency Activity (see sec. 2.1.I)	\$150 + 60*
Map Amendment	No Fee
Declaratory Ruling	\$25 + 60*
Additional Compliance Inspections (see sec. 13)	\$100/excessive visit
Permit Renewal	Original Activity Fee
Corrective Action Permits	
Fee	
Minor Regulated Activity	\$300 + 60*
Intermediate Regulated Activity	\$900 + 60*
Significant Regulated Activity	\$2400 + 60*
ADDITIONAL FEES	
Subdivisions	Activity Fee + \$400/1,000 s.f. of disturbed land in the regulated area
Other Residential Developments	Activity Fee + \$400/1,000 s.f. of disturbed land in the regulated area
Commercial Development	Activity Fee + \$400/1,000 s.f. of disturbed land in the regulated area
Significant Regulated Activity	Activity Fee + \$400/1,000 s.f. of disturbed land in the regulated area
Additional Compliance Inspections (see sec. 13)	\$150/excessive visit
Documents	
Fee	
Wetland & Watercourses Regulations	\$15
Town Wetlands Map	\$7
Aerial Lot Map	\$10/ lot

*\$60 State Permit Fee

**RESOLUTION WITH RESPECT TO THE AUTHORIZATION, ISSUANCE AND
SALE OF NOT EXCEEDING \$8,500,000 TOWN OF WILTON GENERAL
OBLIGATION REFUNDING BONDS**

Section 1. Not exceeding \$8,500,000 General Obligation Refunding Bonds (the “Refunding Bonds”) of the Town of Wilton, Connecticut (the “Town”), or so much thereof as the First Selectwoman and Town Treasurer shall determine to be necessary, are hereby authorized to be issued to refund all or any portion of any one or more series of the Town’s outstanding general obligation bonds (the “Refunded Bonds”), to achieve net present value savings and/or to restructure debt service payments of the Town. The Refunding Bonds shall be issued and sold in either a negotiated underwriting or a competitive offering as determined by the First Selectwoman and Town Treasurer to be most opportune for the Town. If the Refunding Bonds are sold in a negotiated underwriting, the First Selectwoman and Town Treasurer shall appoint the managing underwriter. The Refunding Bonds shall mature on such date or dates and in such amounts as shall be determined by the First Selectwoman and Town Treasurer, in accordance with the provisions of the Connecticut General Statutes, as amended, and shall bear interest payable at such rate or rates as shall be determined by the First Selectwoman and Town Treasurer. The Refunding Bonds shall be executed in the name and on behalf of the Town by the manual or facsimile signatures of the First Selectwoman and Town Treasurer, bear the Town seal or a facsimile thereof and be approved as to their legality by Robinson & Cole LLP, Bond Counsel. The Refunding Bonds shall be general obligations of the Town and each of the Refunding Bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town is pledged to the payment of the principal thereof and the interest thereon. The aggregate denominations, form, details, and other particulars thereof, including the terms of any rights of redemption and redemption prices, the designation of the certifying, paying, registrar and transfer agent, shall be subject to the approval of the First Selectwoman and Town Treasurer. The net proceeds of the sale of the Refunding Bonds, after payment of underwriter’s discount and other costs of issuance, shall be deposited in an irrevocable escrow account in an amount sufficient to pay the principal of, interest and redemption premium, if any, due on the Refunded Bonds to maturity or earlier redemption pursuant to the plan of refunding. The First Selectwoman and Town Treasurer are authorized to appoint an escrow agent and other professionals and to execute and deliver any and all escrow, investment and related agreements necessary to provide for such payments on the Refunded Bonds and to provide for the transactions contemplated hereby. The First Selectwoman and Town Treasurer are authorized to prepare and distribute preliminary and final Official Statements of the Town for use in connection with the offering and sale of the Refunding Bonds, and to execute and deliver on behalf of the Town a Bond Purchase Agreement, a Continuing Disclosure Agreement, a Tax Regulatory Agreement, and such other documents necessary or desirable for the issuance of the Refunding Bonds and the payment of the Refunded Bonds. The Town may issue taxable bonds or notes as the issuance of such taxable bonds or notes is hereby determined to be in the public interest.

Section 2. This resolution shall be effective until January 1, 2022.

Public Comment of Stephen M. Hudspeth of Wilton, CT to the Planning and Development Public Hearing #4 on March 14, 2021

Dear Committee Chair and Members:

I write to comment on S.B. 1024, S.B. 1027, H.B. 6107, H.B. 6611, and H.B. 6613.

Richard Rothstein's seminal work, *The Color of Law*, documents in exhaustive and excruciating detail the vast and pervasive role of our government at all levels (federal, state and local, and in the North as well as in the South) in imposing by law explicit, brazen & demeaning racial segregation on American society with segregation in housing extending to segregation in schools given school districts' delineation by local municipality. Hence, segregation permeated all aspects of our society. For more than a century, this *de jure* segregation across all states, including our own, has been carried out under both Republican and Democratic administrations; no one can credibly deny that responsibility for it is very widely shared.

So now the key question becomes how to rectify this longstanding evil. The reflexive (and very understandable) reaction is to respond in kind: attempting radical transformation through harsh new measures imposed pervasively on municipalities and enforced by draconian sanctions for non-adherence. But is that the strategy that presents the best way forward – the one offering the greatest likelihood for overcoming so much deplorable government action, as well as individual action, over so many years?

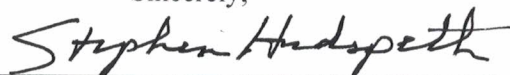
I respectfully submit that it is not. That kind of approach runs the risk of creating deep bitterness in both the short term and the long run where instead there should be satisfaction (and, dare I say it, even joyful celebration!) in righting the wrongs of the past by moving forward in new and productive ways. A negative approach also runs the risk of creating intense resistance that will only serve to slow progress and to assure that a significant portion of our populace believes itself to be reconfirmed in its very sad intransigence to what is absolutely necessary change in segregation outcomes extending over generations.

So how can we move forward in the positive way that is most likely to produce what we want and need: a more racially inclusive and just society? Let me suggest six key thoughts on best strategy:

1. Be open to encouraging instead of commanding: find carrots instead of sticks.
2. Set objectives willing municipalities can accomplish on their own, without outside intervention.
3. Give municipalities appropriate time to ramp up to your newly set objectives.
4. Find ways to encourage public/private partnerships between municipalities and developers.
5. Follow the model used in Sec. 8-30g: if you as a municipality meet a clearly defined goal (*e.g.*, X% of housing is affordable), you will be allowed full local autonomy; however, also include significant consequences ("legislative fangs") if the municipality doesn't: *e.g.*, other public housing agencies can step in with housing in a municipality that doesn't meet the goals set.
6. Ramp up going forward over time the percentage of affordable housing (10%) & the time it must continue (40 yrs.) from Sec. 8-30g levels for a new development to be counted towards qualifying a municipality for meeting the goal for exemption of that municipality from the legislative fangs.

Many will say, "We've waited long enough!" and they are certainly absolutely right. But the real question for government is: how do we best move forward to where, for the good of us all, we need to be?

Sincerely,



STEPHEN M. HUDSRETH

6 Glen Hill Road, Wilton, CT 06897; 203-762-2846