

BOARD OF SELECTMEN MEETING

FEBRUARY 23, 2015

Chairman Judith L. O'Connell called the meeting to order at 6:10 p.m. in the Auditorium of the Town Hall. Present were Selectmen Michael L. Champoux, Louis Cimaglia, IV, and Michael J. Newhouse. Also present was Town Manager Jeffrey M. Hull. Selectman Michael V. McCoy arrived at 6:50 p.m.

Chairman O'Connell asked those present to rise and Selectman Louis Cimaglia led the pledge of allegiance.

TREASURY WARRANTS

Chairman O'Connell asked for a motion to accept the Treasury Warrants. A motion was made by Selectman Newhouse, seconded by Selectman Cimaglia and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen accept Treasury Warrants 32, 32A, 33, 33A, 34, 34A, 35 and 35A.

JEFFREY M. HULL, TOWN MANAGER, RE: PRESENTATION OF TOWN MANAGER'S FY 2016 BUDGET

The Board of Selectmen was provided with information regarding the Fiscal Year 2016 budget. Included in the information was the Town Manager's budget summary, Municipal Personnel Book effective December 31, 2014 and the Capital Improvement Plan.

Finance Committee members were provided the same information, department heads were provided with a copy of the Town Manager's budget summary. Town Manager Hull presented his budget message which, by attachment, is made a part of these minutes.

Town Manager Hull recognized department heads and other employees that worked closely with him in preparing the budget, members of the Board of Selectmen, Finance Committee and the School Department.

Chairman O'Connell asked if there were any questions or comments from the Board. Members thanked Town Manager Hull for his presentation and encouraged residents to attend Finance Committee meetings. These meetings afford individuals the opportunity to learn more about the budget and to ask questions.

School Committee Chairman Margaret Kane expressed her appreciation on behalf of the School Committee. She said she is grateful for the interaction between Town administration and School administration. She noted Wilmington is one of the communities with the least amount of snow days and attributes that to the care of the roads and buildings. School Superintendent Mary DeLai also expressed her appreciation for the way the school and town work collaboratively.

RECOGNITION OF WILMINGTON POLICE DEPARTMENT RELATIVE TO EVENTS OF JANUARY 21, 2015

Police Chief Michael Begonis thanked members of the Board for inviting members of the Police Department to be recognized by the Board. Chief Begonis reviewed the events that took place the afternoon of January 21, 2015. He noted that in the late afternoon, multiple calls for assistance were received and officers responded to the train station on Main Street. Chief Begonis commended the officers for showing respect although the individual was not compliant and acknowledged that the outcome could have been very different. Chief Begonis advised that two officers received injuries and assistance was received from other departments.

Members of the Board expressed their appreciation to members of the Wilmington Police Department and acknowledged their efforts every day. They expressed their concern for the two officers who were injured and offered best wishes for their recovery.

Certificates were presented on behalf of Representative James Miceli.

MICHAEL J. WOODS, DPW DIRECTOR, JOSEPH LOBAO, BUSINESS AND UTILITY MANAGER, AND KEVIN DOUGLAS, TREASURER, RUSSELL DISPOSAL, INC., RE: AUTOMATED TRASH AND RECYCLING COLLECTION

Mr. Woods, Mr. Lobao and Mr. Douglas made a PowerPoint presentation to the Board of Selectmen. The goal of switching to the automated trash and recycling would be to reduce trash, increase recycling and to save money. Automated curbside collection is where residents' trash is collected using a mechanized arm on the truck to lift and discard trash from standardized barrels. Each household will receive a Town issued 64 gallon wheeled cart for trash disposal. If residents have more than a barrel worth of trash, the resident can hold on to it for another week, purchase overflow bags or rent an additional cart.

Relative to "bulky items", such as a mattress or sofa, which cannot easily fit into the wheeled cart, the policy will not change. Each household will continue to be allowed to dispose of one bulky item each week at no charge, but it will be necessary to contact Russell Disposal for collection.

The automated recycling program will work in the same way that automated trash collection works. Each household will receive a 95 gallon wheeled cart to place recyclables curbside. The cart is equivalent to seven recycling bins. The program will continue to be single stream and the collection day remains the same.

The recycling of white goods, CRTs and leaves and yard waste remain the same. Members of the Board of Selectmen were advised that the carts have a 10 year warranty.

It is anticipated that the overall volume of trash collected will be reduced, thereby reducing disposal costs; an increase in Wilmington's recycling rate is expected; the containers provide for a cleaner and more uniform appearance in the community and will be convenient for residents. The carts are animal, wind and odor resistant.

Mr. Douglas reviewed the history of Wilmington's recycling rate which is currently at 17%. Other communities that have automated collection were reviewed and it was noted that no community has returned to conventional trash collection after switching to automated collection.

Selectman Newhouse asked about the requirements for corrugated cardboard and whether residents will be expected to breakdown the cardboard and place it in the recycling cart. Mr. Woods confirmed that to be the case. He asked about the calculations regarding an increase in recycling and decrease in trash. Selectman Newhouse asked Town Manager Hull whether he was in agreement with the expected savings. Town Manager Hull stated that part of the equation is that the Town has a five year agreement with Wheelabrator and the expectation is when it comes time to renew, the site disposal rates will increase again.

Selectman Newhouse asked about tipping fees. Town Manager Hull stated that it would depend upon circumstances whether tipping fees would be forced to go down due to competitive nature. He noted that if there is less supply of trash, the companies have certain fixed and escalating costs making it necessary to increase the tipping fees.

Selectman Newhouse stated that over the last 5 to 8 years he has become more diligent about recycling and stated that there are events that come up where a trash or recycling day is missed. He is not comfortable where the industry is going to be five to ten years from now in terms of trash disposal and the effect it will have on tipping fees and the cost to the resident. He has become accustomed to the ability to miss putting trash or recycling out one week and making up for it the next week. He expressed his opinion that making changes to the trash and recycling program is a tough decision.

Town Manager Hull commented that the industry will become more automated partly due to the savings in personnel costs. He noted that any change is difficult and acknowledged the current process is convenient. He stated that he has received phone calls recently that, due to the volume of snow, their trash had not been collected. He said rather than put out barrels, residents were putting out white trash bags on the snow and they were not easily seen. He believes the use of automated collection containers will resolve that issue.

Chairman O'Connell asked if there would be "upfront" costs in terms of providing bins. Town Manager Hull advised that the cost is built in to the cost that the Town will pay for curbside collection. It is anticipated that the cost of the bins will be amortized over the life of contract.

Mr. Woods advised that tipping fees with Wheelabrator over a five year contract began at \$63 per ton and will finish at \$67 per ton.

Selectman Cimaglia asked what the Town's recycling percentage was prior to and after the Town changed to single stream recycling. Mr. Woods believes it was approximately 50% increase and increased further when the Town began enforcing the recycling requirement.

Selectman Cimaglia asked what the cost would be to rent an additional trash container and was advised that it would be approximately \$150 annually to rent. Mr. Woods advised that overflow trash bags will be available and noted the exact locations are still being worked out. He said the overflow bags will cost \$10 for a package of 5 bags.

Town Manager Hull stated that, under the current system, there are residents at various points of the spectrum. He said that some residents are very conscientious, some in the middle and some are not conscientious at all. Those that are very conscientious are subsidizing those who are not. He believes that by switching to the automated system all households will be on an even playing field.

Selectman McCoy stated that he is in favor of the program if it will save the Town money but commented about residents having to rent another barrel if they require an additional barrel. He commented that Wilmington's claim to fame is the absence of user fees. Selectman McCoy expressed concern that this would be considered a user fee.

Mr. Woods stated that he has had discussions with administrators of other Towns and was advised that a majority of residents who rented an additional barrel at the beginning of the program, turned it in after the first year. Mr. Douglas stated that some communities provide a second recycling container at no charge or at cost to encourage recycling.

Selectman Champoux asked if residents are unable to create a spot for the containers or if they are stuck in the snow, will the truck be able to empty them. Mr. Douglas stated that as long as the arms can wrap around the container at the halfway point, the truck is able to pick them up out of the snowbank. He noted that most people are putting the containers in their driveway rather than

shoveling out a spot but acknowledged this year is an exceptional year. Selectman Champoux asked if the container is not positioned correctly what will happen and he was advised that the driver will get out of the truck and reposition the container.

Selectman Champoux stated that he is receptive to changing to the automated collection and likes the size of the recycling container. He believes the cost savings is appreciable and to increase the recycling rate is important.

Town Manager Hull stated that he would like a sense of whether the Board is prepared to endorse automated collection of trash and recycling. He stated if the Board decides to move forward, Russell requires time to order the bins and an educational campaign will need to happen.

Selectman Newhouse stated that the memorandum refers to contracts and that there is an option to extend, he asked if it is the Town's option. Mr. Woods confirmed it is the Town's option whether to extend the contract. Mr. Hull stated that the Town would be looking to enter into a 10 year agreement for both trash and recycling.

Selectman Newhouse asked if, from a financial standpoint, there is a presumed reduction in personnel will there be added cost savings in terms of the contract, prevailing wage, etc.

Town Manager Hull stated that there is an advantage to a 10 year contract as the prevailing wage will remain the same while the contract is in effect.

Selectman Newhouse noted that several years ago there was a concerted effort from Boards of Selectmen of nearby towns to explore the benefits of regionalization. At that time he suggested the towns take a run at the prevailing wage laws. He provided an example that in Wilmington, one driver and one additional person pick up trash and the Town pays a certain dollar amount. On Tuesday, those same two individuals collect trash at a private corporation and the cost is much less than what the taxpayers of Wilmington must statutorily pay.

Selectman McCoy stated that he would like to keep an open mind and would like time to get more input. Town Manager Hull stated that it would be helpful to receive a vote of support tonight so as not to delay implementation. He advised that within the existing contract there is an arrangement to extend for two years. It is his understanding that Northside Carting will not honor that commitment going forward. The Town would have to establish an arrangement beyond July 1.

Chairman O'Connell asked if the Board held off until its next meeting what would be required to implement. Town Manager Hull stated that ample time would need to be provided to Russell Disposal to order, receive and distribute the carts and to provide educational forums prior to the implementation of the program.

Selectman Champoux stated that if the town administration can accommodate waiting until the next meeting without a negative impact, he was amenable to giving Selectman McCoy an opportunity to conduct the research he wishes to. Town Manager Hull advised that he would not recommend a decision being delayed beyond the next meeting.

Discussion took place regarding periods where a homeowner may have a large volume of trash such as Christmas, Fourth of July, birthday/graduation parties or spring cleaning. Mr. Woods advised that under the current agreement if a resident cleans out a house and leaves it at curbside, the Department of Public Works will contact them to advise it will not be picked up.

Mr. Woods stated that during the summer, the DPW crews spend an inordinate amount of time picking up litter. It is anticipated that roadside litter will be nearly eliminated with the new containers.

Chairman O'Connell stated that, based upon Board members comments, she would entertain a motion to table a vote until the next meeting. She requested that, if there is information that members would like to have to enable them to make an informed decision, they provide comments to the Town Manager.

Selectman Champoux asked what the ramification is if a container is crushed or disappears. Mr. Douglas advised that there is a 10 year warranty on the containers and if it disappears it would be up to the Town how to handle replacement.

A motion was made by Selectman Cimaglia, seconded by Selectman Champoux and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen accept the Town Manager's recommendation to establish an automated trash and recycling program.

**JOSEPH C. EDWARDS, ESQUIRE, ON BEHALF OF BEESA RAM, SUMANBEERA, INC.
DBA MICHAEL'S PLACE, RE: REQUEST TO OBTAIN A COMMON VICTUALER
LICENSE FOR PROPERTY LOCATED AT 110 LOWELL STREET**

Selectman McCoy stated that, on the advice of his counsel, he would recuse himself from discussion. Selectman McCoy left the meeting room for this discussion.

Attorney Edwards was present on behalf of Beesa Ram who has purchased Michael's Place located at 110 Lowell Street. Ownership of the property is retained by Mr. Michael McCoy. Attorney Edwards reviewed Mr. Ram's experience in the restaurant business.

Town Manager Hull reviewed recommendations from Health Director Shelly Newhouse who recommends approval subject to meeting Board of Health requirements and from Building Inspector Al Spaulding who advised there are no outstanding zoning issues.

Chairman O'Connell asked if there were any questions or comments from the Board. Selectman Champoux asked about the liquor license. Town Manager Hull advised that the Town has not received a request to transfer the alcohol license and noted it is his understanding that the alcohol license issued to Mr. McCoy will be turned in and the applicant will seek a new license.

Attorney Robert Peterson advised that he had Mr. McCoy's license in his possession and noted that a transfer was not part of the transaction.

Selectman Champoux asked Mr. Ram what he had planned for the restaurant and was advised that Mr. Ram would like to offer delivery.

A motion was made by Selectman Cimaglia, seconded by Selectman Newhouse and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen grant a Common Victualer License to Sumanbeera, Inc. DBA Michael's Place for property located at 110 Lowell Street.

Attorney Peterson surrendered the alcohol license for Michael's Place to the Board of Selectmen. Selectman McCoy returned to the meeting and addressed the Board. He reassured members of the Board that all employees still have their jobs. He stated that he met Mr. Ram from a mutual acquaintance and he believes Mr. Ram will bring the restaurant to a better level and he wished him all the best.

Members of the Board congratulated Selectman McCoy.

**KATHLEEN BLACK REYNOLDS, CHAIRMAN, HISTORICAL COMMISSION, RE:
WHITEFIELD SCHOOL**

Ms. Reynolds thanked members of the Board for the opportunity to be before them. Ms. Reynolds stated that the Board was provided a report that was prepared in response to the 2014 Warrant Article to demolish the Whitefield School and the vote of Town Meeting to allow the Historical Commission one year to explore alternatives to demolition.

Ms. Reynolds acknowledged several factors about the building including that it is owned by the Town; is within the School Department's purview; is a vacant building; requires a new roof or roof repairs; may require other repairs; contains asbestos; has no current or future planned use; is not going to be conveyed to private ownership and has potential for residential and/or commercial use which may require rezoning. Ms. Reynolds noted that the vacant building will deteriorate faster than an occupied building.

Ms. Reynolds stated that the Historical Commission believes that the Whitefield School has potential for multiple uses including, but not limited to, a town/municipal structure, medical or law office, community center, senior center, mixed residential and commercial space, Wilmington Food Pantry, Community Fund activities, Habitat for Humanity and veterans' support. She noted the suggested uses are for the building and parking area only and not the field space.

Ms. Reynolds noted that the Historical Commission's budget is one of the smallest budgets in the community and does not have the ability to expend or raise funds to preserve all of Wilmington's historical resources. She stated this has led to "demolition by neglect" of historic and other resources. Demolition by neglect is the term used to describe a situation in which a property owner intentionally allows a historic property to suffer severe deterioration. Preservation of historic resources requires safeguards against this.

The Historical Commission suggested that they should be involved in budget and maintenance discussions as they arise relative to the Town-owned historic buildings. She asked that when a historic building like the Roman House or the Buzzell School needs significant repairs and/or maintenance that they be notified in a timely manner so that they can work with the Public Buildings Department to secure funding from preservation sources so they can be sustained.

Ms. Reynolds stated that the Historical Commission has been criticized for not taking steps to preserve the Whitefield School when the building was vacated over ten years ago. She noted that the Historical Commission was involved in multiple projects over the past twenty years including the preservation of Butters Farmhouse, preservation of the Richardson Estate, preservation of the Swain School, establishment of the Town Museum at Harnden Tavern, establishing historic districts and the acquisition, preservation and archiving of the Arthur T. Bond Collection. She noted that the Commission attempted to have the Whitefield School designated historic by the National Register of Historic Preservation but was informed that the Town Manager would not approve. In addition, she noted that the Commission pursued the establishment of a Demolition Delay By-law and a Community Preservation Fund, but were denied.

Ms. Reynolds reviewed potential funding sources for the preservation of the Whitefield School. She advised that many grants require matching funds from the community and that there must be an intended use for the buildings. She advised that the Historical Commission cannot apply for grant funding due to the Town not having an overall master plan to know what the building will be used for.

Chairman O'Connell thanked Ms. Reynolds for her presentation and asked if there were any questions or comments from members of the Board.

Selectman Champoux noted that the building is 111 years of age and has heard discussion that it was named after Reverend Whitefield and what may or may not have occurred as he traveled through Wilmington as a preacher. He acknowledged that history and also the architectural history. He stated that last year he wanted to afford the Historical Commission the opportunity to complete their research. Selectman Champoux stated that he believes it seems clear in spite of the need for various town facilities, the Town has come to the conclusion that the building is ill suited for those purposes. He finds himself in agreement but committed to advocate preserving as many of the components of the Whitefield School as possible but will not argue in favor of saving the building. He expressed his appreciation to Ms. Reynolds and members of the Historical Commission for their work over the past year.

Selectman Newhouse stated that as far back as to 2002 the Historical Commission has objected to the demolition of the building and each budget since then the town has not invested more funds to maintain or preserve that building. He said that Town Meeting voted to put a decision off until the 2015 Town Meeting for the Historical Commission to complete this report. It is his understanding that the Historical Commission continues to object to the demolition of the Whitefield School.

Ms. Reynolds replied that the members of the Historical Commission are charged with the preservation of historical resources. The Commission believes that there is good reason to preserve the building. She said that contractors who have looked at the building say that it is structurally sound and there is no water coming through the ground.

She said that if there was a long range plan for the use of all Town buildings, the Historical Commission could support or the Board could dispute its position further. She suggested that the Board of Selectmen and Finance Committee support the Town Manager's request for an appropriation to fund a feasibility study and that the study include the Whitefield School.

Ms. Reynolds acknowledged that there is a need for a new Town Hall and new School Administration building as well as other needs. She and the members of the Historical Commission are aware that the School Administration would like to move from the Roman House but contend that it does not mean the building should be demolished. She noted that the School Administration does not have a building to relocate to and reiterated her belief that the Town needs a long term plan.

Selectman Newhouse stated that Ms. Reynolds advised the Board that without an intended use, the Historical Commission cannot obtain grant funds but sometimes a building has outlived its useful life and there is no appropriate intended use.

Selectman Newhouse stated that opponents of demolishing the Whitefield School challenged the estimates compiled by the Town Manager in terms of renovation costs. He asked if Ms. Reynolds is satisfied that the numbers Town Manager Hull provided last year are true. Ms. Reynolds stated that she cannot say whether the numbers were true because she has did not see estimates in

writing. She commented about grant funding available for buildings with an intended use and that obtaining grant funding would lower the cost of renovation.

Selectman Newhouse stated that last year there were individuals who challenged the \$3 million to \$5 million and opined that was an assessment that could have been done and included in the report presented to the Board. Selectman Newhouse stated that a Request for Proposal (RFP) was based on comments that the Town could receive a return on investment by selling the building or parts of the building. He asked what the results were of the RFP and was advised by Town Manager Hull that no responses were received. Selectman Newhouse stated that there isn't anything contained in the report that would cause him to change his mind for voting in favor of the appropriation.

Selectman Newhouse rebutted Ms. Reynolds comment that the Historical Commission's budget is one of the smallest in the community and suggested that the Town of Wilmington spends dramatically more on preserving historical assets than other similarly situated communities.

Ms. Reynolds stated that the Commission is grateful to the community and asserted that it does the best they can with what resources are available. She stated that they would like to be in better communication with Public Buildings with regard to the Town's resources.

Selectman McCoy stated that he is supportive of the Historical Commission's endeavors but he continues to believe that it would be in the best interest of the community for the Whitefield School to be demolished.

Town Manager Hull stated that his position has not changed and it is his perspective that the building is not worth putting money into.

Selectman Cimaglia opined that he expected to see more detailed information regarding costs to bring the building to a point where it may be used. He said that although the report contains a lot of information, there are no specifics that will change his mind. Ms. Reynolds stated that the goal was to provide information and not to change their mind. She stated that the developers she spoke with are local and do not want their name to be involved.

Ms. Reynolds commented that members of the Board did not attend the walk-through of the building when the architect and Mass Historical Commission were there. Chairman O'Connell advised that the Board of Selectmen toured both the Whitefield School and the Butters Farmhouse prior to Town Meeting. She stated that she was in agreement with her colleagues that the building needs to be knocked down.

Chairman O'Connell commented that with regard to the RFP not receiving responses, she believes if it was attractive, there would have been responses of those willing to move the building. She provided examples of historic buildings that have been moved.

Chairman O'Connell asked what Ms. Reynolds thought she would be able to achieve in one year. Ms. Reynolds stated that she wanted to provide the community with additional information. She believed they had a short period of time to have a debate about whether the building ought to come down. Town Manager Hull noted that the only information that did not exist a year ago is the list of suggested uses for the building.

Bonny Smith, Historical Commission member, asked if the Town had plans for document storage. She noted that during the walk through of the Whitefield School, she observed a large amount of hard copy documents stored in the building. Town Manager Hull noted that a majority of the documents have been removed and there are very little documents of importance in the building.

He stated that town departments identified documents that were no longer required to be maintained, permission was sought to destroy those documents which was subsequently done.

DISCUSSION RELATIVE TO THE BOARD'S INTENTION TO LAYOUT THE WAYS DESCRIBED IN THE PROPOSED WARRANT ARTICLE, I.E. LT. BUCK DRIVE

Town Manager Hull stated that Town Engineer Paul Alunni advises that the roadway has been completed in accordance with the approved Definitive Subdivision Design Plans and is eligible for acceptance as a Public Way.

Chairman O'Connell asked if there were any questions or comments and there were none. Town Manager Hull recommends that the Board of Selectmen proceed with the acceptance of Lt. Buck Drive as a public way at the 2015 Annual Town Meeting. Town Manager Hull stated that a public hearing will be held at the Board's next meeting.

A motion was made by Selectman Cimaglia, seconded by Selectman Newhouse and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen accept the recommendations of Town Manager Hull to move forward with the intention to layout the ways as described.

REVIEW OF ANNUAL TOWN MEETING WARRANT ARTICLES SUBMITTED BY PETITION

Town Manager Hull reviewed warrant articles that were submitted by petition including the purchase of Town-owned land:

- ♦ Map 6, Parcel 18 (Portion – Lots 179, 180, 181 & 182) – Page Street – Petitioned by Mark Nelson
- ♦ Map 6, Parcel 21 (Portion – Lots 205, 206, 207, 208, 209, 210 & 211) – Poplar Street – Petitioned by Mark Nelson
- ♦ Map 6, Parcel 21 (Portion – Lots 212, 213, 214, 215 & 216) – Poplar Street – Petitioned by Mark Nelson
- ♦ Map 49, Lot 5 – Alder Street – Petitioned by Michael Tkachuk

And requests to:

- ♦ Amend Inhabitant By-Laws Chapter 5, Public Regulations by Adding a New Section, Regulating Fencing – Petitioned by George Lingenfelter
- ♦ Rezone from Residential 60 (R60) to Residential 20 (R20) Map R3, Parcel 10 – Foster's Pond Road – Petitioned by Scott C. Garrant
- ♦ Amend Zoning By-Law and Associated Zoning Map – Section 3.8.11 – Petitioned by Michael J. Newhouse
- ♦ Rezone from Residential 20 (R20) to Neighborhood Business (NB) Map 96, Parcels 6 and 6A – Middlesex Avenue – Petitioned by Michael J. Newhouse
- ♦ Name Recreational Facility at 9 Cross Street – Yentile Farm Recreational Facility – Petitioned by Brian Stickney
- ♦ Establish By-Law – Transparency Act – Petitioned by Kevin MacDonald
- ♦ Repeal Vote of 2014 Special Town Meeting Article 1 – Elinor Ristuccia Memorial Arena – Petitioned by Kevin MacDonald
- ♦ Preserve Existing Building at 159 Church Street – Petitioned by Kevin MacDonald
- ♦ Suspend Spending Relative to Yentile Farm – 9 Cross Street – Petitioned by Kevin MacDonald

Town Manager Hull advised that the final warrant will be presented to the Board at their meeting of March 9.

Chairman O'Connell asked if there were any questions or comments and there were none.

PRELIMINARY DISCUSSION OF ANNUAL TOWN MEETING NON-PETITIONED WARRANT ARTICLES

Town Manager Hull reviewed the non-petitioned articles that are recommended for inclusion on the Warrant. Town Manager Hull reviewed articles 2 through 43 which include funding for capital items; funds for the replacement of the chiller unit at the public safety building; technology improvements; drainage improvement project for Mass Avenue and the second phase drainage improvement project for Cunningham Street; conversion from underground fuel tanks to aboveground fuel tanks at the Department of Public Works; replacement of approximately 8,876 square feet of roof area at the Shawsheen Elementary and Woburn Street Schools; reconstruction of the Shawsheen Elementary School parking lot; replacement of heating system at Shawsheen Elementary School; funds to design and construct a park and recreational facility at 9 Cross Street.

Town Manager Hull advised that articles are included to amend the Inhabitant By-Laws including to amend the Sale of Personal Property of the Town; the naming of fields, play areas and structures at the Yentile Farm property; Chapter 5, Section 23 relative to Secondhand Dealers; increase asset limits for property tax exemptions and to accept Massachusetts General Law Chapter 59, Section 5K affirming the Town's Senior Tax Volunteer Program.

COMMUNICATION

Town Manager Hull reviewed a memorandum from Michael Woods, DPW Director. Mr. Woods reported that the Massachusetts Department of Transportation advised that the project bids for the Route 62/Glen Road/Wildwood Street Intersection were opened and are being reviewed. MDR Construction Company is the apparent low bidder with a bid of \$1,276,969.67. MassDOT engineers estimated the project to cost approximately \$1.4 million.

Town Manager Hull reviewed his memorandum regarding the Yentile Farm Development Committee. Town Manager Hull advised that \$250,000 was appropriated by the May 3, 2014 Annual Town Meeting to complete the design, provide cost estimates and a scope of work for construction of the recreational area. Green International, in conjunction with Stantec and GEI, were recently hired to complete the design services.

Town Manager Hull reviewed a letter from Gerard D. Perry, Director of Accounts, Massachusetts Department of Revenue, which advised Melanie Hagman, Business Manager at Shawsheen Tech that he has certified the amount of excess and deficiency as of July 1, 2014 to be \$1,469,542.

Town Manager Hull reviewed correspondence from the Massachusetts Municipal Association regarding Governor Baker's plan to close FY 2015 state deficit.

Town Manager Hull reviewed information from the Massachusetts Municipal Association regarding Spring Legislative Breakfast Meetings. The closest meeting to Wilmington will be March 13 in Melrose or March 20 in Lexington.

Town Manager Hull reviewed a letter from David Velasco, Location Manager, 20th Century Fox, regarding movie production in Wilmington. Kay's Baptism, directed by academy award nominee David O. Russell, and starring Jennifer Lawrence, Bradley Cooper, Robert DeNiro and Isabella

Rosallini. A residence located at 111 Federal Street will be used to film scenes on February 19, 20, 23, 24, 25 and 26. Mr. Velasco stated that the crew is looking forward to filming in the Town of Wilmington and would also look to make a donation of \$5,000 to an appropriate town fund as a show of appreciation.

Town Manager Hull reviewed correspondence from Joan Butler, Executive Director, Minuteman Senior Services, inviting members of the Board of Selectmen to participate in the national March for Meals campaign. Members are invited to select one day to help prepare and/or deliver meals to homebound senior clients during the month of March.

Town Manager Hull reviewed correspondence from the Alcoholic Beverages Control Commission advising that the legislature has amended M. G. L. Chapter 138, Section 14A to permit the sale of malt beverages and distilled spirits at auctions. The amendment will be effective April 6, 2015. The ABCC reviewed requirements of the applicant and responsibilities of the Local Licensing Authority.

Town Manager Hull reviewed correspondence from Louis Cimaglia, Director of Veterans' Services, providing an update about the organization that wishes to build a children's park in Sean Collier's honor. The family would like the park to be built in Wilmington and Captain Mike Cabral, Somerville Police Department, will contact Where Angel's Play to ascertain their willingness to postpone building the park so that it may be incorporated into the Yentile Farm area. Mr. Cimaglia will provide more details when he is contacted by Captain Cabral.

Town Manager Hull reviewed correspondence from Jill Reddish, Verizon, regarding the annual report on complaints received regarding their FiOS TV service.

Town Manager Hull reviewed correspondence from Jane Lyman, xfinity, regarding the annual report on complaints received and what action was taken to resolve the complaints.

BOARD TO CONSIDER APPROVING FEE SCHEDULE FOR FLAMMABLES RENEWAL PERMIT

Town Manager Hull advised that the Town Clerk is proposing to increase the fees by \$50 in each category.

Chairman O'Connell asked if there were any questions, comments or a motion. A motion was made by Selectman Newhouse, seconded by Selectman Cimaglia and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen approve the schedule of fees for the Annual Flammable Recertification by increasing each category by \$50.00.

BOARD TO CONSIDER EXECUTING THE COLLECTIVE BARGAINING AGREEMENT BETWEEN THE TOWN OF WILMINGTON AND THE NEW ENGLAND POLICE BENEVOLENT ASSOCIATION, LOCAL 13, SUPERVISOR'S UNION FOR THE PERIOD JULY 1, 2014 THROUGH JUNE 30, 2016

Town Manager Hull reviewed changes to the contract which were discussed during the Executive Session on January 26, 2015. These include changes to Extra Duty Police Details, Night Shift Differential, Sick Leave and Sick Leave Bank and changes to compensation.

Chairman O'Connell asked if there were any questions, comments or a motion. A motion was made by Selectman Cimaglia, seconded by Selectman Champoux and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen execute the collective bargaining agreement between the Town of Wilmington and the New England Police Benevolent Association, Local 13, Supervisor's Union for the period July 1, 2014 through June 30, 2016.

BOARD TO CONSIDER REQUEST OF SUSAN HENDEE, PMC WILMINGTON KIDS RIDE COORDINATOR, TO CLOSE A PORTION OF CARTER LANE TO CONDUCT THE ANNUAL PANMASS CHALLENGE WILMINGTON KIDS BIKE RIDE ON SUNDAY, MAY 17, 2015 FROM 8:00 A.M. TO 1:00 P.M.

Chairman O'Connell asked if there were any questions, comments or a motion. A motion was made by Selectman Champoux, seconded by Selectman Cimaglia and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen grant the request of Susan Hendee, PMC Wilmington Kids Ride Coordinator, to close a portion of Carter Lane to conduct the Annual PanMass Challenge Wilmington Kids Bike Ride on Sunday, May 17, 2015 from 8:00 a.m. to 1:00 p.m.

BOARD TO CONSIDER REQUEST FROM THE RECREATION COMMISSION TO USE THE TOWN COMMON TO CONDUCT THE ANNUAL EASTER EGG HUNT ON SATURDAY, APRIL 4, 2015 AT 2:00 P.M.

Chairman O'Connell asked if there were any questions, comments or a motion. A motion was made by Selectman Cimaglia, seconded by Selectman Newhouse and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen grant the request of the Recreation Commission to use the Town Common to conduct the Annual Easter Egg Hunt on Saturday, April 4, 2015 at 2:00 p.m.

PUBLIC COMMENTS

George Lingenfelter, Concord Street, offered comments about automated collection.

Kevin MacDonald, Andover Street, rose to speak and was advised that he would not be recognized at this meeting.

NEW BUSINESS – COMMITTEE REPORTS

Members of the Board expressed their appreciation to the various town departments for the efforts to clean the roads and sidewalk as a result of the recent snow storms.

Selectman Champoux stated that he attended the public information session at the Andover Wyndham to learn more about Kinder Morgan's proposal. He stated that it was very informative and there were a number of Wilmington residents in attendance.

Selectman Newhouse stated that during the period of time from the appeal of the high school permitting to commencement, the Board relied on predictions on what the appeal cost the Town. He requested that Town Manager Hull provided updated numbers as he believes the actual cost may be more than anticipated.

Town Manager Hull advised that a meeting was held this morning with representatives of Kinder Morgan and Michael Woods, Public Works Director; Paul Alunni, Town Engineer; William Holt, Deputy Town Engineer and Valerie Gingrich, Director of Planning & Conservation. He stated the

Town was prepared to make the case that the pipeline needed to be moved from the proposed location. He said that KinderMorgan presented the Town with a revised route that is being considered. He said that the route has been changed so that it comes down from Tewksbury, into North Wilmington along a utility corridor.

IMPORTANT DATES

Town Manager Hull reviewed important dates including:

- February 24 – Opening of the New Wilmington High School
- February 24 – Finance Committee – Town Hall – Room 9 – 7:00 p.m.
POLICE, CENTRAL DISPATCH, FIRE
- February 26 – Finance Committee – Town Hall – Room 9 – 7:00 p.m.
VETERANS' SERVICES, TOWN CLERK, HISTORICAL COMMISSION
- March 3 – Finance Committee – Town Hall – Room 9 – 7:00 p.m.
WILMINGTON PUBLIC SCHOOLS
- March 5 – Finance Committee – Town Hall – Room 9 – 7:00 p.m.
SHAWSHOEN TECHNICAL SCHOOL DISTRICT
- March 5 – Wilmington Educational Foundation Adult Team Spelling Bee
Knights of Columbus – 7:00 p.m.
- March 9 – Board of Selectmen – Town Hall – Room 9 – 7:00 p.m.

There being no further business to come before the Board, a motion was made by Selectman Cimaglia, seconded by Selectman Newhouse and by the affirmative vote of all, it was

VOTED: That the Board of Selectmen adjourn.

Meeting adjourned at 10:35 p.m.

Respectfully submitted,


Recording Secretary



TOWN OF WILMINGTON
FISCAL YEAR 2016 BUDGET

Chairman Judith O'Connell
Members of the Board of Selectmen
Chairman John Doherty III, and
Members of the Finance Committee

Dear Members,

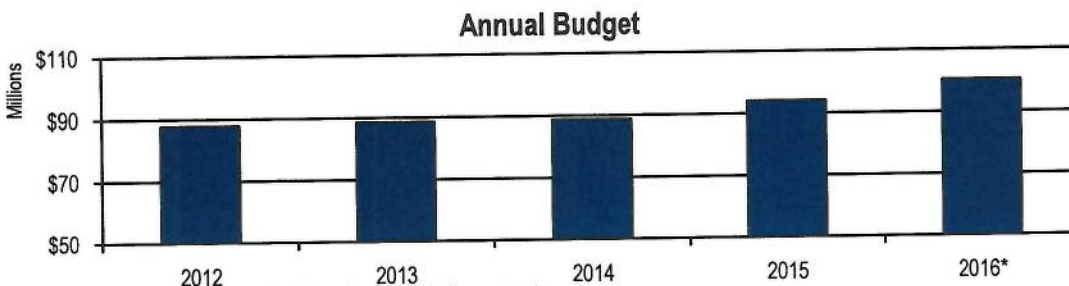
I am pleased to present my financial plan for fiscal year 2016 (FY2016) beginning July 1, 2015 and the updated Five Year Capital Improvement Plan (CIP) which includes FY2016 through FY2020. These documents reflect the blueprint for continuing to provide residents and businesses with the high quality of services they have come to expect.

As with the past two years, the drivers and highlights of this budget can be summed up in one word "transitions". This budget contains a number of significant transitions which I expect will help us meet the growing demands of a community and operation of our size. Further, it will advance the important work of protecting the strong financial position Wilmington has enjoyed for many years.

As stated in previous years' budgets, I have established long range goals that guide the development of the annual budget, the preparation of the CIP, and my overall management of the town's operations. These goals are not single-year targets but principles that strongly influence decisions shaping the town's future.

This budget includes funding and plans for a number of key initiatives including financing for construction of the Yentile Farm Project, the anticipated purchase of the Ristuccia Rink, re-organization of a number of departments, and transfer of funds from Free Cash to various stabilization accounts for anticipated future expenditures.

Proposed for consideration by the Board of Selectmen and Finance Committee is a total FY2016 budget of \$100,520,702, inclusive of a \$3M transfer from Free Cash to various stabilization accounts. Total increase in Municipal operations, net Water expenses, is \$398,115 or 1.53%. This does not include potential salary adjustments anticipated for the four collective bargaining units currently in negotiations. The proposed School budget including both Wilmington Public Schools and Shawsheen Technical High School, will increase \$1,429,888 or 3.71%. Total increases on non-Warrant Article line items is \$4,343,285 or a 4.68%.



* includes \$3M transfer from Free Cash to various stabilization accounts.

Long-Range Goals

Invest in the success of our students by supporting the initiatives and providing the resources needed for a 21st century education

The successful opening of the new Wilmington High School is a significant achievement of which I am proud to be a part. Opening of the new school in less than a month represents the culmination of 15 years of effort by past and present public officials, residents, and the entire high school project team. The centerpiece of the high school campus is a new state of the art learning center that includes the latest technology for learning, versatile classrooms, laboratory and break-out space, and an open air courtyard. This \$82.7M project will be completed on time and on budget. This space will be an extraordinary educational, cultural, and athletic resource, and is a testament to the town's commitment to investing in a 21st century education.

A new school building in and of itself does not make an effective school system. Recognizing that, I am continuing to support funding for technology upgrades at our other schools, the funding of additional repairs and replacement of building systems and the purchase of a new math and reading curriculum that is consistent with current standards and advances the efforts of the district and commonwealth to help children develop skills in computation, reasoning, and comprehension. Additionally I am supporting the School District's request for a 4% increase in their operating budget.

Reduce our energy consumption by improving efficiencies of our buildings, vehicle fleet, and systems throughout town

The oil fired boilers at the North Intermediate School, which were original to the 52-year-old building were replaced in FY2015 with new gas-fired boilers. This project, in addition to the replacement of the windows at the school, will reduce the cost of heating and provide a more efficient and balanced heating system.

The continued purchase of more fuel efficient vehicles and the gradual retirement of the inefficient fleet of Crown Victoria sedan's is beginning to result in savings in fuel and maintenance for FY2016.

As the Police fleet continues to transition from sedans to SUVs, new approaches to fleet management including leasing, trade-in of police vehicles rather than assigning them to other departments, and the use of pool cars rather than individually assigned vehicles for departments at Town Hall are all under consideration. I expect to have a plan completed within a year for the future of the vehicle fleet and to reflect the results of the plan in the FY2017 funding requests.

Improve service delivery through utilization of technology as a tool in our operations

In the past year the Town has implemented a Geographic Information System (GIS) allowing residents unlimited easy access to a wealth of geographical information about any parcel in Wilmington including location of property boundaries, wetlands, utilities, flood zones, voting precincts, and more. The Treasurer/Collector's Office is now offering online payment of property, excise, water and sewer bills. Birth, marriage, and death certificates, along with dog licenses and renewals can be requested and paid for online. We have made improvements to our website and begun implementing the E-Alert system that sends emails to subscribers when content is updated. These improvements have been developed through the leadership of the Technology Committee and individual departments' efforts to enhance services to the public.

While we have worked to increase technology-based solutions, it has become increasingly clear that we have a great deal of improvements to make on the planning and management of our hardware, network environment, and data security and recovery systems in order to properly support our continued use of technology.

The FY2016 budget includes the establishment of an Information Technology Department (IT) which will elevate the current IT operation from an ancillary function of Accounting to a full department with a director and a budget that focuses on the security, functionality, maintenance, and planning of our use of technology. Total added cost of the IT Department to the annual operating budget is minimal. The results will allow the town to migrate to an integrated, modern, protected and stable network utilizing a deliberate long range planning approach to arrive at solutions for our growing IT needs.

Establish and maintain a multi-year capital improvement plan to enable the town to make informed decisions on spending, borrowing and saving for future capital improvement needs

Included with FY2016 budget is the second addition of the town's capital improvement plan (CIP). I am placing a greater emphasis on the CIP now and into the future as it provides the community with valuable information about the town's needs. The CIP should be first and foremost the source document reviewed when any new large purchase, capital request, building plan, or other project is proposed. Understanding the impact a new request can have on the scheduling of already identified needs allows the town to fully weigh project proposals and ideas.

Develop policies, plans, and tools to enhance our financial planning capabilities, reduce risk, and improve efficiency of operations

Efforts are ongoing to develop, review, and update policies related to debt management, cash management and use of stabilization funds. These policies, like the CIP will provide guideposts and measures by which to evaluate our financial position, new expenditures, and future obligations. Like the CIP, these policies also support a high rating from the bonding agencies, lowering borrowing costs for the town.

I am proposing the transfer of funds from Free Cash to our Retirement, Other Post-Employment Benefits (OPEB), and Capital Stabilization funds as a means of planning for future obligations. If approved the transfers will result in a balance of over \$11M in our Free Cash account, which is well within the desired reserves amount considered favorable by rating agencies and bonding agencies when evaluating the town's finances.

One new full-time position and the transition of two part-time positions into one full-time position are proposed for general government operations in FY2016. These changes in addition to proposed reclassifications are being partially offset by savings on salaries from retiring employees. Overall, Municipal Government expenditures are projected to increase 1.53%. However, it must be noted that four of the five collective bargaining units are in negotiations for successor agreements. Funds have been set aside in anticipation of the FY2016 cost for contract settlements.

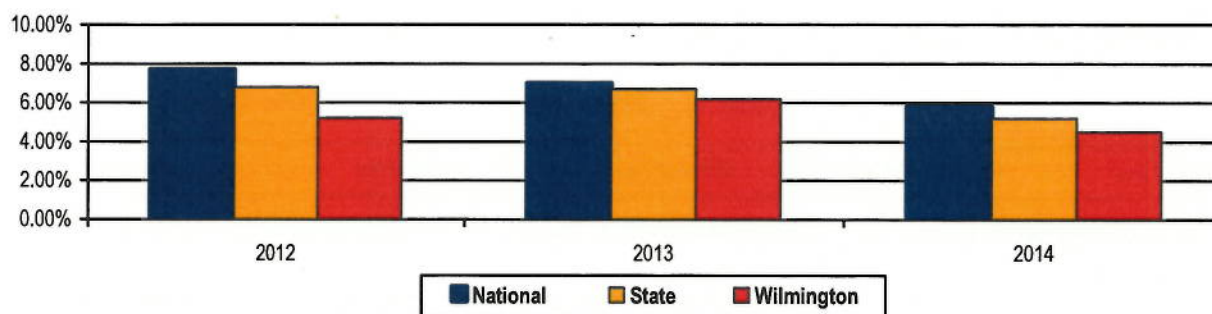
Two prominent projects in FY2016 are expected to demand significant attention in FY2016. The first is the construction of the new recreational facility at the former Yentile Farm property. This project has gone through a two-year review and development phase to ensure the facility will meet the needs and interests of the town. An engineering firm has been engaged to complete the design within the next nine months. Concurrently a subcommittee has begun developing a fundraising plan to help defray the costs of the project through private donations. Total construction cost is estimated at \$4.5M and will include a multi-purpose artificial turf field, basketball/street hockey courts, a playground, picnic areas, and a central green.

Having received the funding authorization at the Special Town Meeting in December 2014, I will begin negotiations to purchase the Ristuccia Rink in June. The purchase is expected to be completed in the fall of 2015. A comprehensive funding and expense model was presented during the Special Town Meeting process. The FY2016 budget will begin to account for the Rink. As an enterprise fund, it is expected to be self-supporting. The budget assumes the current lessee will remain through the lease agreement which ends August 31, 2018.

Revenues

Various indicators suggest that the local, state and national economy continues its recovery from the Great Recession. According to figures from the Massachusetts Executive Office of Labor and Workforce Development Wilmington's unemployment rate dropped from 6.2% in November 2013 to 4.5% in November of 2014. This suggests many in the community are returning to work and that job opportunities are increasing. One hopes that the decreasing unemployment rate is translating into stronger demand for goods and services for the businesses in town.

Unemployment Rates



With the national unemployment rates at 5.6% in December, the lowest rate since mid-2008, signs suggest a favorable economic picture in the coming year. According to Drew DeSilver, from the Pew Research Center, job growth has been occurring primarily in the services sector more specifically in the healthcare, restaurant/food service, and the temporary help agency sectors.

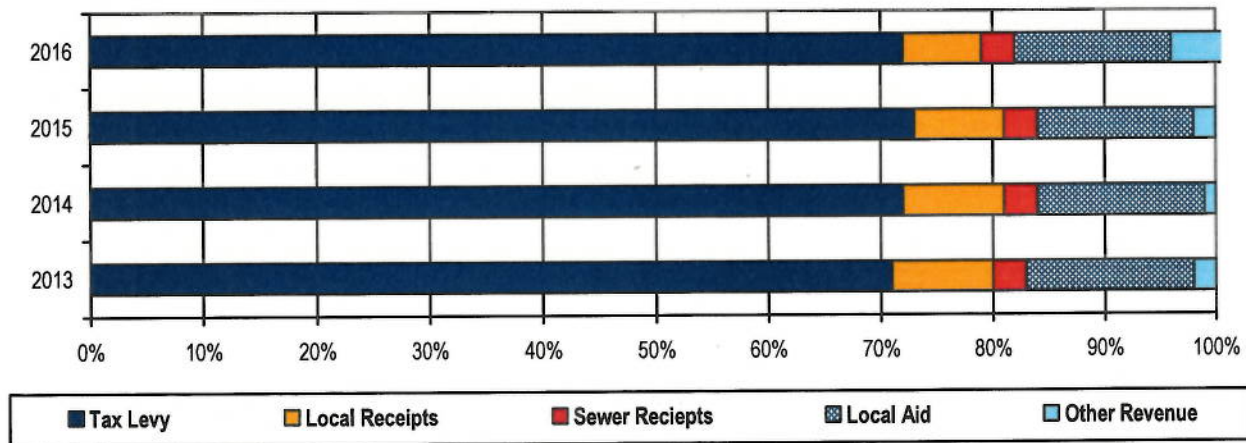
The job growth in the restaurant service sector has been reflected locally with the opening of the Red Heat Tavern and the recent opening of Tremezzo's Restaurant. The FY2015 revised revenue estimate from the local meals tax is \$300,000, an increase of \$30,000 over original projections. Local meals taxes for FY2016 are expected to increase an additional \$20,000 to \$320,000.

The principle source of local revenue for Wilmington is the property tax. The tax levy for the upcoming fiscal year is projected to be \$71,797,756 which represents 71.4% of the total revenue received by the town. In accordance with Massachusetts General Laws Chapter 59 section 21C property taxes are expected to increase 2.5% or \$1,651,411. New growth, which derives from new construction, existing real property improvements, and new personal property is estimated to be \$850,000 for FY2016. Finally, the debt exclusion levy for the new high school is \$3,239,903.

Residential property values have begun to appreciate again which is typically welcomed news as it reflects growth in the most significant asset owned by many residents. Based on information provided by the Principal Assessor the average assessed home value increased 6.7% in 2014. Commercial values have remained stable and values on industrial property are experiencing a minor decline. Personal property, which consists of equipment owned by businesses to support their enterprises continues to be a major generator of new growth, representing 56% of the new growth for FY2015, or approximately \$744,165.

The completion of the self storage facility on West Street, added retail in the Target plaza, possible tenant fits-ups on Research Drive and Industrial Way, in addition to residential development on MacDonald Road and McGrane Road are expected to contribute to new growth in FY2016.

Revenue Sources



As Governor Charlie Baker begins his first term, his immediate challenge will be addressing the state's FY2015 budget deficit which he believes to be \$765M. This current year's shortfall is being attributed to a combination of loss of revenue from the reduction in the state's income tax from 5.20% to 5.15%, temporary increases in Medicaid costs, and non-tax revenues falling short of projections.

Governor Baker is to be applauded for seeking to balance the state's budget deficit without mid-year cuts in local aid. Senate President Stanley Rosenberg is also on record as stating that "All options are on the table. But the one thing we don't want to do is cut local aid." Mid-year cuts are extremely challenging for communities to absorb and often lead to significant impacts on schools and basic local services.

In light of the state's current financial position, Chapter 70 and Unrestricted General Government Aid is expected to remain unchanged. Property tax exemption reimbursements are projected to decrease by approximately \$27,000.

Revenue from motor vehicles excise tax, the meals tax, payment in lieu of taxes from Reading Municipal Light Department are some of the sources that comprise Local Receipts. Total revenue from local receipts is expected to be \$10,252,936. Most local receipts are expected to remain unchanged, with two exceptions: motor vehicle excise tax and the meals tax. The improving economy appears to be responsible for a surge in auto sales. Annual sales in 2014 totaled \$16.5M, up 6% from 2013. In addition to an improving job market, low interest rates and falling gas prices are believed to be responsible for strong sales nationally. Sales growth is expected to continue, though not as sharply as in 2014. The addition of two new dine-in restaurants is expected to boost local meals tax. As previously noted, revenue from the meals tax is projected to increase \$20,000 over the revised FY2015 estimates.

Interest income is expected to continue to decline. Funds on account for the high school project will continue to be drawn down as the project is completed in the fall of this year.

Expenditures

The total proposed budget for FY2016 including capital and warrant articles is \$100,520,702. A significant portion of the increase, \$3M, is proposed for direct transfer from Free Cash to specific reserve accounts and is not planned for immediate expenditure. Additionally \$2,275,200 from the tax levy is proposed for funding of capital projects. Municipal operations and School spending is projected to increase 3.4%.

Personnel

The town continues to experience the retirement or departure of personnel from several departments. Some measure of turnover is healthy as it provides opportunities for people to bring new ideas and experiences to the workplace. Conversely, turnover can drive up the costs of training and overtime and force upward pressure on salary rates.

The steady number of retirements is indicative of our aging workforce, and as a trend, will continue for the foreseeable future. Filling some of these positions with experienced professionals or with individuals willing to stay past the first few years is becoming a challenge with some positions as our salaries are not well matched against other area communities competing for the same talent.

Though turnover has not been a major issue for Wilmington in the past, we are beginning to see more movement among the public safety positions. We are also facing the need to offer top-step salaries to new mid-level and department head level professionals in order to secure their hire. Addressing Wilmington's competitiveness as an employer in the marketplace will continue to be a factor in hiring and retaining staff over the next few years as the retirements continue to pick up pace and newer employees indicate an intention to leave for better paying communities.

Schools

The recommended budget for the Wilmington School System is \$36,197,557 which represents a 4.0% increase over current funding. Driving the increase are salary adjustments called for in the collective bargaining agreements and increasing costs for special education tuition and transportation.

As with districts across the state the Wilmington School System is having to navigate the so called "Perfect Storm" of mandates which has included incorporating the state Board of Education Common Core State Standards into implementation of the Massachusetts Comprehensive Assessment Center (MCAS) frameworks and the transition to a new assessment system referred to as the Partnership for Assessment Readiness for College and Careers (PARCC). Additionally the district is engaged in developing a new Education Evaluation System which will define the expectations of teachers and administrators to obtain ratings of proficient or exemplary.

School Superintendent Mary DeLai has expressed concern about the growing proficiency gap of struggling learners. She noted that 59% of fourth graders attained a rating of proficient or advanced in the Math MCAS testing conducted in the spring of 2014 while only 22% of low income students, students with disabilities or students learning English as a second language tested proficient. A major goal will be to strengthen early childhood education and focus on improving the development of literacy and math skills at the elementary school level.

With that focus in mind, Superintendent DeLai's request for \$177,000 to purchase new learning materials for the K to 5 Math Curriculum and \$37,700 to purchase a new English Language Arts Curriculum are included in the FY2016 CIP.

Shawsheen Regional Technical High School is expecting a very minor increase of 1% to the Wilmington assessment. Enrollment for Wilmington students at the Tech is expected to be flat or decrease slightly in FY2016, likely as a result of the opening of our new high school. This is a major factor in the minimal budget increase.

Information Technology

Focus on the goal of utilizing technology as a tool in the effective delivery of municipal services has brought to light various challenges with our information technology. I therefore engaged a technology professional to conduct an evaluation of the town's IT infrastructure, plans, policies, and services. Ten recommendations were developed as a result of the evaluation. One of the principle recommendations is that the town needs to elevate the role of IT from

an ancillary support service with a financial focus, to a full department actively engaged in supporting municipal service delivery across all departments. Creation of an Information Technology Department will elevate our IT functions from a maintenance effort to one that more fully meets the needs of our customers and users, minimizes service disruption, and takes a long range approach to planning and spending on IT needs.

The proposed budget includes the creation of the IT Department. The change will not increase the number of positions responsible for technology but will reclassify one position to that of an IT Director and result in adjustments to duties for the existing staff. The IT Director will be responsible for planning, implementing, and advocating for IT infrastructure that effectively protects the town and meets our growing needs.

Establishing an IT Department will eliminate the silo approach to technology budgeting by consolidating the funding for and management of software, hardware, copiers and mobile technology within one department. The FY2016 budget reflects a reallocation of technology related costs from other departments to the IT budget.

Total budget impact from this move is approximately \$17,500, which will cover the cost of the IT Director position reclassification, and funds for training, office supplies, and equipment. The capital request for an additional \$100,000 will be combined with the FY2015 approved capital funding to focus on replacement of the outdated servers, network infrastructure, back-up and recovery systems, and upgrade desktop equipment so we can move to a consistent operating system and a more current productivity suite across all departments.

Financial Functions

The Treasurer/Collector's Office is responsible for the collection of all revenues received electronically, via mail, and in person. The Office manages the town's bank accounts, and issues and tracks all payments. Additionally the Treasurer/Collector's Office processes payroll and administers employee benefits. A prior reduction in staff combined with a growing number of transactions are impacting the Treasurer/Collector's ability to maintain best practice standards for timely reconciliation of accounts, processing collections and other related functions. Additional resources are needed to accomplish this work. I am therefore proposing the creation of a payroll and benefits administrator. This position will report to the Town Accountant, and enable the Treasurer/Collector's Office to direct their attention to core Treasury and Collection responsibilities.

Assessor

In accordance with state law the Board of Assessors are required to conduct a Triennial Revaluation and Certification in which the values of all properties in Wilmington are reviewed and updated. The resulting values are then submitted to the Massachusetts Department of Revenue (DOR) for approval. The Revaluation is projected to cost \$79,000 and will be performed in FY2016.

Our Principal Assessor has worked diligently these past two years to bring Wilmington's assessing processes in line with current standards and best practices. This has resulted in a significant increase in activity for the Principal Assessor and the Assessor's Office. Between the extensive field work, the direct service to property owners, defending appeals before the Appellate Tax Board, and ensuring full compliance with documentation and verification requirements for abatements and exemptions, the Principal Assessor is being stretched too thin and requires assistance beyond the level of a Senior Clerk. I am therefore recommending reclassifying one of the Senior Clerks in the office to the position of Assistant Assessor. As Assistant Assessor, this person will be able to conduct field work and sign-off on occupancy permits thereby providing critical support to the Principal Assessor.

Public Safety

Police, Fire and Central Dispatch are experiencing an increase in turnover. This turnover is a function of retirements and losing employees to other employers. The consequence is that they are in a constant state of recruitment and training. Overtime is being stretched to fill the gap in shift coverage caused by the vacancies and

training periods. The constant turnover also challenges the Chiefs in their roles to maintain the continuity and cohesiveness of the personnel on each shift. There are a number of senior members within the departments particularly in Police and Fire that will be reaching retirement age over the next five years. These vacancies are unavoidable. Of greater concern are those individuals early in their careers or mid-career who are seeking to leave in order to assume the same job in other communities. Identifying ways to address this issue will be a focus for me in the coming years.

Dispatch has been hardest hit. They have been in a continual state of recruiting and training this past year. At present three of the 11 shift dispatcher positions are vacant. I have grave concerns about staff burn-out while we work to recruit and train new dispatchers. As a means of mitigating the strain of constant turnover, I am seeking \$20,000 for part-time dispatcher positions. Though this is not a complete solution to the turnover, it will help to augment staffing and provide relief for our full-time dispatchers.

Human Services

Elderly Services has continued to assume responsibilities not only for providing social interaction and recreation opportunities for elders but increasingly serves as a point of contact for children of elders and elders themselves seeking financial, medical, and mental health assistance. Under the leadership of Terri Marciello the "Senior Center" continues to be a beacon of positivity and comfort for our elders. I am recommending the reclassification of the Elderly Services Director position to reflect the significant growth in responsibilities this position has experienced over the past 18 years.

Veterans Services, under the direction of Lou Cimaglia, has experienced a shift in focus and a steady increase in activity as veterans and their family members seek financial assistance, counseling, social and medical services. Increasingly those receiving Veterans Benefits represents only a fraction of the actual case load for the department. Due to the constant demand, the work of Veterans Services far exceeds the typical 35 or 40 hour per week operation. Therefore, I am recommending that the existing two-part time positions, which are funded for a total of 25 hours per week, become one full time position, and reclassification of the Veterans Services Director to reflect the growth in responsibility and requirements of the position.

Insurance

The overall insurance budget is projected to increase by 7.77% to \$13,653,297. There are several factors responsible for this increase. Health insurance is expected to have a modest increase of 7.25%. Workers' compensation rates are increasing due to a few long term injuries in recent years, impacting the factors used to establish the annual premium.

Warrant Articles

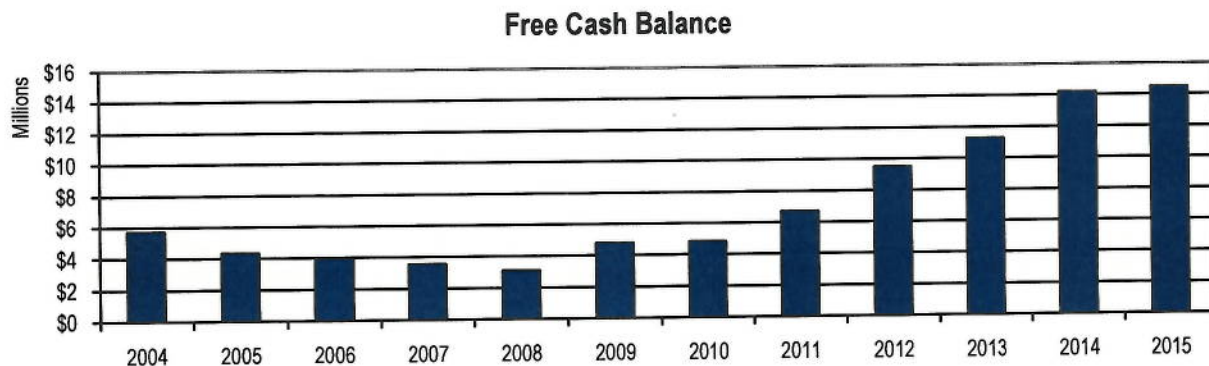
Once again I am proposing the town designate money to fund two significant liabilities on the horizon: Other Post-Retirement Benefit (OPEB) and regular Retirement benefits assessed by Middlesex Board of Retirement. Wilmington is no different from communities across the commonwealth and the country that are required to account for and address medical insurance costs of current and future retired employees. The estimated OPEB liability is \$133M based upon a 2013 actuarial study. Wilmington's projected total obligation to the Middlesex Board of Retirement is approximately \$73M. The retirement system is obligated to be fully funded by 2035. As a consequence the annual assessment to member communities will continue to increase in the coming years in order to provide adequate funding to meet that deadline.

With a Free Cash balance of over 10% of the annual budget, it is possible to allocate some of these funds to stabilization accounts that help protect the town from unmanageable spikes in future assessments. Therefore, I am proposing \$1M be transferred from Free Cash to the OPEB Stabilization account. An additional \$500,000 is

proposed for transfer from Free Cash to the Retirement Stabilization account. This will bring the total balance in the OPEB account to \$1,600,000 and the total balance in the Retirement Stabilization account to \$750,000.

The 5 year CIP projects reflects over \$36M in costs associated with infrastructure improvements, vehicle replacement, building repairs and upgrades, and other major projects. The cost of these projects exceeds our ability to fund through the annual operating budget. I am therefore requesting \$1.5M be transferred from Free Cash to the Capital Stabilization account, bringing the total available balance to \$1,788,631. The expectation is to use this account to supplement future years' allocation of funds from the tax levy to address key capital projects.

If approval of the transfers sought from Free Cash is granted, the town will continue to maintain a free cash balance of \$11,024,657. Financial rating agencies pay close attention to the financial reserves when the town seeks to borrow funds. Wilmington's free cash reserve would remain at or above 10% of the operating budget after the transfers, which is at the upper range of what rating agencies consider favorable.



Capital Projects

The recommended budget for investment in the town's capital infrastructure for FY2016, exclusive of borrowing, is \$3,993,200. Water receipts will pay for \$610,000. Additionally Chapter 90 funds will cover \$650,000.

I am requesting a transfer of \$458,000 from Free Cash to fund the replacement of the Shawsheen School heating system. This request has a high dollar value and cannot be phased over multiple years as are roofs and other building projects. The heating system replacement will convert the school from oil to natural gas and offer a more energy efficient heating system for the building.

The capital plan for FY2016 includes the full funding of the Yentile Farm construction project. This project is expected to be funded through the issuance of debt. Total construction cost, based on the current concept design is \$4.5M. Though I am seeking full funding for the project, the members of the Yentile Farm Development Committee are preparing a strategy to raise private donations in order to offset a portion of the construction costs.

Finally the purchase of Ristuccia Rink is expected to be completed in FY2016. Total anticipated cost is \$2.25M and will be funded through borrowing as well. The debt service, along with any operating expenses will be funded through rink revenue. There is expected to be a surplus in the Rink enterprise fund for the first three years, assuming the current lessee remains. The surplus will be used to fund debt and support a capital stabilization fund for future capital expenditures of the rink.

Conclusion

As has been noted many times the only constant is change. The FY2016 budget once again proposes adjustments to our current operations with a relentless focus on improving existing services and offering new services that are expected by the stakeholders who invest in this municipal corporation known as the Town of Wilmington.

Recently a member of the Board of Selectmen commented that we must never forget how we got here over the past 25 years in terms of the strong financial position and offering of services to the residents. I am forever mindful of this point. Wilmington has a long history of being a well managed community. With the pending completion of a new high school, facilities, roads and water/sewer infrastructure that are well maintained, social services agencies including recreation, elder services, veterans services and library services eager to respond to the needs of residents, professional public safety personnel who rise to the occasion under a variety of trying circumstances and an educational system striving to advance the next generation, Wilmington is in an enviable place.

Oftentimes it is more difficult to pursue changes when an organization is running well then when an organization is visibly in distress. Change involves risk and risk poses the potential for failure. As Mark Zuckerberg, founder of Facebook states: "The Hacker Way is an approach to building that involves continuous improvement and iteration. Hackers believe that something can always be better, and that nothing is ever complete." He went on to note that: "The biggest risk is not taking any risk. In a world that's changing really quickly, the only strategy that is guaranteed to fail is not taking risks."

Much of the budget seeks to continue to support the services and the processes that are tried and true and that the community has come to rely upon. There are also proposals in this budget that are ambitious and pose some measure of risk. They take us into uncharted waters as an organization. But the changes proposed are well reasoned and are certainly not unique to municipal government. Elevating the information technology function recognizes that IT is embedded in the operations of the town and that a coordinated forward thinking approach is needed to best manage tools that are part of the life blood of our service delivery. Optimizing the functioning of the town's financial operations by realigning responsibilities ensures that the town continues to maintain strong management of our funds and obligations. Moving forward with the construction of the Yentile recreational area and the purchase of the Ristuccia Rink are real "game changers", providing incredible recreational opportunities for residents of all ages and adding another element to the quality of life in Wilmington.

You are invited to review both the operating budget and CIP carefully. I encourage constructive feedback and look forward to working with the Board of Selectmen and the Finance Committee to present a credible and sustainable spending plan to Town Meeting participants in May.

Sincerely,



Jeffrey M. Hull
Town Manager

