

PACKET

OCT 24

2016



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BOARD OF SELECTMEN

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BOARD OF SELECTMEN
Monday, October 24, 2016
Wayland Town Building
Senior Center

Proposed Agenda

Note: Items may not be discussed in the order listed or at the specific time estimated. Times are approximate. The meeting likely will be broadcast and videotaped for later broadcast by WayCAM.

- 6:30 pm 1.) Open Meeting and Enter into Executive Session Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3) to Discuss Civil Service with Respect to the Police Union; and
- Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(7), to Review and Consider for Approval and Release the Following Executive Session Minutes, Pursuant to Massachusetts, Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3) to Discuss Strategy with Respect To Health Insurance with the Police, Fire, AFSCME 1, AFSCME 2, Library, Teamsters, Custodians, WTA, WESA and Food Service Unions; and to Discuss Strategy with Respect to Negotiations with the Police Union Regarding Withdrawing From Civil Service; and Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(6) to Consider the Purchase, Exchange, Taking, Lease or Value of Real Property in Regard to the Municipal Parcel at the Town Center Project:
- APPROVE: October 5, 2016
APPROVE WITH REDACTIONS: September 26, 2016, and October 17, 2016
- 7:00 pm 2.) Call to Order by Chair
- Announcements; Review Agenda for the Public
- 7:02 pm 3.) Public Comment
- 7:10 pm 4.) Housing: Hear Report of Housing Consultant Karen Sunnarborg on Organization of Wayland Housing Programs and Initiatives
- 7:30 pm 5.) Legislative Update: Meet with Senator Richard Ross, Representative Carmine Gentile, and Representative Alice Peisch
- 8:00 pm 6.) River's Edge: Discuss Next Steps on River's Edge Project
- 8:30 pm 7.) Special Town Meeting: Review Articles
- 8:45 pm 8.) FY18 Budget: Review Town Administrator's Recommended FY18 Capital Program and Five-Year Capital Funding Plan

**BOARD OF SELECTMEN
Monday, October 24, 2016
Wayland Town Building
Senior Center**

Proposed Agenda Page Two

- 9:05 pm 9.) Special Town Meeting Warrant: Vote to Sign
- 9:15 pm 10.) Town Administrator Review: Deliver Final Evaluation Document to Town Administrator
- 9:30pm 11.) Minutes:
- Review and Vote to Approve Minutes of October 5, 2016
 - Vote to Approve and Release Executive Session Minutes of October 5, 2016; and Review and Vote to Approve and Release with Redactions the Executive Session Minutes of September 26, 2016, and October 17, 2016
- 9:40 pm 12.) Consent Calendar: Review and Vote to Approve (See Separate Sheet)
- 9:45 pm 13.) Review Correspondence (See Separate Index Sheet)
- 9:55 pm 14.) Report of the Town Administrator
- 10:05 pm 15.) Selectmen's Reports and Concerns
- 10:15 pm 16.) Topics Not Reasonably Anticipated by the Chair 48 Hours in Advance of the Meeting, If Any
- 10:20 pm 17.) Enter into Executive Session Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(2) to Conduct Strategy with Non-Union Personnel, Contract Negotiations with the Town Administrator
- 10:35 pm 18.) Adjourn

Town of Wayland Housing Organizational Structure

Purpose of Project

This report provides a summary of the respective roles and responsibilities of existing housing-related entities in Wayland, also noting where there is some lack of clarity, confusion or duplication of functions. It is important that the Board of Selectmen not only relies on a clear and viable framework for implementing its local housing agenda, but also integrates the administrative capacity for coordinating the actual work. Planning for and establishment of an organizational structure to promote affordable housing are the responsibilities of the Board of Selectmen and Town Meeting acting under any requirements of the Town Code and state law. This report further makes recommendations to enhance the Town's organizational capacity to promote affordable housing, building on the accomplishments to date such as the production of 200 affordable units, including the well-recognized Oxbow development; adoption of CPA and inclusionary zoning; and establishment of the Affordable Housing Trust for example.

Existing Organizational Structure

It is clear that the Town of Wayland has a cadre of extremely dedicated and knowledgeable volunteers to advocate and pursue affordable housing opportunities. Quite a few of these local leaders serve on multiple housing boards, others bring meaningful professional expertise to their roles in the community, and still others are drawn to housing because of their belief in social justice and interest in serving the community. The Town is also fortunate to have committed and experienced staff to support housing work as well as funding to bring on additional capacity.

It appears that there is a general community inclination towards collegial decision-making with respect to housing among multiple entities. This orientation is suggested by the participation of any number of housing advocates among several boards beyond the focus on just one, and the formation of what has been called the Joint Affordable Housing Committee which has been creating a context which promotes coordination and communication regarding housing activities among boards. The Joint Affordable Housing Committee, however, is not a formal committee but scheduled joint meetings of several local entities with some role in affordable housing.

However, the existence of multiple housing entities, each with input into housing issues, can also complicate and confuse actual decision-making, raising the question of who's really in charge of what? There has been a desire to "stay on the same page" instead of working in cross purposes, although because so many are asked to weigh-in on housing activities, it is not surprising that consensus is not always possible. While this approach is preferable to the dynamic in other communities where municipal boards become silos for decision-making with little cross communication, the push towards broad community support can also blur distinctions among entities and challenge the political process. This is particularly tricky when there is no general alignment on basic local housing goals and priorities with so many organizations responsible for furthering the Town's unclear housing agenda.

For a relatively small community, the Town can count more than a dozen entities that have some role in local housing issues as described below.

- ***Board of Selectmen/Town Administrator***

Primary Role: Manager of local government

As detailed in the Board of Selectmen’s Mission Statement, the “Wayland Board of Selectmen has broad authority over matters not delegated by statutes or bylaw to another town government entity. The Board of Selectmen, through the Town Administrator, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters,” and is advised by other appointed committees. While Town Meeting holds the ultimate authority for local budgets and regulatory changes, it is the Board of Selectmen that is responsible for day to day decisions regarding authorized responsibilities and what is ultimately included in the Warrant Articles for Town Meeting. This authority includes sign-off on resources and regulations with respect to housing.

The Board of Selectmen can be considered to “call the shots” with guidance from Town departments, boards and committees. Also, other governmental entities, such as the state, typically direct their correspondence to the Board of Selectmen/Town Administrator who in turn needs to have a clear idea as to where to delegate responsibility for further action.

With respect to affordable housing, the Board of Selectmen have the following primary functions:

- Ultimately to insure that all laws, regulations, guidelines, etc. are followed by the Town in regard to any locally-permitted housing development or governmentally-funded activity;
- To insure that all affordable housing units are preserved as affordable, continuing to meet all government requirements;
- To hire and supervise all staff and consultants involved in coordinating the implementation of the local housing agenda including planning, monitoring and other staffing responsibilities;
- To provide municipal input with respect to state inquiries regarding the appropriateness of Chapter 40B applications as input into state project eligibility determinations, considering recommendations from the Housing Partnership;
- In addition to the Planning Board, to approve the Housing Production Plan; and
- To authorize the inclusion of items in the Warrant Articles for Town Meeting approval including zoning changes, the conveyance of Town-owned property, or the allocation of subsidies related to affordable housing.

It is also important for the Board of Selectmen to have a clear understanding as to the authority and mission of each housing-related entity and then to consider recommendations from these entities with respect to their particular roles as identified below.

- ***Housing Partnership***

Primary Role: Housing policy maker and preliminary negotiating entity on affordable housing proposals

The Wayland Housing Partnership was established in 1984 primarily to review Chapter 40B proposals. As outlined in its Mission Statement, the Housing Partnership has been delegated two (2) major responsibilities that include:

- Acting as the Town's initial contact with developers of proposed affordable residential housing projects that are site-specific and for which the developer has indicated an intention to request an increase in the allowed density or other variances in return for said provision of affordable housing.
- Initiate action intended to create affordable residential housing projects consistent with Town policy.

In fulfillment of these basic responsibilities, the Partnership is to provide specific preliminary recommendations and conclusions to a number of specified boards (Board of Selectmen, Town Administrator, Housing Authority, Zoning Board of Appeals, Planning Board, Conservation Commission, and other applicable Town boards, commissions and committees) and receive comments. Following this review process, the Partnership is directed to issue specific recommendations to the Board of Selectmen for action.

The Board of Selectmen expanded the Partnership's role in 2004, charging them with leading and supporting efforts to address housing needs and recommending procedures for the implementation of local housing policy. These broadened responsibilities include:

- Develop affordable housing action plans based on housing needs studies;
- Establish criteria to evaluate affordable housing proposals;
- Make recommendations on the pros and cons of particular housing proposals;
- Identify local, state and federal housing resources to further development;
- Locate available land suitable for development;
- Review land use regulations and zoning bylaws;
- Work with developers of affordable housing (does not specify how); and
- Increase public awareness through forums and other public events.

These additional duties suggest that the Housing Partnership should be leading the local charge on housing planning and community education in addition to weighing in on any housing development proposals and new regulations.

- ***Affordable Housing Trust***

Primary Role: Fiscal manager of Housing Trust Fund

The state enacted the Municipal Affordable Housing Trust Fund Act on June 7, 2005, which simplified the process of establishing funds that are dedicated to subsidizing affordable housing. The law provides guidelines on what trusts can do and allows communities to collect funds for housing, segregate them out of the general budget into an affordable housing trust fund, and use these funds without going back to Town Meeting for approval. It also enables trusts to own and manage real estate, not just receive and disburse funds.

Unlike the approved bylaws or Declaration of Trust of most Housing Trusts, the Wayland Housing Trust is restricted to purchasing or developing no more than two (2) dwelling units without the approval of the Board of Selectmen and Planning Board. The Trust nevertheless has almost \$1 million in its Housing Trust Fund and is in the process of trying to establish priorities

for its investment. Some of this discussion is part of Joint Affordable Housing Committee deliberations and should ultimately be reflected in the HPP.

While the Housing Trust envisions being more than a bank, it will be important to clarify any responsibilities beyond the investment of Housing Trust Funds with those of the Housing Partnership to avoid confusion and duplication of efforts.

- **Wayland Housing Authority (WHA)**

Primary Role: Property owner and manager of subsidized housing, including rental subsidies
The Wayland Housing Authority (WHA) is a quasi-public agency that was established by the state and Town of Wayland to produce housing that is affordable to low- and moderate-income residents, authorized as a public authority under Massachusetts General Laws Chapter 121B. Since 1970 WHA has been the most active producer and manager of affordable housing in the community with an important inventory of 137 public housing units (112 units for seniors and younger persons with disabilities and an additional 25 scattered-site units for families), representing more than two-thirds of the Town's current Subsidized Housing Inventory (SHI). WHA also administers 78 Section 8 Housing Choice Vouchers,¹ manages the Family Self Sufficiency Program (helps tenants receiving federal rental assistance to move to economic independence), and coordinates other activities such as affordable housing monitoring.

In 1994, WHA created a non-profit subsidiary organization, Wayland Housing Associates, Inc. (WHA), to develop small-scale housing opportunities. Projects included two (2) affordable units on Millbrook Road and another on Plain Road that WHA continues to manage as rentals.

Besides its oversight of public housing and rental assistance, it will be important to differentiate WHA responsibility for any affordable housing-related activity vis a vis the Housing Partnership and Housing Trust.

- **Community Preservation Committee (CPC)**

Primary Role: Local funder
The Town adopted the Community Preservation Act (CPA) in 2002, which has been an important local resource for supporting affordable housing in addition to open space preservation, some recreational activities, and historic preservation. At least 10% of the annual CPA allocation, including the local surcharge and state matching funds, must be committed to community housing initiatives. About 29% of CPA funds, or about \$1.75 million, has been directed to housing thus far, including \$1.5 million for the Oxbow development and the remaining amount to a range of other housing activities. *The Community Preservation Committee's primary role is that of local funder and as such plays a pivotal role in making recommendations to the Board of Selectmen and ultimately Town Meeting on what housing initiatives get funded and at what amounts.*

- **Planning Board**

Primary Role: Regulatory oversight
The Planning Board is the permitting body for housing (and other) development. It provides approvals for subdivisions and plans that conform to zoning. It works to protect, and where

¹ Section 8 rental assistance is only eligible for inclusion in the Subsidized Housing Inventory (SHI) if it is project-based as part of a particular development and thus mobile vouchers cannot be counted.

possible, enhance local natural resources and preserve the quality of life for the citizens of Wayland.

The state directs planning boards to develop master plans that, among a variety of components, should include a housing element, which “identifies and analyzes existing and forecasted housing needs and objectives including programs for the preservation, improvement and development of housing. This element shall identify policies and strategies to provide a balance of local housing opportunities for all citizens.”²

The Planning Board takes the lead as Special Permit Granting Authority to issue special permits and conduct site plan review as regulated in Wayland’s Zoning Bylaw. This includes affordable housing projects that involve special zoning (not Chapter 40B), such as the River’s Edge development where a special overlay district was created, or those processed through the inclusionary zoning bylaw for example.

Besides being responsible for any zoning that involves affordable housing, the Planning Board, along with the Board of Selectmen, is responsible for approving the Housing Production Plan before it can be submitted to DHCD for state approval and for also approving Housing Trust projects that involve more than two units.

- **Zoning Board of Appeals**

Primary Role: Permitting agent

The ZBA provides permits for a substitution, an extension or alteration to an existing building, whether conforming or non-conforming. It also considers and grants special permits, including *comprehensive permits under Chapter 40B.*³

- **River’s Edge Advisory Committee**

Primary Role: Advisors to the Board of Selectmen on a Town-sponsored development

The River’s Edge Advisory Committee was created to provide guidance to the Town of Wayland on the development of the River’s Edge project, a Town-sponsored development. Members of the Committee include a representative from the Board of Selectmen, Finance Committee, Economic Development Committee (EDC), Department of Public Works, Planning Board, Design Review Board, the Housing Partnership, and two at-large members.

The EDC initially identified the site, which is owned by the Town, in an effort to support the Town’s economic development agenda that included the benefits of selling the land, increasing the tax base, and diversifying the housing stock by providing market rentals that are needed in the community as well as some affordable housing. The Committee also prepared special zoning that established the parameters of the development, with staff support from the Town Planner and the services of a consultant. Because 25% of the units will be affordable and included in the state’s Local Initiative Program (LIP) as Local Action Units (LAUs), all units will count as part of the Subsidized Housing Inventory, likely doubling the percentage of affordable housing from 4% to 7.9%. The Town issued an RFP in May and received several responses which

² Background Information for January 20, 2015 Wayland, MA Meeting on Housing, Compiled by Rachel G. Bratt, Chair, Wayland Housing Partnership (with input and assistance from: Mary Antes, Brian Boggia, Sarkis Sarkissian, Gretchen Schuler, Colleen Sheehan, Susan Weinstein).

³ Ibid.

the Advisory Committee is currently reviewing. *While there is a precedence for such an advisory committee in Wayland, as one was established for the former NIKE site, most communities use existing committees to oversee Town-sponsored development, most likely the Housing Trust in the case of Wayland's current organizational structure despite the project's initiation under the EDC.*

- ***Joint Affordable Housing Committee***

Primary Role: Convener on affordable housing issues

The Joint Affordable Housing Committee was convened in late 2015 to provide a forum for representatives of various housing entities – including the Housing Partnership, Planning Board, Housing Trust and Housing Authority – to discuss and come to some agreement regarding key housing issues. Members were divided into three (3) working groups, each with a designated staff person, including:

- Visions group (chaired by Kathleen Provost of WHA)
- Monitoring group (chaired by Brian Boggia of WHA)
- Zoning group (chaired by Sarki Sarkissian, Town Planner)

There have subsequently been several meetings with each group about ready to issue a paper providing the results of their discussion for review and comment by the whole group. It is anticipated that these papers will provide the context for actions to be taken during the next several years involving affordable housing.

The Joint Affordable Housing Committee is not a formal committee but should be considered a Housing Summit or Forum that provides opportunities for the various housing entities to have input into local housing policy. The members plan to hold two (2) of these meetings each year as a forum for discussion of housing issues as they arise, including implementation efforts of the Housing Production Plan.

- ***Assessors***

Primary Role: Assessment of property taxes

While the Town Assessor's Office is not typically directly involved in affordable housing issues, it is nevertheless tangentially involved by *assessing affordable housing units properly and following specific Affordable Housing Restrictions*. This is particularly important when affordable units initially come on to the tax rolls and upon any turnover of ownership. Several problems have arisen recently, and it is important for the Assessor's Office to have a clear understanding of where to go for technical support.

- ***Wayland Real Asset Planning (WRAP) Committee***

Primary Role: Research and analysis of municipal properties and long-range Town needs

The WRAP Committee has been "developing an accurate GIS inventory of all Town-owned parcels identifying custodial entity, size, deed and/or land restrictions, current uses, and other critical information."⁴ They have focused on the largest/most significant parcels and have held a couple of community forums to obtain local input. The Committee is particularly focused on municipal facility needs and expects to provide important input into long-range planning for the use of Town-owned property, working across stakeholder departments. *It should be noted that the missions of both the Housing Partnership and Housing Trust include identifying development*

⁴ WRAP Committee presentation at the Community Forums, May 11 and 16, 2016.

opportunities, and housing uses of municipal property should be prominent on the WRAP Committee's radar.

- ***Fair Housing Committee***

Wayland established a Fair Housing Committee to promote equal and fair housing in Wayland regardless of race, color, age, sex, religion, national origin, sexual orientation, veteran status, disability, welfare status, or children. The Committee was also charged with oversight of any discrimination complaints. The HPP has the Housing Partnership assuming these responsibilities.

- ***Wayland Council on Aging***

The Wayland Council on Aging provides a wide range of services to support the needs of the community's seniors, helping them remain active and independent. While not a housing entity, the Council on Aging provides important information and referrals to older adults in Wayland related to housing.

Major Recommendations

The following recommendations, based largely on written materials, interviews and the experience of other communities, are offered to build the Town's capacity to move its housing agenda forward:

Clarify housing responsibilities for BOS/Town Administrator delegation

As noted above, the Board of Selectmen, as staffed by the Town Administrator, ultimately bears the burden for insuring that all laws, regulations, guidelines, etc. are followed by the municipality in regard to any locally-permitted housing development or governmentally-funded housing activity. As such, it is essential that there be clear direction on housing issues that flow in and out of Board of Selectmen/Town Administrator's oversight. For example, it is important for the Board of Selectmen/Town Administrator to receive annual reports from Monitoring Agents on the continued affordability of SHI units. Similarly, when a subsidizing agency (DHCD, MassHousing, etc.) reaches out to the municipality, it is usually directed to the Board of Selectmen/Town Administrator. Obtaining comments related to a Chapter 40B application for project eligibility or the biennial review of the Subsidized Housing Inventory (SHI) are just two examples.

It will be important for the Town Administrator to know where to officially delegate the oversight and coordination of these and other housing issues as they arise. Certainly the recommendation of bringing on additional professional support for housing functions would help considerably in this regard.

Better define respective responsibilities of housing entities

The purposes of the Wayland Housing Trust and Housing Authority both specify "providing housing for low- and moderate-income households" with the Housing Partnership just a bit more general as "working with the community to lead and support efforts to meet the affordable housing needs of the Town." What are each specifically charged with to accomplish these missions?

First and perhaps easiest to address is the *Wayland Housing Authority*. As noted above, the WHA is effectively affiliated with the state and is not technically a part of local government. Given its long-standing position in housing for almost a half century, it has generally been considered the "go to" entity

when housing issues arise. This is likely due to the fact that it has professional staff available to address questions as they arise.

The Authority stepped outside of the typical public housing realm by creating a non-profit organization, the Wayland Housing Associates, Inc. (WHA) to develop some small-scale housing opportunities. Moreover, as mentioned above, the WHA also manages rental vouchers and special programs, including the monitoring of affordability restrictions for a number of projects. This report recommends formalizing these monitoring functions for all developments (see below).

The next issue is to clarify the responsibilities of the Housing Partnership and Housing Trust, attempting to limit duplication in their respective charges. A review of their missions, as summarized above, and the responsibilities outlined in the HPP suggest some confusion about who's in charge of what.

While the *Housing Trust* is interested in expanding its role beyond that of fiscal agent for the Affordable Housing Trust Fund, the list of powers, as approved by Town Meeting in 2014, limits its role to those included in MGL Chapter 44, Section 55C, largely involving accepting funds from various sources such as private donations, developer payments, and Community Preservation Funds, to be utilized for affordable housing. As noted above, Town Meeting approval actually eclipsed some of the powers included in MGL Chapter 44, Section 55C by limiting purchase and/or development to no more than two (2) units at a time unless the Trust receives Board of Selectmen and Planning Board approval. This may not be much of a constraint if the Housing Trust acknowledges that the most effective and efficient way for localities to promote affordable housing, besides local zoning, is to work in partnership with developers who can take advantage of economies of scale and leverage other public and private funding to maximize project affordability. The local Housing Trust effectively becomes a "gap filler" in this scenario, providing the final resource that makes the development feasible. For example, this was accomplished with CPA funding in the case of the successful Oxbow project.

The buy-down approach of acquiring one or two properties is particularly challenging in communities with high property values that widen the affordability gap beyond even \$300,000 per unit when you add in needed improvements and other soft costs. The community should question whether this amount of per unit subsidy and associated administrative burden reflects sound housing policy.

As an alternative, the Housing Trust could also invest in a Housing Rehabilitation Program or Emergency/Small Grants Program that could address some likely unmet local housing needs on a much more reasonable amount per unit for qualifying households. Another option might be a Rental Assistance Program that mimics the Section 8 Program. There are many good community models available on which to base such programs, and still the current funding available in the Housing Trust is significantly more than what would be needed for each of these initiatives.

The HPP has the Housing Trust taking the lead on a number of strategies that are included in the charge of the Housing Partnership's and typically under the purview of Housing Partnerships. These include actions to promote community outreach and education (website and Resource Manual) as well as identifying land that might be suitable for development which overlaps a major element of the Housing Trust's mission as mentioned above.

To add some further confusion, the HPP also indicates that the Planning Board should take the lead in preparing local 40B guidelines and a standard practice for LIP "friendly 40B" projects. In these cases the lead entity should be the Housing Partnership which has been formally charged with *the initial review of*

development proposals that involve affordable housing, including Chapter 40B projects. It would also be useful for the Housing Partnership to touch base with the Zoning Board of Appeals, the actual permitting entity for 40B's, when developing these guidelines and protocols.

Specific Recommendations

WHA

Except for those functions for which WHA is specifically responsible, the Town should rely solely on housing recommendations that emanate from its municipal housing entities, the Housing Partnership and Housing Trust, both of which have important WHA representation.

Housing Partnership and Housing Trust

This report provides several options for reducing confusion between Housing Partnership and Housing Trust responsibilities including:

- **Option 1: Status Quo**
The Town could maintain the long-standing responsibilities of the Housing Partnership, holding the Partnership accountable for fulfilling them. In order to this, the Partnership must continue to attract members who will be able to make important contributions and bring on professional support to build its capacity (see separate recommendation below).

The Housing Trust would then focus its efforts on strategically investing its Housing Trust Fund to fulfill local goals and priorities, which should also be addressed in funding guidelines and an action plan to be adopted by the Trust. As with the Housing Partnership, this report highly recommends adding the support of a shared housing professional (see recommendation below) to enable the Trust to effectively fulfill its functions.

- **Option 2: Adopt Bedford model over time**
Wayland is well acquainted with the overlap of board members among its housing entities, and it might be useful over time to move towards an organizational model that was adopted in Bedford. This involves having a substantial overlap of members on both the Housing Partnership and Housing Trust with both entities meeting on the same evening. Both have separate agendas, and when the first meeting is adjourned the other is opened. This process has worked effectively in Bedford for more than 16 years. In Bedford's case, professional support to staff both entities is provided by the Regional Housing Services Office (RHSO) with a representative attending both meetings but not having to venture out to two separate meetings each month. Before bringing on RHSO, both Boards were staffed by a part-time housing consultant.

In Bedford, the division of responsibilities between the Housing Partnership and Housing Trust is fairly standard with the Housing Trust managing the Housing Trust Fund, in effect serving as a "housing bank"; and the Housing Partnership in charge of local advocacy, outreach and education, policy development, housing planning, and the review of development proposals. Because there is some overlap of development skills needed on both the Housing Partnership and Housing Trust (the Partnership in its review of development proposals and the Trust's work

with developers on housing development opportunities), this model with overlapping members has worked quite well on that score.

- **Option 3: Adopt Weston model over time**
 Many communities have decided to maintain a single housing board or committee to oversee housing-related projects and issues, including the implementation of a Housing Production Plan. Some have found that it has been challenging to attract the necessary interest and expertise to two separate housing entities and have preferred to concentrate on developing the appropriate capacity on a single board, typically a Housing Trust that brings with it the advantage of a number of additional statutory powers (I often refer to them as Housing Partnerships on steroids). This Trust then serves as the single municipal entity responsible for housing. Other anticipated advantages of a single entity include greater accountability and improved coordination of housing activities.

The turnover of key Housing Partnership/Trust members in the future may present a compelling rationale to explore such a consolidation of entities in Wayland. The most important consideration is that the members have the requisite expertise and interest to make important contributions to an enhanced Housing Trust, even integrating key Housing Partnership members into the Trust. Important Housing Partnership activities such as advocacy, education, review of development proposals, etc. would be added to the charge of the Housing Trust.

As noted above, as the Housing Trust gains more experience in dealing with housing development projects, this expertise may duplicate that which is needed for the review of development proposals by the Housing Partnership. A single board would reduce this duplication of skill sets across boards.

Weston in fact decided to adopt a recommendation in its Housing Production Plan to fold the Housing Partnership and its responsibilities into an expanded Housing Trust that then becomes responsible for the oversight of affordable housing activities in town, particularly the implementation of the HPP. With approval from the Board of Selectmen, the Housing Partnership disbanded this past summer after several decades of excellent service to the Weston community.

The table below summarizes the organizational configurations for a number of communities in the area, ranging from no municipal housing entities in Dedham and Needham at this time to several entities in Lincoln. Most of the communities have a single entity, typically a Housing Trust or Housing Development Corporation.

Housing Entities in Nearby Communities

Community	Housing Entity
Acton	Acton Housing Development Corporation ⁵
Bedford	Housing Partnership and Housing Trust with many

⁵ The Acton Community Housing Corporation was created in 1996 by a home rule petition to serve as the Town’s initial contact with developers of affordable housing projects, providing early input on proposals and monitoring the affordability of units once produced. Other Housing Development Corporations were created as subsidiaries of public housing agencies (such as the Wayland Housing Development Corporation) or as a separate 501(c)(3) tax-exempt non-profit organization prior to the passage of the Municipal Affordable Housing Trust statute.

	overlapping members (the entities meet consecutively on the same date)
Belmont	Housing Trust
Carlisle	Housing Trust
Concord	Concord Housing Development Corporation
Dedham	Nothing besides the Housing Authority
Dover	Housing Partnership
Lexington	Housing Partnership and LexHAB (development entity)
Lincoln	Affordable Housing Coalition made up of Housing Commission, Housing Trust and Lincoln Foundation
Needham	Nothing besides the Housing Authority but considering a Housing Trust
Stow	Housing Trust with an Inactive Housing Partnership
Sudbury	Housing Trust
Wellesley	Housing Development Corporation
Weston	Housing Partnership recently disbanded and folded into the Housing Trust; also has an Elderly Housing Committee that owns and manages senior housing
Winchester	Housing Partnership

Secure sufficient professional support

If the Board of Selectmen expects to fulfill its duties in effectively complying with all laws, regulations, guidelines, etc. in regard to any locally-permitted housing development or governmentally-funded housing activities, it needs to bring on additional professional capacity and expertise. Moreover, assuming a more proactive role in promoting affordable housing and effectively implementing actions included in its Housing Production Plan or through deliberations of the Joint Affordable Housing Committee, will require increased professional support.

Both the Housing Partnership and Housing Trust would benefit considerably from the availability of a housing professional to staff their work. There has already been some precedence for hiring the Regional Housing Services Office (RHSO) on specific tasks including help in dealing with foreclosures on affordable homeownership units and recent problems related to deeds on Habitat units.

The Town Planner already has a full-time position staffing the Planning Board and has limited capacity to assume significant additional responsibilities although he has attempted to do so when called upon. Moreover, WHA staff persons have been immensely helpful in supporting Town housing activities but are unlikely to be able to do more without more formalized arrangements and compensation.

Those communities that have made notable progress in implementing their housing agendas have largely done so with ongoing professional support, however municipalities have handled this need differently as described below. Most of these communities are accessing CPA funding to support these positions, but Housing Trust Funds could also be used.

Community Models for Securing Professional Expertise
<ul style="list-style-type: none"> The communities of Acton, Bedford, Burlington, Concord, Lexington, Sudbury, and Weston are collaborating through the operations of the Regional Housing Services Office (with Concord as the Host Community) to provide assistance in planning, permitting, monitoring, maintaining, and increasing their inventory of affordable housing.

- Marshfield issued a Request for Proposals for a Housing Coordinator position and hired a full-time person and then split this position between two consultants.
- Bourne hired a part-time consultant and has increased the number of hours over the years as programs and responsibilities increased.
- Grafton has an Assistant Planner on board to assume many of these housing-related functions.
- Chatham has relied heavily on its effective Housing Authority for program support related to affordable housing.
- Needham brought on a part-time Housing Specialist as part of Planning and Community Development Department.

With input from the Housing Partnership and Housing Trust, the Board of Selectmen should develop a Scope of Services for a part-time housing consultant/housing coordinator and issue a Request for Proposals (RFP) to solicit interest from qualifying professionals or organizations to undertake these services. It should also be noted that other consultants could be brought on as needed to handle specific activities including environmental engineers for predevelopment work, appraisers, surveyors, lawyers, etc.

The Housing Coordinator position should report directly to the Town Administrator. Because the housing entities are accountable to the Board of Selectmen, it correspondingly makes sense that a housing position would be hired and under the supervision of the Town Administrator.

Some activities that might be included in the Scope of Services include:

- Staffs the Housing Trust and Housing Partnership;
- Provides HOME Program related tasks;
- Answers housing inquiries;
- Maintains a list of those to notify when affordable housing opportunities arise;
- Conducts marketing/lottery work;
- Reviews and submits reports regarding development proposals;
- Reviews affordable housing development documents;
- Coordinates new or modifies zoning related to affordable housing, working with the Town Planner;
- Oversees HPP implementation;
- Assists in the preparation of Requests for Proposals (RFP) for housing projects;
- Provides orientation to new housing-related board members;
- Performs community outreach and education, including the preparation of materials;
- Researches funding sources available to supplement local resources;
- Drafts criteria to evaluate affordable housing proposals;
- Organizes public forums and special events, including housing summits;
- Explores development opportunities; and
- Drafts funding guidelines and the action plan for the Housing Trust.

Monitoring functions could be included in this RFP or designated separately as discussed in the above recommendation, including these activities:

- Monitors Subsidized Housing Inventory (SHI), including identification of compliance violations;
- Prepares/oversees database of affordable units/deed riders; and

- Insures the receipt of all cost examinations upon completion of Chapter 40B projects as well as annual financial reports on all 40B rental projects and annual monitoring reports; reviewing and passing them on to the subsidizing agency and Board of Selectmen (officially the Town Administrator who will share the reports with the Housing Partnership and any dedicated staff/consultant).

Formalize monitoring functions

The monitoring of the Subsidized Housing Inventory (SHI) is essential for preserving the existing supply of affordable units in town. While WHA has specific monitoring responsibilities for a number of developments in town, for which it conducts annual recertification of affordability, it has also been conducting the monitoring of other developments where the designated Monitoring Agent is not locally based (South Shore Housing, CHAPA and the Barnstable Housing Authority for example). They have been conducting this monitoring without an official designation and compensation.

This report recommends formalizing monitoring functions through the following process:

- ***Conduct outreach to existing Monitoring Agents***
The Board of Selectmen should send letters to the other identified Monitoring Agents (South Shore Housing, CHAPA, Barnstable Housing Authority, Habitat for Humanity, LDS Consulting Group) asking if they would consent to officially turning over their monitoring functions for Wayland developments to the WHA or another identified entity. They could agree to transfer just the annual recertification process and/or any potential refinancing and resale activity. These entities may want to hold onto the resale functions as they involve fees as a small percentage of the resale price. Nevertheless, the resale process is not high on many organizations' lists of favorite activities, and there may be some willingness to give up this function as well.
- ***Approve compensation for monitoring functions***
While Monitoring Agents receive a significant initial fee when they execute a Monitoring Services Agreement, additional fees are not typically forthcoming until resales arise. Consequently, annual monitoring activities typically go unfunded unless included as part of a job description for specified paid staff or a consultant. To additionally formalize these responsibilities, the Town should allocate funding through either CPA or Housing Trust Funds to compensate monitoring activities.
- ***Issue a Request for Proposals (RFP)***
The Board of Selectmen will need to prepare a Scope of Services detailing the work to be completed and issue a Request for Proposals (RFP) to satisfy Chapter 30B procurement requirements. This RFP could separately cover monitoring functions or be combined with the RFP for other professional housing services discussed in the above recommendation.
- ***Obtain official Town approval and designation as Monitoring Agent***
The selected Monitoring Agent from the RFP, should then seek official approval to assume these functions for the projects that officially designated a non-local Monitoring Agent. The Town of Needham went through this process a couple of years ago when the designated Monitoring Agents for a number of older Chapter 40B homeownership projects were either no longer operational or had little interest or capacity to fulfill these functions. The Town formally

sought approval from the Board of Selectmen to assume project monitoring with the Town Manager as point person. With this go-ahead the Zoning Board of Appeals was asked to approve amendments to the comprehensive permits, designating the Town, through the Town Manager or his/her designee, as Monitoring Agent. The Town also obtained approval from MassHousing where they were the designated Project Administrator which required that the person or firm assuming these responsibilities for the Town had appropriate experience/certification to conduct the monitoring. It will also be useful to execute a Monitoring Services Agreement with the designated Agent.

- *Monitor the monitors*

The Board of Selectmen should receive annual reports from the Monitoring Agents indicating when the monitoring occurred, project(s) involved, as well as any compliance issues. These reports should be for both ownership and rental developments. It is also important to insure that the Board of Selectmen receives the initial cost examination reports for Chapter 40B developments following project completion as well as annual financial reports for rental developments. Kudos to efforts that are currently underway in Wayland to obtain missing cost examinations for a couple of 40B developments! Nevertheless, the Board of Selectmen needs to have a formal process in place to regularly obtain all reports.

- *Engage legal help in enforcement*

There having been some compliance problems with respect to the deed restrictions, including owners of affordable units renting them out at market rates. When these owners continue to be in noncompliance after receiving warning letters about the problem, the Board of Selectmen should take legal action to enforce the deed riders. While this might involve costs, in line with the broken window theory, such action might ward off compliance problems with other units. Both CPA and Housing Trust funds could cover these legal expenses.

Continue Joint Housing Meetings/Housing Summits

The convening of all major local housing entities through the Joint Affordable Housing Committee has been a major step forward in focusing on housing issues in Wayland. While the term "Committee" has been applied, these meetings should instead be considered as "housing summits" or "housing forums". The term "Committee" further complicates Wayland's already confusing organizational structure for housing and perhaps misrepresents the intent of the meetings.

My work with communities typically includes a strong recommendation for these "housing summits" as a means for improving local communication and coordination among municipal entities that are involved in housing issues. I am therefore truly impressed by Wayland's efforts and interest in maintaining these meetings at least twice a year. As meetings continue, participants should consider the following recommendations:

- Rotate chairmanship among the four (4) leading participating entities to demonstrate equal participation and ownership in the proceedings and to minimize perceptions as a "Committee" meeting and more as a convening.
- Specify which entities are responsible for which actions as reports are issued for discussion and recommendations are made regarding policies and strategies.

- Try to reflect the results of the reports and outcomes of deliberations in the HPP as time allows, certainly in any revised HPP down the road (see recommendation below).
- Consider opening up the meeting to local residents and other local and regional stakeholders to obtain community input once a year or as a special meeting. Some communities have held housing summits that have included panel discussions of important housing issues, bringing in representatives from other towns and/or organizations. Other communities have brought in a guest speaker that attracted interest and visibility in the housing issue. Still others have had sponsored pot luck meals and then presented an update on the implementation of their HPP. Such meetings can also be helpful in providing a forum to present proposals on new housing initiatives, engaging the public in a context where all major housing entities participate.

Consider Future Amendments to the Housing Production Plan (HPP)

The Town recently submitted its Housing Production Plan to the state following local approvals by the Board of Selectmen and Planning Board. While this Plan may likely meet state requirements, it remains insufficient in documenting and prioritizing local housing needs that directly impact housing strategies. Most of the good work and discussion that is evolving as part of the Joint Affordable Housing Committee should have been informed by the HPP and vice versa.

While some might potentially perceive Housing Production Plans as just another task to meet a state requirement, communities that go through a meaningful planning process benefit by having a document that serves as a roadmap to the community's housing agenda, generated as part of good data analysis, interviews with local stakeholders, and a transparent and inclusive public process. I believe that at some point in the next several years the Town would benefit from a much more formal, rigorous and comprehensive housing planning process. This planning process would be informed by the work of the Joint Affordable Housing Committee, additional housing summits, a meaningful public process, better documentation of local housing needs and priorities, and greater clarification of respective roles and responsibilities of the various local housing entities. To do this, the Town should invest CPA or Housing Trust Funds or even obtain state funding from the Planning Assistance Toward Housing (PATH) Program to obtain the services of a qualified consultant through an RFP process. This process would result in a much more meaningful document that resonates with Wayland's unique needs, preferences and resources.

Finally, I would like to formally express my appreciation to all those who took the time to speak with me about this issue. I trust you will see your comments reflected in this report, and hope you will work with the Town Administrator to take steps toward implementing these recommendations.

DATE: OCTOBER 24, 2016
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: RIVERS EDGE: UPDATE

RECOMMENDED ACTION:

DECIDE HOW THE BOARD WILL COMMUNICATE WITH THE DEVELOPER PRIOR TO AWARD AND ANY NEXT STEPS TO ADDRESS PRE-CONTRACT MATTERS.

BACKGROUND:

On October 17th, the Board of Selectmen received the recommendation of the Rivers Edge Advisory Committee to award the contract for development of River's Edge to Wood Partners.

PRE-CONTRACT MATTERS:

1. COMMUNICATION WITH THE DEVELOPER

Jim Lambert, Director of the Boston office of Wood Partners contacted me to let me know Wood Partners is ready to move forward on the project and would be pleased to enter into contract with the Town through the Board of Selectmen. . Mr. Lambert asked for next steps including whether an initial meeting with the Board would be scheduled and designation of a point of contact / agent for the Town for the project.

2. TIMETABLE:

The Town's Request for Proposal for the River's Edge project was reviewed by Town Counsel and the RFP states on P. 2 of Exhibit 1.1: "This proposal will remain subject to acceptance by the Town of Wayland ("Town") for 180 days after the date of submission of proposals or such time as the Town and the RFP respondent may agree in writing." Proposals were received July 6th. The 180 day period ends January 6th.

As discussed last week, notice of award of the contract is followed by 30 days for execution of a Land Development Agreement and 90 days for the developer's due diligence. Clarification of the timetable will be made when legal counsel for this project is confirmed.

3. LEGAL SERVICES:

We received the attached proposal from Anderson Krieger to extend the firm's services as special counsel for this project. The Board may wish to pay these costs from the legal budget in FY 17 for Phases 1 and 2 of the proposal at a fixed fee of \$28,500 and include additional funding

of \$12,000 in FY 18 for Phase 3. The FY 17 legal budget would need to be carefully tracked with a request for Reserve Fund Transfer to Finance Committee if necessary. Additional analysis on the legal service budget will be requested of staff by Monday.

4. PLANNING SERVICES / ECONOMIC ANALYSIS:

Attached is a proposal for up to \$5,500 from planning consultant Mark Fougere to update the 2013 economic analysis for the Rivers Edge project, given current conditions and costs and the developer's proposal. These services may be helpful to create a final economic impact analysis for Rivers Edge, including up to date information about the costs and benefits of the project. Mr. Fougere was one of two contractors recommended to do this work by Connery Associates who did the original study for the town in 2013. Funding would be sought through a Reserve fund Transfer request to the Finance committee.

5. SCHOOL BUS PARKING

The School Superintendent reports as follows: Dave Warner for Warner Larson Landscape Architects made a presentation to the School Committee at their October 5th meeting regarding parking the buses at 207 Main Street. He described the parcel along with his plans to park 21 buses, 21 personal cars (for the drivers) and a trailer on the lot. The plans included earth work, paving, a grade change, and buffer zones -- along with a fence to minimize noise. At the same time, the Committee will be looking into alternative proposals. A new bus contract is also going out to bid which will include alternative proposals for in-district and out-of-district bus parking so that we have an updated estimate of the parking costs. With regard to zoning, the process may be similar to that used for the Carroll School. If the School Committee chooses to proceed under the Dover Amendment, the site plan review process has specific controls that favors the schools' development plan and limit zoning control by potentially removing the use of a discretionary zoning permit.

6. TRANSFER STATION LAYDOWN AREA:

Attached is correspondence from the Chairman of the Board of Public Works in response to my formal request for the Board's plans to vacate the Rivers Edge site. The costs to develop the $\frac{3}{4}$ acre "triangle area" into a laydown area are estimated at \$250,000 and can be funded from \$300,000 in unspent funds from the DPW project.

7. TRANSFER STATION ROAD WORK:

Under a 2013 Conservation Commission Order of Conditions and DEP superseding Order, the Town is required to do specific improvements to the Transfer Station access road. \$100,000 was appropriated for this project in FY 16. The project cannot be delayed further because, in order to build the River's Edge project, a water line must be installed in the road.

DPW submitted an FY 18 capital improvement project for \$2.3 million for work designed by Weston and Sampson to comply with the 2013 Order. The project includes new drainage, 5 culvert crossings, demolition of the old salt shed, wetland reclamation and road resurfacing.

The Town Administrator recommends funding for this project as follows: 1) the \$1,124,000 remaining from the 2013 authorized borrowing for the new DPW which allowed improvements to the access road as an allowable use of the funds; 2) \$860,000 from remaining bond premium (the Finance Director recommends the bond premium be used for a single large project). Appropriation of the bond premium is subject Town Meeting action. 3) The balance of \$316,000 would be from a new appropriation.

8. WATER LOOP

The construction of a "water loop" for the Rivers Edge project is required by the Water Department for the reasons below. The "water loop" may be a cost to both the developer and to the Town. Engineering alternatives are under consideration.

The Water Superintendent provides the following basis for requiring a water loop for Rivers Edge: The Mass DEP guidelines for Water Main Installation Section 9.3-6 states: "Dead Ends - Dead ends shall be minimized by looping of all mains whenever practical." Unless another engineering alternative is identified, a loop for the proposed Rivers Edge Project will be required by the Water Department because: 1) Water Quality: Without the water loop, water quality at the extremities of the water system can be compromised by high iron, rising disinfection by-product (Trihalomethanes and Haloacetic Acid) and rising Chlorate residuals and 2) Redundancy: Secondary feed or a water main loop is essential for providing potable drinking water and fire protection to the site if the proposed river crossing were to develop a leak. The Water Division is not equipped to repair a leak of this kind.

Balmer, Nan

From: Stephen D. Anderson <SAnderson@AndersonKreiger.com>
Sent: Wednesday, October 19, 2016 7:00 PM
To: Balmer, Nan
Cc: David Wiener
Subject: Rivers Edge

Hi Nan,

As you requested, Anderson & Kreiger is pleased to submit this proposal to continue our work for the Town of Wayland on the River's Edge project.

Scope of Work

We have divided the upcoming scope of work into three phases, as follows:

- Phase 1: Representing the Town on the negotiations and execution of the Land Disposition Agreement (LDA) and related documents with the successful bidder.
- Phase 2: Advising the Town on issues that arise after the execution of the LDA but before the closing of the sale of the Property. Given the various extension rights in the LDA, this period could be as long as three (3) years.
- Phase 3: Representing the Town on the closing of the sale of the Property to the successful bidder.

Price Proposal – Hourly Rates

Below is our Price Proposal for each phase of the work based on the same hourly rates we proposed in our initial response to the Town's RFP. The hours are necessarily an estimate only and subject to the normal caveats that they can increase or decrease based on the services required as the matter unfolds. With respect to Phase 1 in particular, the estimate of hours assumes that the negotiation of the LDA will be limited to the comments on the LDA submitted by the successful bidder with its proposal.

We are not proposing to raise our rates for the balance of 2016 or for 2017. Keeping in mind that these are the same rates that we quoted in 2015 when A&K first submitted its bid for the River's Edge project, we are essentially keeping our rates flat for a 3 year period. If, however, work for any of the Phases occurs in 2018 and thereafter (which we believe is likely, with respect to Phases 2 and 3), each quoted rate will increase by 5% annually effective 1/1/18.

We anticipate that most of the work will be handled by Stephanie Dubanowitz, an excellent senior real estate associate. We have, however, estimated some time for partner input where we believe the participation of a partner will be necessary and add value for the Town.

Phase	Services	Personnel	Rate	Hours	Total
Phase 1	Negotiation of final LDA with successful bidder	Partner	\$320	5-10	\$1,600 -
		Counsel/Associate	\$270	15-25	\$3,200
		Paralegal	\$150	0	\$4,050 -
					\$6,750 - \$0
Phase 2 (3 year period)** **Subject to annual increases in 2018 and thereafter, as set forth above.	Post-Execution Services, between LDA and Closing	Partner	\$320	10-20	\$3,200 -
		Counsel/Associate	\$270	20-30	\$6,400
		Paralegal	\$150	5-10	\$5,400 -
					\$8,100 - \$750 - \$1,500
Phase 3** ** Subject to annual increases in 2018 and thereafter, as set forth above.	Closing	Partner	\$320	10	\$3,200
		Counsel/Associate	\$270	15	\$4,050
		Paralegal	\$150	15	\$2,250

Alternative Price Proposal – Conditional Fixed Fee

We recognize that the Town is interested in controlling legal bills, and therefore we are prepared to offer the Town an alternative, conditional fixed fee arrangement, in lieu of a standard hourly billing arrangement, as follows:

Phase	Conditional Fixed Fee	
Phase 1:	\$10,500	<ul style="list-style-type: none">• The Fixed Fee of \$10,500 is based on an estimate of 35 hours at a blended rate of:• The Fixed Fee will cover up to 1.5x the estimate of 35 hours (i.e. up to 52.5 hours).• If the total hours on Phase 1 exceed 1.5x the estimate of 35 hours i.e. 52.5 hours), it revert to hourly rate billing at the rates, including annual increases, described above
Phase 2:	\$18,000	<ul style="list-style-type: none">• The Fixed Fee of \$18,000 is based on an estimate of 60 hours at a blended rate of:• The Fixed Fee will cover up to 1.5x the estimate of 60 hours (i.e. up to 90 hours).• If the total hours on Phase 2 exceed 1.5x the estimate of 60 hours (i.e. 90 hours), it above.
Phase 3:	\$12,000	<ul style="list-style-type: none">• The Fixed Fee of \$12,000 is based on an estimate of 40 hours at a blended rate of:• The Fixed Fee will cover up to 1.5x the estimate of 40 hours (i.e. up to 60 hours).• If the total hours on Phase 3 exceed 1.5x the estimate of 40 hours (i.e., 60 hours), t

The Conditional Fixed Fee for a particular Phase would be due and payable prior to the commencement of the work on that Phase.

Expenses

Under either billing arrangement, the Town will responsible for all reasonable expenses incurred by A&K in connection with the project.

Conclusion

A&K would very much like to continue our work for, and relationship with, the Town on this important project.

Please call David or me if you have any questions.

Steve



Stephen D. Anderson
T. 617.621.6510 | F. 617.621.6610 | M. 617-510-1159
[Anderson & Kreiger LLP](#) | 50 Milk Street, 21st Floor, Boston, MA 02109

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FOUGERE PLANNING & DEVELOPMENT Inc.

Mark J. Fougere, AICP

253 Jennison Road Milford, New Hampshire 03055
phone: 603-315-1288 fax: 603-249-9314
email: Fougereplanning@comcast.net

CONSULTING AGREEMENT

Town of Wayland, MA

This Agreement is entered into on October 17, 2016 between the Town of Wayland (Ms. Nan Balmer, Town Administrator) (hereinafter "Client") having its principal offices at 41 Cochituate Road, Wayland, MA 01778 and Fougere Planning and Development, Inc. (hereinafter "Consultant") having its principal offices at 253 Jennison Road, Milford, NH, 03055, for purposes and considerations herein expressed.

WHEREAS, Consultant has experience in the fields of planning and ordinance development and is qualified to consult with and assist communities and companies in: a) The drafting of zoning ordinances, b) Development related issues and impacts, c) Municipal approval permit process; and

WHEREAS, Client wishes to retain Consultant for the purpose of benefiting by its experience, especially in the reviewing the fiscal impacts of development; and

WHEREAS, Consultant is willing and able to accept such an assignment and fee agreement;

NOW, THEREFORE, in consideration of the premises, the parties agree as follows:

1. The Consultant will review and update the Fiscal Impact Analysis report completed by Connery Associates dated March 15, 2013 for a proposed rental housing project. To fully understand the fiscal impact of the project the following analysis will be followed:
 - a. Current baseline community data will be collected including population, household housing unit types.
 - b. Town and school budgets will be reviewed (three most recent years) to examine department funding and cost trends. Existing demand on services will be reviewed including recreational needs and public works. Interviews will take place with key town administration and school officials to obtain a firm understanding of finances and operations.
 - c. Working with Assessing Officials and reviewing similar project types (and others if deemed necessary), projected project values will be developed. Based on these findings, projected local tax revenue will be developed.
 - d. Five years of school enrollment trends, by grade level will be reviewed. In addition, school capacity figures will be researched for all school facilities.

- e. School officials will be consulted to discuss potential impacts from the proposed development.
- f. Based on these findings, interviews with key town departments will occur, including Fire, Police, Public Works, Recreation and Town Administration to discuss potential department impacts and cost ramifications. In addition, appropriate School Administration officials will also be interviewed to discuss school enrollment impacts.
- g. Based upon these interviews and findings, a draft fiscal impact analysis will be developed along with projected municipal service demands. The draft report will be provided to the Client for review and comment. Following that review, comment and Client approval, Consultant will deliver a final report (pdf and hard copy) in a format suitable for distribution by Client to interested parties.

At all times the Consultant will work closely with the Client in developing said fiscal report; a draft shall be submitted to the Client to review and approval prior to submitting to the Town.

2. As a Fee for services rendered, Client agrees to pay Consultant according to the following schedule:

a. **Fee** –The Consultant shall provide the noted services outlined in paragraph 1 for a fee range not to exceed \$4,500 - \$5,500. Monthly invoices will be issued outlining work that has been completed. Invoice payment due upon receipt. This fee does not include services outside the noted scope of services detailed in Section 1. Additional services shall be charged at a rate of \$125/hour, including attending public hearings/meetings and responding to comments received from the Town relative to the Fiscal Report.

b. **Expenses** – Reasonable out of pocket expenditures including draft report copies and report production shall be the responsibility of Consultant. (Up to a maximum of 10 printed copies of the final report, plus pdf.)

c. **Independent Contractor** – Consultant shall at all times remain an independent contractor and shall not be deemed an “employee” or an “agent” of Client for any purposes, and shall not have the authority to bind Client in any way.

3. Consultant shall maintain its own insurance.

4. The parties acknowledge the confidentiality of each other’s business and financial records as they relate to this agreement. Each party further agrees that any information concerning the parties shall be considered confidential, and may not be disclosed without prior written consent, except parties attorneys may review and comment, and except as may be legally required. The parties further acknowledge that (a) Client shall not be obligated to keep the final report (and any related written deliverables) confidential, and shall have the right to disclose the same, and (b) Client may make such disclosures about this engagement as are required in connection with operation of its business or its applications for land use approvals.

5. This document contains the entire agreement of the parties. It may not be modified or changed except by a written agreement signed by each party.

6. The parties acknowledge that this agreement is being executed and delivered and is intended to be performed in the Commonwealth of Massachusetts and shall be governed by the substantive law of the Commonwealth of Massachusetts.

7. In the event that any provision of this Agreement is held by any Court to be illegal, invalid, or unenforceable, then this Agreement shall be read as if such illegal, invalid, or unenforceable provisions were not contained herein, and the remainder of this Agreement shall be of full force and effect.

8. Either party, in writing, may terminate this contract at any time. If the Client should terminate the contract, the Client shall pay Consultant for relevant time spent working for the Client while under Contract. If Consultant should terminate the Contract, at least 2 weeks' notice shall be provided and the Consultant shall turn over to the Client any relevant materials gathered while under Contract once final payment for services have been received.

IN WITNESS WHEREOF, the parties have hereunto set their hands in multiple counterparts, as of the date first written above.

AGREED AND ACCEPTED

CLIENT:

DATE

By: _____

By: Nan Balmer, Town Administrator

CONSULTANT:

DATE

Fougere Planning and Development, Inc.

Mark J. Fougere

October 17 2016

By: Mark J. Fougere, AICP
President

October 21, 2016

Ms. Nan Balmer
Town Administrator
41 Cochituate Rd.
Wayland, MA 01778

Dear. Ms. Balmer:

{Note: The Board of Public Works (BoPW) voted 4-0-1 to support the text of the letter below at our meeting on Oct. 19th.}

I, and the BoPW, are in receipt of your letter dated Oct. 13 in regards to the River's Edge site. In this letter you ask for a detailed plan and timeline to vacate the site. As I am aware that the Board of Selectmen (BoS) have asked you to draft this letter, I am a bit surprised that they have asked you to do so. I briefed the BoS on the plan, which you and your staff created, at their meeting on Sept. 19. That plan was, and continues to be, our collaboratively created plan.

The DPW has blocked off an approximately one-acre portion of the so-called Rivers Edge site (down from originally 3.5 acres), and will use only this portion of the site until another laydown area is found or until we are forced to vacate. The Town will attempt to negotiate with the developer to allow DPW to use this portion of the RE site until the "triangle site" is available for us. Based upon the Conservation Administrator's estimates, the triangle site would likely be approved for use by ConCom by spring. He also estimates that modifications would need to be made to the site as part of the order of conditions, and by the time those modifications are funded and built, we are realistically looking at the autumn of 2017 before we could move to this site.

As we warned at the September 19 meeting, if an agreement could not be reached with the developer to allow us to continue to use the site, or if the "triangle site" is determined by ConCom to not be suitable for a laydown area, we are left without a laydown area – an area which the DPW uses every day.

It should be noted that in our vote to declare this land surplus for RE development, we stated that the transfer of land would happen upon the BoS signing an agreement with a developer. We never agreed to have the DPW vacate the land prior to agreement signing.

Should the BoS request that we vacate the site prior to next fall when (hopefully) the triangle site is made available, your request would require us to temporarily use 195 Main St. (old DPW site). As you know, the Board of Library Trustees (BoLT) would like this land to build a new library. In speaking with the BoLT, we understand that the earliest construction could start on a new library would be 2019. This should give us enough time to temporarily move to 195 Main St., and then to the triangle area in 2017.

The BoPW believes that every town should have an “industrial zone” where things like laydown areas exist. Easy access to main roads, the DPW facility/salt shed and not being near residential neighborhoods nor environmentally sensitive areas make the “RE site” a perfect place for a laydown area – which is why it was historically placed there. We looked at neighboring towns’ laydown areas and found:

- Sudbury: 51 acres
- Hudson: 40 acres
- Weston: 5 acres

The proposed Wayland laydown area is 0.62 acres which is not sufficient for the long-term needs of the DPW. No additional or alternative sites have been identified. We do not believe any exist.

By approving Rivers Edge, the Town will be incurring the following costs which are DPW-related:

- Cost of constructing a “water loop”: \$820,000
- Cost of constructing the triangle site: \$250,000
- On-going and escalating costs for DPW operations: \$200,000 per year

These issues are Town problems – not DPW problems and the BoS needs to weigh these costs seriously. Taken in conjunction with other non-DPW related issues such as the need for increased Public Safety officials, increase in the number of school teachers, construction of a new school bus parking area, etc., the benefits of RE may not outweigh the costs. We request that you hire an independent 3rd-party firm perform such a financial analysis.

Before entering into a development agreement, we ask that the BoS consider if all the above costs are worth eliminating the Town’s only “industrial zone”.

Regards,

Chris Brown
Chair, Board of Public Works

cc: Board of Selectmen
Board of Public Works
Mike Lindeman, DPW Acting Director

DATE: OCTOBER 24, 2016
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: TOWN ADMINISTRATOR'S PRELIMINARY RECOMMENDATION ON FY 18 CAPITAL BUDGET PROGRAM AND FINANCE DIRECTOR'S MODEL FOR CAPITAL FUNDING: FY 18 – FY 25

RECOMMENDED ACTION:
DECIDE NEXT STEPS IN REVIEW OF CAPITAL BUDGETS FOR DEPARTMENTS UNDER SELECTMEN JURISDICTION

BACKGROUND:
REQUIREMENTS OF TOWN CODE:

The Town Code sets the following requirements for the Town Administrator and Board of Selectmen regarding the preparation and recommendation of capital and operating budgets:

1. The Town Administrator coordinates setting of priorities for the Town.
2. The Town Administrator works with the Finance Director and Finance Committee to develop long term financial strategies including budget guidelines for the Town.
3. The Town Administrator provides capital, operating and revenue budget estimates to the Board of Selectmen for departments under the Selectmen one month prior to December 15th.
4. The Town Administrator submits preliminary budgets to the Finance Committee for departments under the Board of Selectmen by December 15th.
5. Prior to January 15th the Town Administrator makes recommendations on ALL capital and operating budgets to the Board of Selectmen.
6. Prior to January 15th, the Board of Selectmen makes capital and operating budget recommendations to the Finance Committee for departments under the Selectmen's jurisdiction.

BUDGET PROCESS TO DATE:

- On August 2nd, the Town's management team met with Department Heads and provided FY 18 budget instructions and a memo from the Finance Committee regarding FY 18 capital projects.
- On August 29th, the Town Administrator and Finance Director provided a model financial plan to the Finance Committee based on a goal of a 2.5% annual increase in operating

budgets, including maintaining the annual costs of debt service under 10% of the annual operating budget. The Finance Committee adopted a budget guideline to work to a maximum 2.5% increase in the General Fund Operating Budget.

- Throughout September, the Town's management team and Finance Committee liaisons met with Department Heads to review FY 18 capital and operating budget requests.
- The Finance Team met with the Town's Financial Advisor to discuss ways to manage the funding of capital projects and plan Town borrowing.
- In fulfillment of the requirements of the Town Code, the Town Administrator with the assistance of the Finance Director prepared a recommended FY 18 capital program based on the "Recommended Approach to Funding Capital Projects" described below.
- The capital recommendation must be presented to the Board of Selectmen which only has the duty to make a recommendation on projects under its jurisdiction by January 15th.

FY 18 CAPITAL PROGRAM - TOWN ADMINISTRATOR'S RECOMMENDED PLAN ATTACHED :

\$8,404,000 in capital projects were submitted for consideration by departments plus \$2,075,000 in water projects.

The Town Administrator's preliminary recommendation is for an FY 18 capital program of \$6,568,000 plus water projects. Proposed funding would include new General Fund debt limited to \$1,297,898. \$1,536,466 would be funded by "pay-as-you-go" taxation and \$347,128 would be funded through free cash. The remainder of \$3,386,508 is funded from other sources. The plan will be adjusted as required after operating budget numbers are known.

The only projects not recommended at this time were \$345,000 in new vehicle requests which I believe need additional review upon appointment by a new DPW Director.

RECOMMENDED APPROACH TO FUNDING CAPITAL PROJECTS:

1. Maintain General Fund debt to General Fund operating budget ratio of 10% or less.
2. Fund recurring maintenance and small capital projects and equipment purchases on a "pay as you go" basis in the operating budget. Track these "pay as you go" costs as separate town and school operating budget line items. FY 18, pay as you go costs will not be considered as part of the Finance Committee's recommended maximum 2.5% increase for the town and school budgets.
3. Make use of alternative funding resources whenever possible.
4. Defer any projects to a future fiscal year if the projects are unlikely to be completed during the year.

5. Use free cash for capital projects. Work to reduce the use of free cash to support the operating budget to \$0 as free cash is one time money.

FINANCE DIRECTOR’S MODEL FOR FUTURE PROJECTS (ATTACHED):

The Finance Director developed a preliminary model projecting a planned use of debt service that would allow for the funding of major capital projects such as the Council on Aging and Library. The Financial Advisor reviewed the model and is prepared to assist in planning debt to fit the town’s fiscal plan.

CAPITAL PROJECTS FOR DEPARTMENTS UNDER THE BOARD OF SELECTMEN:

The following capital projects were submitted by departments under the Board of Selectmen and are recommended by the Town Administrator for funding. Details are included on attached capital improvement forms.

DEPARTMENT	PROJECT	COST ESTIMATE	FUNDING SOURCE
Surveyor	Hybrid Robotic Station	\$30,000	General Fund
Facilities	Fire Station 2 Renovation	\$75,000	Ambulance Fund
Facilities	Town Building: Windows	\$100,000	Borrow
Facilities	Town Building: Interior Renovation	\$375,000	Borrow
Facilities	Town Building Mechanical / Electrical	\$218,000	Borrow
Facilities	Motor Pool Vehicles	\$50,000	General Fund
Fire	Fire Chief’s Vehicle	\$65,000	Ambulance Fund
Fire	Ambulance	\$305,000	Ambulance Fund
Information Technology	Data Center Upgrades	\$215,000	Free Cash
TOTAL		\$1,433,000	

The Board may wish to consider these projects at a future meeting when more information is known about the projects and the estimated FY 18 operating budget. To avoid confusion, my recommendations are presented first to the Board of Selectmen before communicating them to the Finance Committee or other public bodies of the Town.

Town Administrators Fiscal 2018 Capital Budget Recommendation

GENERAL FUND				
Department	Description	Capital Budget	Adjustments	Funding Sources
DPW	Town wide road reconstruction	1,610,000	700,000	Cash Capital
DPW	Cemetery road construction	185,000	185,000	Free Cash / Closeouts
DPW	Transfer Station Road Mitigation	2,300,000	2,300,000	Borrow / Bond Premium
DPW	Equipment Replacement- Tractor H-6	190,000	190,000	Cash Capital
DPW	Equipment Replacement- Dump H-13	250,000	0	Not Recommended
DPW	Equipment Replacement- Dump Truck H-4	95,000	95,000	Cash Capital / Closeoutss
DPW	Equipment Replacement- Light Dump Truck	95,000	0	Not Recommended
DPW	Equipment Replacement- Snow Melter	500,000	0	DPW Rescinds CIP
DPW	Small Equipment-schedule	70,000	70,000	DPW budget / Closeouts
DPW	DPW / Rec- Field Renovation / Irrigation	100,000	100,000	Recreation 53E 1/2-FY 18
DPW	DPW / Rec- HS JV Baseball	50,000	50,000	Cash Capital
DPW	DPW / Rec- MOU Capital Maintenance	75,000	75,000	DPW budget
Surveyor	Hybrid robotic total station	30,000	30,000	Cash Capital
Facilities	Fire Station # 2 Renovations	75,000	75,000	Ambulance Fund
Facilities	Town Building New Windows	100,000	100,000	Borrow
Facilities	Interior Renovation of Town Building	375,000	375,000	Borrow
Facilities	TB mechanical / electrical improvement	218,000	218,000	Borrow
Facilities	Vehicles - Motor pool	50,000	50,000	Cash Capital
Fire	Fire Vehicle	65,000	65,000	Ambulance Fund
Fire	Ambulance	305,000	305,000	Ambulance Fund
Recreation	Oxbow Meadows Site Construction	300,000	300,000	CPA
Recreation	Dudley Woods Walking Trails	50,000	50,000	CPA
Recreation	Town Beach Improvements	40,000	40,000	FY17 Beach Account
Recreation	Alpine Field Design and Bids	25,000	25,000	Stabilization
Recreation	Greenways Study	30,000	30,000	Stabilization
Recreation	Middle School 207 / 195 Study	150,000	150,000	Stabilization
Information Tech	Data Center Upgrades	215,000	215,000	Free Cash
Various schools	School- Audio Visual Equipment	120,000	120,000	School Budget
Happy Hollow	Floor Tile	35,000	0	Move to FY 19 / Sch Op
Claypit School	Phone upgrade	50,000	50,000	School Budget
Middle School	Tile Replacement	150,000	150,000	Borrow
Loker School	Tile Replacement	50,000	0	Move to FY 19 / Sch Op
High School	Stadium Repairs	150,000	150,000	Borrow
High School	Tennis Court Renovation	180,000	180,000	Borrow
Happy Hollow	Food Service Equipment	60,000	60,000	Free Cash
Various locations	Custodian Equipment	30,000	30,000	School Budget
Middle School	Furniture Replacement	35,000	35,000	School Budget
Total General Fund		8,408,000	6,568,000	
WATER FUND				
Department	Description	Budget		Funding Sources
Water Fund	Water Meter Replacement & Reading Sys	1,150,000	1,150,000	Borrow
Water Fund	Water Mains	700,000	700,000	Borrow
Water Fund	Well Cleaning	65,000	65,000	Water Capital
Water Fund	Water Tank Study	50,000	50,000	Water Capital
Water Fund	Pilot Study Manganese- Campbell Well	110,000	110,000	Water Capital
Total Water Fund		2,075,000	2,075,000	
Total Fiscal 2018 requested budget		10,483,000	8,643,000	

10/24/16

Capital Project Funding Summary	
Borrowing- General Fund	1,297,898
DPW Unused Authorization	1,124,816
Bond Premium	860,000
Cash Capital	1,175,000
Free Cash	347,128
Ambulance Fund	445,000
School Budget - FY 18	216,466
DPW Budget- FY 18	145,000
Surplus Capital Projects- (FC + CC)	49,009
Surplus Bonds	212,683
CPA Fund	350,000
Recreation Beach Account FY 17	40,000
Recreation 53E 1/2 Fund FY-18	100,000
Recreation Stabilization	205,000
	<u>6,568,000</u>
Water Borrowing	1,850,000
Water Capital	225,000
	<u>2,075,000</u>
Total Capital Funding	8,643,000

Total Borrowing	
Town projects	1,297,898
Water Fund	1,850,000
	<u>3,147,898</u>
Total Taxation	
Cash Capital	1,175,000
School Budget - FY 18	216,466
DPW Budget- FY 18	145,000
	<u>1,536,466</u>
Total other sources	
DPW Unused Authorization	1,124,816
Bond Premium	860,000
Free Cash	347,128
Ambulance Fund	445,000
Surplus Capital Projects- (FC + CC)	49,009
Surplus Bonds	212,683
CPA Fund	350,000
Recreation Beach Account FY 17	40,000
Recreation 53E 1/2 Fund FY-18	100,000
Recreation Stabilization	205,000
	<u>3,733,636</u>
Water Capital	225,000
	<u>8,643,000</u>

10/24/16

FINANCE DIRECTOR'S MODEL:
CAPITAL PROJECT FUNDING

Actual and Estimated General Fund Debt Service Fiscal 2017 thru Fiscal 2025									
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Committed plus Feb-17 est.	7,507,251	7,686,560	6,998,522	6,265,799	5,741,383	5,387,724	4,914,224	4,720,275	4,578,325
\$ chg year to year		179,309	(688,038)	(732,723)	(524,416)	(353,659)	(473,500)	(193,949)	(141,950)
% chg year to year		2.39%	-8.95%	-10.47%	-8.37%	-6.16%	-8.79%	-3.95%	-3.01%
Estimated New Debt Service									
FY-2018	-	-	-	-	-	-	-	-	-
FY-2019	-	-	500,000	475,000	450,000	425,000	400,000	375,000	350,000
FY-2020	-	-	-	500,000	475,000	450,000	425,000	400,000	375,000
FY-2021	-	-	-	-	500,000	475,000	450,000	425,000	400,000
FY-2022	-	-	-	-	-	500,000	475,000	450,000	425,000
FY-2023	-	-	-	-	-	-	500,000	475,000	450,000
FY-2024	-	-	-	-	-	-	-	500,000	475,000
FY-2025	-	-	-	-	-	-	-	-	500,000
Transfer from Ambulance Fund			(114,000)	(114,000)	(114,000)	(114,000)	(114,000)	(114,000)	(114,000)
Library				1,600,000	1,500,000	1,400,000	1,300,000	1,200,000	1,100,000
Council on Aging				500,000	475,000	450,000	425,000	400,000	375,000
Estimated Total	7,507,251	7,686,560	7,384,522	9,226,799	9,027,383	8,973,724	8,775,224	8,831,275	8,914,325
Estimated Budget-2.5% (General Fund only)	74,651,000	76,517,000	78,430,000	80,391,000	84,461,000	86,572,525	88,736,838	90,955,259	93,229,141
Annual debt as % of General Fund budget	10.06%	10.05%	9.42%	11.48%	10.69%	10.37%	9.89%	9.71%	9.56%

10/24/16



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

Town Surveyor CAPITAL APPROPRIATION REQUEST FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Hybrid robotic total station <small>Project Title</small>	N <small>Included in Prior 5 Year Capital Plan? (Y/N)</small>
--	--

PROJECT SPONSOR:

Town Surveyor <small>Sponsor (Advocate) Name</small>	aberry@wayland.ma.us <small>Contact Information</small>
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APPROVING BODY / VOTE:

Alf Berry, aberry@wayland.ma.us <small>Contact Name and Email Address</small>	 <small>Date and Quantum of Vote (if required)</small>
--	---

PROJECT DESCRIPTION:

This request is for funding to replace two older pieces of equipment (GPS and robotic total station) with an updated single hybrid unit

PROJECT JUSTIFICATION:

This equipment will increase the efficiency and speed of field operations. Current equipment requires two separate occupations or control points which increases the time required to complete field operations. Current equipment is 10 years old, replacement parts are becoming difficult to find
--

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
		X
		X
X		
X		
		X

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022)

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN							\$ -	
2. LAND							\$ -	
3. CONSTRUCTION							\$ -	
4. EQUIPMENT		30,000					\$ 30,000	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		X	
2. Will this Capital Request <i>increase</i> operating costs?		X	
3. Will this Capital Request <i>Decrease</i> operating costs?		X	
4. Will this Capital Request impact personnel?	X		Will allow staff to more quickly and efficiently perform field work

FUNDING SOURCES:

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital	X		Town meeting appropriation
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number
Dept
Schedule:
Relationship to General Plan:
History:



TOWN OF WAYLAND
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

FACILITIES
FIRE STATION 2

CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Fire Station #2 Renovations	N
<i>Project Title</i>	<i>Included in Prior 5 Year Capital Plan? (Y/N)</i>

PROJECT SPONSOR:

Facilities Department/ Fire Department	bkeefe@wayland.ma.us
<i>Sponsor (Advocate) Name</i>	<i>Contact Information</i>

APPROVING BODY / VOTE:

Board of Selectman	
<i>Contact Name and Email Address</i>	<i>Date and Quantum of Vote (if required)</i>

PROJECT DESCRIPTION:

Renovate Fire Station #2 to adequately support both male and female staff.
--

PROJECT JUSTIFICATION:

There currently are no adequate accommodations for male and female firefighters.
--

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
	x	
		x
		x
x		
	x	

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022):

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN		75,000					\$ 75,000	
2. LAND							\$ -	
3. CONSTRUCTION			850,000				\$ 850,000	
4. EQUIPMENT							\$ -	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 75,000	\$ 850,000	\$ -	\$ -	\$ -	\$ 925,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		x	
2. Will this Capital Request <u>Increase</u> operating costs?	x		Increase utilities and custodial
3. Will this Capital Request <u>Decrease</u> operating costs?		x	
4. Will this Capital Request impact personnel?		x	

FUNDING SOURCES:

How will this Capital Request be paid for?	YES	NO	If YES, please provide details.
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number
Dept
Schedule:
Relationship to General Plan
History:



TOWN OF WAYLAND
 41 COCHITUATE ROAD
 WAYLAND, MASSACHUSETTS 01778

FACILITIES
 WINDOWS

CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Town Building Window Replacement <i>Project Title</i>	Y <i>Included in Prior 5 Year Capital Plan? (Y/N)</i>
--	--

PROJECT SPONSOR:

Facilities Department <i>Sponsor (Advocate) Name</i>	bkeefe@wayland.ma.us <i>Contact Information</i>
---	--

APPROVING BODY / VOTE:

Board of Selectman <i>Contact Name and Email Address</i>	 <i>Date and Quantum of Vote (if required)</i>
---	---

PROJECT DESCRIPTION:

Replace existing windows and frames with modern energy efficient windows and frames

PROJECT JUSTIFICATION:

Outdated window are not energy efficient and require more maintenance than modern windows.
--

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
	x	
		x
x		
		x
		x

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022):

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN		100,000					\$ 100,000	
2. LAND							\$ -	
3. CONSTRUCTION				1,185,000			\$ 1,185,000	
4. EQUIPMENT							\$ -	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 100,000	\$ -	\$ 1,185,000	\$ -	\$ -	\$ 1,285,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		x	
2. Will this Capital Request <i>increase</i> operating costs?		x	
3. Will this Capital Request <i>Decrease</i> operating costs?	x		Decrease energy costs
4. Will this Capital Request impact personnel?		x	

FUNDING SOURCES:

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number _____

Dept _____

Schedule _____

Relationship to General Plan: _____

History: _____



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

FACILITIES

Town Bldg

CAPITAL APPROPRIATION REQUEST

FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Town Building Interior Renovations	Y
<i>Project Title</i>	<i>Included in Prior 5 Year Capital Plan? (Y/N)</i>

PROJECT SPONSOR:

Facilities Department	bkeefe@wayland.ma.us
<i>Sponsor (Advocate) Name</i>	<i>Contact Information</i>

APPROVING BODY / VOTE:

Board of Selectman	
<i>Contact Name and Email Address</i>	<i>Date and Quantum of Vote (if required)</i>

PROJECT DESCRIPTION:

Improve usability of Town Building. Multi-year project to increase efficiency and habitability
--

PROJECT JUSTIFICATION:

As currently used building is inefficient, uncomfortable, and inelegant

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
	x	
		x
x		
		x
		x

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022)

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN		100,000					\$ 100,000	
2. LAND							\$ -	
3. CONSTRUCTION		275,000		125,000		125,000	\$ 525,000	
4. EQUIPMENT							\$ -	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 375,000	\$ -	\$ 125,000	\$ -	\$ 125,000	\$ 625,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		x	
2. Will this Capital Request <i>Increase</i> operating costs?		x	
3. Will this Capital Request <i>Decrease</i> operating costs?	x		Decrease energy costs
4. Will this Capital Request impact personnel?		x	

FUNDING SOURCES:

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number
Dept
Schedule:
Relationship to General Plan:
History:



TOWN OF WAYLAND
 41 COCHITUATE ROAD
 WAYLAND, MASSACHUSETTS 01778

FACILITIES
 TOWN BUILDING
 HVAC/ELECT

CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Town Building Mechanical and Electrical Improvements	Y
<small>Project Title</small>	<small>Included in Prior 5 Year Capital Plan? (Y/N)</small>

PROJECT SPONSOR:

Facilities Department	bkeefe@wayland.ma.us
<small>Sponsor (Advocate) Name</small>	<small>Contact Information</small>

APPROVING BODY / VOTE:

Board of Selectman	
<small>Contact Name and Email Address</small>	<small>Date and Quantum of Vote (if required)</small>

PROJECT DESCRIPTION:

Replace existing HVAC system and replace with modern system and a building control system. Project in conjunction with interior renovations.
--

PROJECT JUSTIFICATION:

Outdated HVAC are not energy efficient and require more maintenance than modern systems. Systems are beyond useful life and becoming maintenance problems.
--

- EVALUATION CRITERIA: (Applies to current year budget requests only)**
- A. ALTERNATIVE MEANS TO SATISFY NEEDS
 - B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
 - C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
 - D. OPERATIONAL BUDGET IMPACT
 - E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
	x	
		x
x		
		x
		x

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022)

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN		218,000					\$ 218,000	
2. LAND							\$ -	
3. CONSTRUCTION			1,500,000		1,300,000		\$ 2,800,000	
4. EQUIPMENT							\$ -	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 218,000	\$ 1,500,000	\$ -	\$ 1,300,000	\$ -	\$ 3,018,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		x	
2. Will this Capital Request <u>Increase</u> operating costs?		x	
3. Will this Capital Request <u>Decrease</u> operating costs?	x		Decrease energy costs
4. Will this Capital Request impact personnel?		x	

FUNDING SOURCES

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number
Dept
Schedule
Relationship to General Plan
History:



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

FACILITIES
VEHICLES

CAPITAL APPROPRIATION REQUEST

FY18 - FY22 (FIVE YEARS)

PROJECT INFO: Motor Pool New Vehicles | N
Project Title | *Included in Prior 5 Year Capital Plan? (Y/N)*

PROJECT SPONSOR: Facilities Department | bkeefe@wayland.ma.us
Sponsor (Advocate) Name | *Contact Information*

APPROVING BODY / VOTE: Board of Selectman
Contact Name and Email Address | *Date and Quantum of Vote (if required)*

PROJECT DESCRIPTION: Purchase New vehicles

PROJECT JUSTIFICATION: Continuation of upgrading motor pool.

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
	x	
		x
		x
		x
	x	

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022):

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN							\$ -	
2. LAND							\$ -	
3. CONSTRUCTION							\$ -	
4. EQUIPMENT	75,000	50,000		50,000		30,000	\$ 205,000	
5. OTHER							\$ -	
TOTAL	\$ 75,000	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 30,000	\$ 205,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		x	
2. Will this Capital Request <u>Increase</u> operating costs?		x	
3. Will this Capital Request <u>Decrease</u> operating costs?	x		Better MPG, less maintenance
4. Will this Capital Request impact personnel?		x	

FUNDING SOURCES:

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number: _____

Dept: _____

Schedule: _____

Relationship to General Plan: _____

History: _____



TOWN OF WAYLAND
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

FIRE
CHIEF'S CAR

CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)

PROJECT INFO:

Replace Chiefs car	Yes
<small>Project Title</small>	<small>Included in Prior 5 Year Capital Plan? (Y/N)</small>

PROJECT SPONSOR:

Fire Department	David Houghton 508-358-6910
<small>Sponsor (Advocate) Name</small>	<small>Contact Information</small>

APPROVING BODY / VOTE:

Selectmen	
<small>Contact Name and Email Address</small>	<small>Date and Quantum of Vote (if required)</small>

PROJECT DESCRIPTION:

Replace the existing Chiefs car

PROJECT JUSTIFICATION:

This vehicle is assigned to the Fire Chief and is used for day to day operations and to respond to incidents as needed. This CIP is part of a normal replacement schedule. It is the intent to replace the older car and install equipment and technology to function as a Command area. The current vehicle is a 2011 that was used prior as the shift officer's vehicle and then the Paramedic intercept vehicle and is nearing the end of its useful life.

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022)

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN							\$ -	
2. LAND							\$ -	
3. CONSTRUCTION							\$ -	
4. EQUIPMENT		65,000					\$ 65,000	
5. OTHER							\$ -	
TOTAL	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		X	
2. Will this Capital Request <u>Increase</u> operating costs?		X	
3. Will this Capital Request <u>Decrease</u> operating costs?		X	
4. Will this Capital Request impact personnel?		X	

FUNDING SOURCES

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital	X		Ambulance Receipts
2. CPA Funds			
3. Grants or Gifts			
4. Other			

WARRANT DETAILS

Request Number: _____

Dept: Fire Department

Schedule: Fiscal Year 2018

Relationship to General Plan: This is the regular replacement of a vehicle, per the capital improvement plan.

History: This is the second year This is a planned replacement.



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

FIRE
AMBULANCE

CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)

PROJECT INFO: Replace Ambulance Yes
Project Title Included in Prior 5 Year Capital Plan? (Y/N)

PROJECT SPONSOR: Fire Department David Houghton 508-358-6910
Sponsor (Advocate) Name Contact Information

APPROVING BODY / VOTE: Selectmen
Contact Name and Email Address Date and Quantum of Vote (if required)

PROJECT DESCRIPTION: Purchase and equip a new 2019 Class 1 Ambulance to replace the 2010 model that is currently operating as a backup and staffed as needed. The new ambulance will be used as the primary ambulance and the 2014 would be relegated to second line. The 2010 ambulance would be traded in to offset the overall cost of the project.

PROJECT JUSTIFICATION: In today's response to emergency medicine we are finding that not only is the request for ambulance services going up but the transport destinations are getting to be farther and farther away from Wayland. Currently the majority of transports that were going to either of the Metro west campuses are now being transported to Newton Wellesley or into a Boston Hospital. With the longer transport miles we are seeing the overall mileage on the vehicles getting higher quicker and the normal maintenance on the vehicles needing to happen on a more frequent basis. Due to the increased mileage and time out of town, it is our intent to continue to keep one ambulance staffed for immediate response and to staff the second ambulance for response while the primary one is on a long transport. The current spare (2010) ambulance has certainly worked well for the community and we are at the point where the reliability of the unit will be a concern.

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
D. OPERATIONAL BUDGET IMPACT
E. PROJECT FEASIBILITY, (READINESS)

Table with 3 columns: Does Not Meet or Does Not Apply, Partially Meets Criteria, Fully Meets Criteria

EXPENDITURE SCHEDULE (please provide detailed supporting schedule for 2019 to 2022):

Table with columns: ELEMENT, Prior to Date, 2016, 2019, 2020, 2021, 2022, TOTAL, Comments

OPERATIONAL BUDGET IMPACT

Table with columns: YES, NO, If YES, please provide details.
1. Will this Capital Request generate new revenue?
2. Will this Capital Request increase operating costs?
3. Will this Capital Request Decrease operating costs?
4. Will this Capital Request impact personnel?

FUNDING SOURCES

Table with columns: YES, NO, If YES, please provide details.
How will this Capital Request be paid for?
1. Borrowing/Cash Capital
2. CPA Funds
3. Grants or Gifts
4. Other

WARRANT DETAILS

Request Number
Dept: Fire Department
Schedule: Fiscal Year 2018
Relationship to General Plan: This is the regular replacement of a vehicle, per the capital improvement plan.
History: This is the second year This is a planned replacement.



TOWN OF WAYLAND
41 COORTRUATE ROAD
WAYLAND, MASSACHUSETTS 01778

**CAPITAL APPROPRIATION REQUEST
FY18 - FY22 (FIVE YEARS)**

PROJECT INFO:

Network - High School Core Upgrade	Y
<small>Project Title</small>	<small>Included in Prior 5 Year Capital Plan? (Y/N)</small>

PROJECT SPONSOR:

Jorge Pazos	jpazos@wayland. ma.us
<small>Sponsor (Advocate) Name</small>	<small>Contact Information</small>

APPROVING BODY / VOTE:

<small>Contact Name and Email Address</small>	<small>Date and Quantum of Vote (if required)</small>

PROJECT DESCRIPTION:

Replace the existing High School Core network and associated equipment with newer but functionally similar equipment.

PROJECT JUSTIFICATION:

The High School Core serves as the central component of the data and telephone network which provides services to all Town buildings, staff and students. The existing core is reaching end-of-life and end-of-support and will need to be replaced. The High School Core plays a necessary role in Town telecommunications and should be considered critical infrastructure.

EVALUATION CRITERIA: (Applies to current year budget requests only)

- A. ALTERNATIVE MEANS TO SATISFY NEEDS
- B. MAINTAINS OR IMPROVES THE STANDARD OF SERVICE
- C. MANDATED BY LEGAL OR REGULATORY REQUIREMENTS
- D. OPERATIONAL BUDGET IMPACT
- E. PROJECT FEASIBILITY, (READINESS)

Does Not Meet or Does Not Apply	Partially Meets Criteria	Fully Meets Criteria
X		
		X
		X
	X	
		X

EXPENDITURE SCHEDULE:

ELEMENT	Prior to Date	2018	2019	2020	2021	2022	TOTAL	Comments
1. PLANNING & DESIGN							\$ -	
2. LAND							\$ -	
3. CONSTRUCTION							\$ -	
4. EQUIPMENT		200,000					\$ 200,000	
5. OTHER		15,000					\$ 15,000	
TOTAL	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ 215,000	

OPERATIONAL BUDGET IMPACT:

	YES	NO	If YES, please provide details.
1. Will this Capital Request generate new revenue?		X	
2. Will this Capital Request <i>Increase</i> operating costs?		X	
3. Will this Capital Request <i>Decrease</i> operating costs?		X	
4. Will this Capital Request impact personnel?		X	

FUNDING SOURCES:

	YES	NO	If YES, please provide details.
How will this Capital Request be paid for?			
1. Borrowing/Cash Capital			
2. CPA Funds			
3. Grants or Gifts			
4. Other			

SEE ATTACHED

Balmer, Nan

From: Pazos, Jorge
Sent: Thursday, October 20, 2016 11:04 AM
To: Balmer, Nan
Cc: Keveny, Brian
Subject: 2018 CIP

Nan,
I would like to clarify some points about the CIP plans and submissions that I have made during our recent budget process. As you know the Town of Wayland and Wayland Public Schools technology infrastructure will require some capital investments over the next few years. During prior budget seasons CIP requests have been made for funding for network upgrades at the Middle School and for the network core (which is located at Wayland High School). In 2018 I have carried forward those requests but I feel it is important to be aware of a few issues:

1. I do not have any detailed information with regards to the prior CIP budget submissions and cannot reasonably articulate what or why we are planning to purchase.
2. I have not had adequate time to analyze and understand the overall network design requirements. This is a necessary step to designing and then budgeting for future network builds.
3. It is important to note that 33% of our network infrastructure (and specifically our network core) will be end-of-life very soon. This fact does create a real urgency to address the network design/build in the near term.

Based on these facts I submitted a 2018 CIP request knowing that something will need to be done very soon. My hope is that by early next year I will have an overarching network design ready which I will be able to use to thoughtfully articulate the specifics of my funding request. Please email or call if you have any questions or require further clarification. Thank you.

Jorge Pazos
Executive Director
Information Technology
Town of Wayland
41 Cochituate Road
Wayland, MA 01778
jpazos@wayland.ma.us
p: 508.358.6865

**Town Administrator Evaluation, October 2016
FINAL**

Vision Of The Role Of Town Administrator In Wayland:

a. Provides administrative leadership

Nan accomplishes many aspects of administrative leadership in the day-to-day operation of the town and governance by the BoS. She communicates with staff, and with them prepares BoS agendas including planning meetings weeks in advance, prepares Town Meeting warrants, manages human resources including making volunteer appointments, manages legal services, acts as head procurement officer for the town, responds to the public, and solves problems that come up every day.

The office competently handles many tasks that do not come to the Board of Selectmen.

Most of the reviews mentioned that in her second year in Wayland, Nan has stepped up her administrative leadership. She is clearly in charge and willing to take on difficult issues.

b. Provides available facts and information to the Board; makes policy recommendations to the Board.

Board members comments indicated their satisfaction with performance on this goal. Specifically,

- Weekly electronic meeting packets contain all materials necessary for background and decisions on agenda items. Nan provides a summary overview of agenda items as needed and is becoming more comfortable making recommendations to the Board.
- "Agenda Memos" clearly outline the topic in front of the board and provide a staff recommendation on actions to take.
- Making policy recommendations after thorough study and planning - an example is the OBEP investment strategy to change to PRIT.

c. Supports the work of town boards and committees

Board members' comments were positive while recognizing the limited authority of the Town Administrator's role in the Town Code. Comments included:

- Wayland's very flat organizational structure and over 40 committees means that almost every project passes through the TA's office, sometimes needing significant time commitment to keep the project moving forward. Therefore, Nan becomes involved in almost every aspect of Wayland's volunteer boards and committees. She does not shy away from this involvement.
- Balancing the requests of volunteer boards and departmental staff workload is a challenge. Generally Nan handles this well.
- Nan delves into the town code to confirm the Board of Selectmen's and Town Administrator's responsibilities and then follows through with recommendations. An example is the FY2018 budget planning process.

d. Responsive to inquiries from the public and promotes a culture of respect for the public

It was agreed that Nan makes a concerted effort on citizen relations; she strives to be responsive to residents' requests and communications and has exhibited a steady, patient, calm manner.

Nan shows respect to the public and regularly meets with and listens to the concerns of Town

residents. She explains her reasoning for doing things in a certain way, but has also shown flexibility in trying to find ways to solve problems.

e. With other staff, manages the operations of the town

The Selectmen acknowledge the expectation of responsibility, but also the limited authority the TA role has (by code). Within this structure, Nan relies on department heads and office staff to manage the operations of the town. It is clearly a large team effort. Again this year, there are new department heads on staff, so there have been many transitions and learning curves.

Although at times Nan expresses frustration with the unusual organizational structure that places responsibility with the Town Administrator, but no clear authority, it does not impact her willingness to tackle issues. It takes a great deal of finesse to work with departments that are reporting to other boards and commissions. This structure may be something the Board wants to address in the near future.

Nan has demonstrated a determination to improve the operations of the town. Examples are her work on the Recreation Funding Model, the FY2018 budget planning process, review of organization of affordable housing initiatives, and wastewater managerial structure and staffing issues.

Goal 1: Sustain and improve the quality of life in Wayland

Objective A: Provide well designed market rate and affordable rental housing at Rivers Edge at reasonable cost to the town

Achieving her action goal, Nan conducted and oversaw the procurement process to select a developer for River's Edge. The timing of completing this project prior to ATM was not met because the first RFP received no responses. The reissued RFP received three responses in July and deliberation and decision by BoS will continue into the next review year (ongoing as of October 2016).

Board members comments include:

- Demonstrated ample administrative skill in shepherding this process
- Did a good job keeping the board informed of the issues arising from this project as it relates to other affected Town functions, boards, and the need for planning in this area. Appropriately to this point, the board has been informed as interested observers.
- The board will take a more active role, with Nan's advice and recommendations, as the bid is awarded and multi-board discussions/negotiations of solving the town administrative issues round the site planning. Specifically, Nan has worked with the DPW and School Dept. to find an alternative site for DPW materials and school buses.
- The Board of Selectmen reached agreement with the Sudbury Selectmen on the potential disposition of the Septage Facility.

Objective B: Maximize the effectiveness of town boards and committees that are planning for future development of the town

Nan had two action item topics under this objective – WRAP and Town Center. Progress was made on each but for various reasons, neither was achieved.

WRAP: Nan's goal included providing staff resources and monthly monitoring of the WRAP committee

and involvement of the Land Use Team. (While WRAP was formed under the Planning Board, its work impacts the future development of the Town.) It was noted that

- Nan defined staff support roles (Town Planner, Town Surveyor, Facilities Director) for the WRAP Committee
- Some felt that status reports were performed, some that reports could have been more regular
- The WRAP committee is operating with 3 of 5 allowed members and no efforts have been made to fill openings
- The end product and its role in Wayland are unclear; more information about the function, role and process would be helpful
- The WRAP Committee is expected to provide a final recommendation and report on a strategic long-range plan by June 30, 2017
- Relatedly, Nan has reported on the continued development and work of the Land Use Team (staff) under the Assistant TA and has reported improved staff communication on such land based issues before the Town (Carroll School, implementing the solar project).
- The Land Use Team (10 members) meets monthly to coordinate planning and permitting on projects like the Carroll School, Rail Trail, Solar Facilities, Library drainage project, development of recreational fields, revision of fee payment processes, and some public events. Nan has updated the board on these projects regularly.

Town Center: Nan's action item was to identify and complete tasks regarding use and maintenance of the Town green at Town Center with a goal date of August 2016. This item was not achieved due to overall delays in the discussions with KGI, the owner of the town greens and municipal parcel at Town Center.

Completing work on Town Center has been a clear priority of the Board; however, it has not been a consistent focus of the TA's office. Board members' perspectives differ on this goal. Some feel that work has only been completed or followed at board members' urging. Others that progress has been made and updates have been comprehensive and timely.

- Nan directed staff time to be devoted to finishing the escrow accounting for 20Wayland accounts (10 years of entries), and the board communicated this information/result to 20W.
- Efforts toward planning for and using the Town Green were not evident.
- Town Counsel assisted with drafting communications to KGI.
- Efforts to complete the Conservation Restriction and Trail Easement were unsuccessful and are key to completing work on the municipal parcel and town green areas.
- The housing component at town center was completed and the bond released.

An overall comment on this goal of effectiveness in governance was that it seems most often town boards and committees, and departments, function more as silos than as a unified cohesive organization. The MOU with Rec, Schools and BoPW was a refreshing change. The board looks for opportunities in other areas to work together to facilitate better cooperative functioning.

Goal 2: Assure that local government resources are used responsibly and efficiently

Objective A: Create a cohesive financial management group that is in compliance with MA General Law and serves the needs of the town.

Nan had two action items under this objective – to apply for a DLS grant for a financial management study and to select an investment management model for OPEB funds.

Financial management study: In June, Nan has engaged The Collins Center for a study of financial workflow and processes and has overseen their work. A report is due in December 2016; the board has not received any updates. Originally, Nan’s goal was to apply for a DLS grant to conduct this work rather than using a consultant.

Nan has set up a Finance Team (Town Administrator, Assistant Town Administrator/HR Director, Finance Director, Director of Assessing, Treasurer/Collector, School Business Manager, Financial Analyst) to mirror the construct of the Land Use Team. The team meets monthly to review and address current issues and adopt changes to financial processes.

OPEB: Nan worked with the Treasurer/Collector and Finance Director to present a successful proposal to move the \$12 million OPEB fund to the Massachusetts Pension Reserves Investment Trust (PRIT). PRIT provides oversight and investment management through a statewide trust. This was a major accomplishment stemming from years of work.

Financial Advisor: For the first time in a number of years, the Town issued an RFP for financial services and as a result selected a new financial advisor. The result was hiring a Financial Advisor (UNIBANK) to counsel the BoS, Treasurer, and Finance Director on the best approaches to borrowing and other financial issues.

The selection committee had two finalists, but because of a split vote, Nan made the final selection. Her final decision criteria were not well communicated and resulted in some questioning her selection.

Other comments on financial topics included:

- Acknowledgment that healthcare structure and costs are an ongoing priority. The Assistant Town Administrator/HR Director is working on a major (nearly completed) project to restructure employees’ and retirees’ health insurance plans to reduce insurance costs.
- The Treasurer’s office resolved cash reconciliation issues, assisted other departments with cash receipt procedures and started tax title collections.
- Nan worked with the Finance Director to present a “state of the town” financial report to the Finance Committee in August. This informed the committee’s work in setting the FY18 budget guideline.
- Nan has done a good job managing those aspects of the budget process under her control and has worked to coordinate and organize all town budgets and financial planning. Members expressed confidence in her ability to continue to organize this process.

Objective B: Provide excellent information technology for the town and schools.

Nan identified two action items here – complete and implement the IT planning study and develop/manage a town wide document management system.

IT: This project continued to be a major time commitment for most of this review year. The board was complimentary of her work in this area. Nan worked deliberately to identify weaknesses in the towns operation and hired consultants to address short and longer term fixes including review IT policies, procedures, controls and staffing. Specific comments included:

- Though not an expert in IT, Nan rolled up her sleeves, worked with consultants, town staff, and FinCom to address security, training, staffing, and funding.

- Nan successfully managed the work to bring a comprehensive IT budget to ATM, answer residents' questions, handle staff issues and continue implementation of the consultant's suggestions.
- Hiring an IT Director to oversee the Town and School IT infrastructure has provided relief to her workload on this topic and put us on the right track. Good efforts continue to implement and maintain the consultants' recommendations of a comprehensive, multi-year IT master plan.

Document management: The goal of developing a document management system was not worked on this review year, primarily due to other priorities. One member noted that we have talked for years about having a document that explains to residents how to navigate the land use boards: which board to go for what approval. Nan has put that on her long list of things to do, which I commend.

Objective C: Continuously improve the effectiveness of town services to the public.

Nan identified two action items for this objective – performance evaluations for department heads and providing a structure for the Schools, BoPW and Rec to manage joint assets.

The board is aware that Nan met with all Department Heads to identify goals. Generally, the board is not involved in the detail of performance reviews and it is difficult to comment on her work on measurable objectives for all departments or instituting a performance evaluation program for regular personnel. The board notes that not all town staff seem to share Nan's work ethic or positive attitude. The board recognizes that Town Building staff and all Town employees are in a service industry, and some believe we need to do better to make Town Building and its employees more user friendly.

MOU: Nan worked to have departments work cooperatively and in a forward thinking mode as it pertains to recreation facilities through this cross-departmental MOU her office helped develop and broker. The Assistant TA worked with Rec, Schools and BoPW to develop and sign an agreement on managing maintenance and projects related to town and school recreational assets. It is recognized that this is a first 'draft' and will be revised and improved as it is used.

Other comments related to the effectiveness of Town services included:

- The Public Buildings Director budgeted utility savings (FY18) from work spearheaded by the Energy committee. Fuel conversion, ESCO energy saving work and solar installations are all budgeted to bring savings to the town's utility budget.
- Specific areas that will improve effectiveness are IT, budget planning, Land Use Team's effort to streamline the permitting process, communications effort, and the Recreation funding model.
- This is an ongoing and never-ending goal to try to maximize our town's government functioning and there is much we can improve upon. Making town functions more efficient and organized should remain a major goal for FY17 as Nan works with the department heads and the boards and committees. There is much we can improve upon.

Goal 3: Improve the responsiveness of Wayland town government.

Objective A: Create public awareness about the actions of the Board of Selectmen and the activities of town departments.

There were two action items here – communication through quarterly newsletters and WayCam and website improvements.

Communication: It was agreed that we've made a good start here with the joint efforts of staff and volunteers. Nan's goal was to implement a quarterly newsletter and periodic programming on WayCam. The quarterly newsletter has not been implemented but other efforts have been made.

- Staff and volunteers have appeared on WayCam's Weekly Buzz.
- Nan established a team (Human Resources Assistant, Executive Secretary, BoS member) to improve public information dissemination.
- TA staff started and manages a Facebook page for town events and one selectman is coordinating informational articles in the local press.

It was agreed that more consistent effort is needed to regularly communicate the good work of the town – perhaps in formats for those not as tech savvy, but also considering list serve options. Also, a social media policy should be created and adopted.

Website: Work on redesigning and updating the town website has not begun. However, the Executive Secretary is working on organizational improvements to the Website, and staff was assigned responsibility for assisting committees with posting documents. Board members agreed that this is a bigger project requiring the assistance of the IT Director, but also recognized that information can be hard to find (Town meeting information appears in many places and some links do not work) and needs to be updated (out-of-date contact information for those of us on town boards and committees).

ClearGov is software allowing the town more financial transparency and hopefully responsiveness to residents. This has been painfully slow to review, purchase and implement. It was assigned to the Finance Director in August/September to share the workload. (Note – the contract was signed at the end of September 2016.)

Objective B: Provide efficient permitting processes that are user friendly for the public.

This objective and action item were not met primarily due to other priority issues. The board recognizes that Nan has articulated a good vision and that efforts are underway now. However, this is best addressed in the next review cycle. Improvement in this process remains a priority of the board, as the permitting process is a consistent complaint of residents.

It was noted that the Health and Building Departments have adopted a process to work with WMDC (Wastewater) to make sure permits tie to wastewater allocation.

Objective C: Create a culture of open government within all town departments.

The Board of Selectmen and its staff are committed to this goal. Nan has developed a Board and Committee Handbook to help guide elected and appointed volunteers in the rules around Open Meeting Law and Public Records compliance. The board was very supportive of this idea. Nan's action item deadline was not met because the board did not complete its review of the document or take action on this item.

Nan fosters an environment of open government. Entire BoS packets are available to the public prior to BoS meetings. This is far more than other communities provide. One member commented that through the board and Nan's efforts Wayland's town government is as open as any in the State. However, one member noted that Town staff is discouraged from speaking with volunteers. Given

Wayland's volunteer heavy structure, we are all dependent on staff and volunteers working well together. Volunteers do need to be aware of and sensitive to time demands on staff.

Regarding town-wide compliance with OML, it was noted that there is no central review or repository for all minutes and minutes are not created or posted for all committees on a timely basis. No OML training sessions were held this year.

The Board had an OML violation and \$1000 fine due to untimely production of minutes. While the Board is legally responsible for minutes, the drafting of minutes is a TA office staff responsibility and the office had fallen behind. The board implemented a new procedure (standard agenda item) and job descriptions were revised to prevent this from happening in the future. The new procedure seems to work well with a more rapid and efficient turnover for review and approval of minutes.

Job descriptions have been altered to account for new public information requirements.

During the past year, other town-wide initiatives took significant portions of the Town Administrator's time. Please comment on her efforts on each the following projects:

The board noted that each of these projects was a major initiative, some involving working with boards over which Nan has no direct authority. She did her usual thorough job of identifying the various issues, bringing the stakeholders together, looking for options, and encouraging the parties to reach consensus in the best interest of the Town.

Information Technology: IT is an example of an issue that took much more time than the board expected when considering goals for Nan. The details of the IT effort are noted above under Goal 2, Objective B.

One additional point is that Nan demonstrated her ability to organize a group around finding a solution to a very serious problem. She presented a coherent argument to FinCom for additional funding. When many questions came back, Nan kept refining her information. Nan managed a challenging situation with many opinionated constituents. The result is a functional IT department.

Recreation Funds: Nan worked very hard with a relatively new employee and an entrenched board to help the recreation department better understand its multiple financial funds and hopefully to manage and report its resources correctly and efficiently.

The board recognizes that sorting through Recreation funding proved another huge time sink for Nan. She coordinated a Recreation Funding Model to manage within the spending cap (Revolving Fund, Stabilization Fund, Beach Fund, and Indirect Costs). This is another example of Nan's ability to take on big projects with many stakeholders and make progress.

Nan has made progress in this area where the board had not been successful. It is agreed that there is more to be done here, but it must be at the will of the independently elected Recreation Board, the FinCom, and Town Meeting

Wastewater: Again Nan worked tirelessly with an independent board to help its members better understand and manage their financial operations. She had made prudent recommendations for the board to consider, including seeking outside professional help. The board recognizes the time commitment she made to assist the WWMDC and she deserves credit for her accomplishments here.

Nan dove into the complicated issues around wastewater capacity, PILOBs, and the Abrahams Report. This is an example of an area that she thinks the BoS and other boards (Health, Building) have some responsibility, but not control or accountability. Nan's skill working out puzzling issues will be needed on this one.

Budget Process: Nan has an excellent understanding of the laws, bylaws, regulations, etc. governing Wayland's budget process and follows them carefully. She has also improved the communication, cooperation, transparency, and day-to-day operations of the various fiscal departments.

Nan reviewed the Town Code to understand the BoS's and her responsibility around budgeting. She and the Finance Director, working with the Finance Team, developed an in-depth presentation to the Finance Committee in late August to set the stage for developing the FY2018 budget. The presentation was well received by FinCom and the public.

What would you identify as the Town Administrator's strength(s) expressed in terms of results achieved during the rating period?

Overall, the comments reflected admirably management of each area of her vision statement, often going beyond her official jurisdiction for the benefit of the Town (provides administrative leadership, provides available facts and information to the Board; supports the work of town boards and committees, responds to inquiries from the public and promotes a culture of respect for the public, and manages the operations of the town). She takes her responsibilities, and the town's welfare, seriously while working in a deliberate and thoughtful manner.

Nan continues to care deeply about her work and responsibilities for the Town of Wayland gaining confidence in her role and actions when compared to her first year, and has shown growth after the initial steep learning curve understanding the Wayland way. Nan is more willing to offer advice to the Board and organizes responses to many items without the board. A town administrator's job is wide-ranging and requires knowledge and skills in many areas: financial, legal, human resources, good judgment, team builder, follow through, motivator, analyzer, responder, initiator, advisor, communicator, balance-er of needs and wants, and so on. Nan handles many things very well and as one member commented, it would be great if Nan had time to lighten up a bit and enjoy her job, at which she is very good.

Nan has an ability to delve into the details of a project, looks to law/code for direction on actions and breaks it down to a workable plan. Examples include OPEB, the River's Edge process, determining a structure for Recreation revolving funds and WWMDC staffing and procedures.

In last year's evaluation, the BoS encouraged Nan to provide more direction on policy, to not be afraid to offer suggestions. Nan was encouraged to develop comfort with improving policies and programs that involve multiple areas of town government. In the past year Nan has accepted this challenge and excelled. Examples as described at length above are Budget Planning, Recreation Funding Model, Information Technology, OPEB investing in PRIT, Land Use Team effort to streamline permitting, Finance Team, Legal RFP for Town Counsel, and Wastewater.

Some thought that Nan's greatest impact/strength has been in the financial arena. The Town has faced many issues here: hacking, financial issues, wastewater, recreation, and revolving funds. To resolve differences and keep projects moving forward, Nan spent countless hours working with staff, reviewing systems, understanding the applicable laws, crafting options, and charting new courses. She has worked closely and effectively with staff to ensure their understanding and seek high quality performance. Nan should continue her efforts to address any systemic problems impacting multiple areas of Town.

Other comments included:

- Strong work ethic, attention to detail and follow-through
- New hires under Nan's watch have been very good and there are several more to come. There are clearer lines of responsibility among staff, especially in the financial department.
- Managing the additional space needs for the Health Department by shifting office locations
- Willingness to study our organizational system as it relates to responsibility and accountability
- Supportive of the Board's efforts to streamline ATM processes and to bring forth fully vetted articles. Preparation for town meeting and production of the Warrant can be all encompassing and takes many weeks/year.

What performance area(s) would you identify as most critical for improvement?

Bring long-term projects/efforts to closure more efficiently to reduce workload/open items. If the Board makes project completion a priority, it will give Nan more authority to have staff make it a priority. The board acknowledges that Nan often does not have the authority to direct outcomes of policy and programs, but everything still manages to come back to the TA's office if there is a problem.

Make more suggestions for improvement. With increased experience with Wayland's Town and government organization and based on her experience and judgment, Nan can add value here. Board members viewed Nan as a change agent. One example: Nan has often mentioned that Wayland has a unique way of budgeting. She should bring her experience from other communities to bear on Wayland's budgeting practices. If changes are needed to Town code, let's propose them.

Make recommendations to the board on agenda items. Our packets have improved greatly and most agenda items have a suggested course of action. The board would like this to continue and improve.

Manage staff and volunteer relations. This will continue to be a challenging part of Nan's job. Nan is a change agent and sometimes shakes up long ingrained processes that might be unpopular with some staff and committees. Maintaining good relations while moving the Town forward will be a balancing act. Some sense that staff relations are strained at times and found emails abrupt. Overall, the board is cognizant of Nan's workload, her patience and the close scrutiny by some residents and appreciates her efforts to have a handle on everything.

Some board members stated:

- Some would appreciate additional/continued effort to assist the board with town meeting article prep – reviewing Finance Committee article drafts with the board and working with staff to postpone articles that are not quite ready.
- Nan has demonstrated willingness to change approach on advice of others, but sometimes has sensitivity to constructive criticism (e.g. selecting the financial advisor).
- At times Nan is cautious or wary and this may result in being defensive, quick to use consultants, increasing concerns about volunteers talking to staff without going through her and/or taking on a responsibility without some 'official' supervision.

What other comments do you have for the Town Administrator, e.g. priorities, expectations, goals or objectives for the next year?

When one asks five board members for comments/ideas on the coming year, the list is long!

Four common themes emerged:

- Town Center. The board places a high priority on completing the relationship with KGI on the Town Center. Provide advice to the BoS on finishing the few Town Center issues remaining with the developer. The CoA/CC Committee is waiting for resolution on the town parcel. This state of limbo needs to be resolved. The board's goals include resolving the issues with KGI, opening up the town green, and moving ahead with new space for our seniors.
- River's Edge. Provide guidance and materials for BoS to make an informed decision in awarding the bid and meeting procurement deadlines. Analysis should include tangibles (financial

comparison) and intangibles (progress toward affordable housing goals, increased taxes, support for businesses).

- **Communication.** Efforts to improve communications have begun, but there is still a long way to go to increase the flow of positive information about the Town. The BoS needs help in keeping the public informed with factual information through press releases, newsletters, Facebook posts and perhaps an annual “state of the town” event. This was a goal for last year that will continue to take attention and effort, including that of the board.
- **Setting priorities.** Trying to set priorities in a Town where everything is a high priority, Nan can feel overwhelmed with the number of “critical issues” on her plate. For self-preservation, she needs to work with the BoS to prioritize. Together, the board and Nan need to balance the interests of a vocal group of stakeholders focused on fiscal and compliance issues against those in town who may be less vocal but value most the services that this town provides with regard to public safety, infrastructure, and schools.

Other items that were mentioned for the next year:

- Understand and implement the opportunities available through the Municipal Modernization Act
 - Implementation of the Public Records Information Officer requirements
 - Continued attention to OML issues
 - Provide guidance in bringing a recommendation on legal services to the board
 - Create an effective organizational structure. Perhaps the Collins Center report will generate some ideas around a more effective organizational structure starting with the financial operations.
 - Develop a long-term plan for use of the current town building and manage space needs
 - Continue progress on affordable/work force housing
 - Apply for Community Compact funds – perhaps for financial review or website redesign among other topics
 - Incorporate feedback from boards/committees in Department Head reviews
 - Streamline packet correspondence – highlighting items in our packet that need board attention to give structure to our current review process
 - Report information in the weekly expense warrants in a better and more consistent manner
-



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN

LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
JOSEPH F. NOLAN

NAN BALMER
TOWN ADMINISTRATOR
TEL. (508) 358-7755
www.wayland.ma.us

Board of Selectmen Meeting Minutes October 5, 2016

Attendance: Lea T. Anderson, Mary M. Antes, Louis M. Jurist, Cherry C. Karlson, Joseph R. Nolan
Also Present: Town Administrator Nan Balmer

A1. Open Meeting and Enter into Executive Session (a) Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(7), to Review and Consider for Approval the Potential Release of the Following Executive Session Minutes, Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3), regarding a Discussion of Strategy with Respect To Health Insurance with the Police, Fire, AFSCME 1, AFSCME 2, Library, Teamsters, Custodians, WTA, WESA and Food Service Unions, and for a Discussion of Strategy with Respect to Collective Bargaining with the School Custodians Union, and for a Discussion of Collective Bargaining Strategy Pertaining to the OPEB Recommendation, and a Discussion of Strategy Relating to a Step 3 Police Grievance: APPROVE: November 16, 2015, May 16, 2016, June 27, 2016, and September 6, 2016; APPROVE WITH REDACTIONS: February 3, 2015, May 18, 2015, February 22, 2016, April 11, 2016, May 2, 2016, June 6, 2016, June 13, 2016, July 13, 2016, July 25, 2016, and September 19, 2016 At 7:03 p.m., C. Karlson moved, seconded by M. Antes, to enter into executive session pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(7), to review and consider for approval the potential release of the following executive session minutes, pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3), regarding a discussion of strategy with respect to health insurance with the Police, Fire, AFSCME 1, AFSCME 2, Library, Teamsters, Custodians, WTA, WESA and Food Service Unions, and for a discussion of strategy with respect to collective bargaining with the School Custodians Union, and for a discussion of collective bargaining strategy pertaining to the OPEB Recommendation, and a discussion of strategy relating to a Step 3 Police Grievance: APPROVE: November 16, 2015, May 16, 2016, June 27, 2016, and September 6, 2016; APPROVE WITH REDACTIONS: February 3, 2015, May 18, 2015, February 22, 2016, April 11, 2016, May 2, 2016, June 6, 2016, June 13, 2016, July 13, 2016, July 25, 2016, and September 19, 2016. The Chair declares that a public discussion of these matters may have a detrimental effect on the bargaining, or negotiating position of the town. Roll call vote: YEA: L. Anderson, L. Jurist, J. Nolan, M. Antes, C. Karlson. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0. Chair C. Karlson invites attendance by Town Administrator Nan Balmer. The Board will reconvene in open session in approximately twenty minutes.

The Board returned to open session at 7:23 p.m.

A2. Call to Order by Chair Chair C. Karlson called the meeting of the Board of Selectmen to order at 7:24 p.m. in the Selectmen's Meeting Room of the Wayland Town Building and noted the meeting will likely be broadcast and videotaped for later broadcast by WayCAM.

M. Antes announced that Wayland Concert Series begins its season this Friday. L. Anderson stated that the Health Department is offering free flu clinics.

A3. Public Comment Sally Cartwright, member of the Library Board of Trustees, announced that there will be a celebratory open house to honor Ann Knight and her 14 years of service to the town.

A4. Discuss Special Town Meeting Articles Including: Vote to Take Position to Co-Sponsor or to Withdraw Articles and Vote to Order Articles The Board stated that the deadline for input is tonight. Article 1, (Municipal Field Irrigation Waiver Bylaw) has new language from Town Counsel. C Karlson asked N. Balmer to get a BOPW member contact for the article. The Board stated that Article 2 (Amend Chapter 36, Section 18 of Town Code..) is being voted on tonight.

L. Anderson stated that she has seen the Finance Committee comments on Article 3, (Landscaping in Parking Areas Zoning Bylaw) and that they are well done. L. Anderson moved that the BOS support Article 3 "Landscaping in Parking Areas Zoning Bylaw" for Special Town Meeting, seconded by J. Nolan. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

L. Anderson stated that Article 4 (Conservation Cluster Developments) is more complicated. The Board felt comfortable to vote on the article as written. L Anderson moved that the BOS support Article 4 "Conservation Cluster Developments Zoning Bylaw" for Special Town Meeting, seconded by J. Nolan. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

C. Karlson reported that MaryAnn DiNapoli will add a map to the warrant for Article 5 (Petition the State Legislature to Remove All Police Personnel from the Provisions of Civil Service...). The Board decided that since Article 6 (Mainstone Farm) mentions a sketch from Annual Town Meeting, it would be helpful to add the sketch to the warrant.

The Board stated that the petitioner's comments have been revised slightly in Article 7 (Eliminate Funding for Stonebridge Water Access Road and Water Main). C. Karlson stated that the most recent version of the draft warrant has the language changes in Article 8 (107 Old Sudbury Road). N. Balmer told the Board that the appraisal is underway. The Board agreed not to vote on the article before getting an appraisal. M. Lowery told the Board that the BOPW is discussing what their financial choices are. J. Nolan asked how Wayland compares to other towns when it comes to water rates. M. Lowery said they are fairly high but comparable considering age of infrastructure. The Board decided to wait until they get more information before taking a vote.

C. Karlson stated that Article 9 (8 Glezen Lane) in the draft review of the warrant is correct. The Board decided to put a statement in the warrant that says the Board will defer a decision until Special Town Meeting on Articles 8 (107 Old Sudbury Road), 9 (8 Glezen Lane), 10 (Assisted/Independent Living and Nursing Home), and 11 (Home Occupation).

The Board also decided to defer a decision until Special Town Meeting on Article 13 (Middle School Field Feasibility Study). L. Jurist told the Board that the Recreation Commission might pull the article. L. Anderson moved that the BOS pull Article 13 (Middle School Field Study) if the Recreation Commission votes to do so, seconded by L. Jurist. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

The Board decided to leave the order of the articles as it is now.

A5. Town Administrator Evaluation: Receive Cumulative Evaluation C. Karlson reviewed with the Board how she organized everyone's comments on their evaluations of N. Balmer. The Board decided that

they will edit them and bring the evaluations back to the next meeting, with the goal to present them at the Oct 24 meeting.

A6. Meet with Representatives of Energy Initiatives Advisory Committee to Discuss Community Event Celebrating New Solar Energy Facilities Energy Initiatives Advisory Committee member Ellen Tohn discussed a possible public event for the town to celebrate the new solar energy facilities. E. Tohn stated that although there are a few more final steps in the process to complete it, the committee and AMERESCO would like to have an event to celebrate the panels and also get the word out to the community and press. E. Tohn asked the Board to let her know if they wanted to include anyone else. She said they are looking at the dates of December 1, 2, 3, or 4 and want to have it at the High School. E. Tohn also discussed putting up signs to promote the event. AMERESCO will install flat screen televisions in the High School, Middle School, and the Town Building. The Board stated that the committee should work with the planning director on any possible signs for the event.

A7. Review and Approve Minutes of September 19, 2016 M. Antes moved, seconded by J. Nolan, to approve the revised minutes of September 19, 2016. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

A8. Review and Approve Consent Calendar (See Separate Sheet) J. Nolan moved, seconded by L. Jurist, to approve the Consent Calendar. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

A9. Review Correspondence (See Separate Index Sheet) N. Balmer asked the Board to read the communication on Housing. C. Karlson stated that there have been several letters sent to state agencies regarding the timely submission of cost certifications and the town should follow up with them to see where the agencies are to bring this matter to a close. This could be source of income to the town. The Board thanked Director of Public Health, Juila Junghanns, for doing a great job explaining the issue at the Church of the Holy Spirit.

A10. Report of the Town Administrator N. Balmer announced that the Housing Organizational Study has been completed, and Housing Consultant K. Sunnarborg will do a presentation for the Board on Oct. 24. N. Balmer stated that the appraisal of 107 Old Sudbury Rd. is underway. Proposals for 8 Glezen Lane are due Oct 21. The owner was sent a letter requesting access to the property for an appraisal. Town Counsel M. Lanza advised that the "Town Wide Recreation Facilities Strategic Plan" article is written broadly enough to encompass the "Middle School Feasibility Study" article. The Recreation Commission will meet Thursday after the BOS to take final votes on the warrant articles to decide whether to recommend passing over the Middle School Study article. N. Balmer stated that she is looking into firms and individuals to serve as a independent contractor to help quantify River's Edge costs. N. Balmer suggests to the Board that the town focus on problem-solving with the Schools and BOPW/DPW first.

A11. Selectmen's Reports and Concerns J. Nolan discussed the MetroWest RTA event that he attended tonight. He noted that money made from the new parking spaces will go back into updating the Framingham station. J. Nolan stated that the 495 Partnership is having a meeting to discuss demolition of the tolls. M. Antes told the Board that the MAPC will send a group to test various traffic patterns on a temporary basis if the town needs it. C. Karlson told the Board that they have started the process on the legal RFP evaluations. N. Balmer stated that the town has two candidates for the Conservation Administrator position, but has no current updates on candidates for the DPW Director position.

A12. Topics Not Reasonably Anticipated by the Chair 48 Hours in Advance of the Meeting, If Any
The Chair said, "I know of none."

A13. Adjourn There being no further business before the Board, L. Anderson moved, seconded by J. Nolan, to adjourn the meeting of the Board of Selectmen at 8:45 p.m. YEA: L. Anderson, M. Antes, C. Karlson, L. Jurist, J. Nolan. NAY: none. ABSENT: none. ABSTAIN: none. Adopted 5-0.

Items Distributed for Information and Use by the Board of Selectmen at the Meeting of October 5, 2016

1. Draft Town Administrator Evaluation, October 2016
2. Invitation to Celebration to Honor Ann Knight, Director of the Wayland Free Public Library, Sunday, October 30, at the Library
3. Draft Order of Special Town Meeting Articles

Items Included as Part of Agenda Packet for Discussion During the October 5, 2016 Board of Selectmen's Meeting

1. List of Articles Received for the November Special Town Meeting with Article Text
2. Draft Minutes of September 19, 2016
3. Report of the Town Administrator, October 3, 2016

TOWN ADMINISTRATOR'S REPORT

WEEK ENDING OCTOBER 24, 2016

STM ARTICLES: PURCHASE OF PROPERTY FOR WATER PROTECTION:

The Town received one proposal for RFP 17-15 Baldwin Pond Water Supply Property Acquisition. The proposal received is from Frank C. Chase and Karen A. Chase, for sale of the property at 8 Glezen Lane, Wayland, MA, for the selling price of \$1,155,000.00. My understanding from Town Counsel is that the Town can purchase land pursuant to MGL Chapter 40 Section 14 for "25% in excess of its average assessed valuation during the previous three years", resulting in the maximum allowed purchase price of \$886,500.00. Given the proposal price, Elizabeth Doucette will reconfirm the maximum allowed purchase price with Town Counsel and will contact the Board of Public Work's regarding next steps and approach to the related Special Town Meeting article.

WASTEWATER

Please see attached letter from the Chair of the Wastewater District Commission regarding an overflow of sewage from the collection system. The spill was cleaned up and reported as required within 24 hours to DEP, EPA and Board of Health as required. Multiple town staff assisted with the response. Mr. Knight suggests consideration of a new organizational model for the district.

DRAFT GOVERNANCE HANDBOOK

Attached is the most recent draft of the governance guidelines for your review. A redlined version is also attached.

Balmer, Nan

From: fred knight <fred.knightway@gmail.com>
Sent: Thursday, October 20, 2016 7:38 AM
To: Boucher, David; Junghanns, Julia; Balmer, Nan; Keefe, Ben; Karlson, Cherry
Cc: Capasso, Jane
Subject: Re: Emergency

All,

Thanks to a number of people, yesterday's leak in the wastewater system was stopped, cleaned up, and will be fixed soon. As Ed O'Neill understood about 7:30 last night, the leak was due to a failed anti-siphon valve attached to the main wastewater line and located in the manhole in front of State Road Auto Body at 292 Boston Post Road. Before that, Julia Junghanns got John Regan to come with his pumping truck to stem the leak. John Regan maintained vigilance by pumping leakage from the failed valve in the manhole and pumping the nearby storm drain catch basin until Ed O'Neill, who deals with these issues as a business, arrived and closed a shut-off valve at the base of the anti-siphon riser to make a temporary fix. This action stopped further leakage. Ed will be finding a replacement anti-siphon valve and replacing the failed unit for a permanent fix as soon as he can find a replacement. Particular thanks go to John Regan and Ed O'Neill for their work, to Julia Junghanns for taking action immediately, and to Dave Boucher from Whitewater who started to mobilize resources at R.H.White in case they were needed.

Yesterday's emergency spurs me to recommend that the WWMDC immediately get an emergency response team under contract to deal with problems like this.

Also, a long-term solution is needed to maintain the integrity of the wastewater system and deal with fiscal and management issues. Possible solutions include:

1. have a regular maintenance contract, which addresses emergencies only
2. create a joint water-wastewater department under one new board with personnel to deal with routine and emergency situations for both water and wastewater, or
3. employ a part-time wastewater director to respond to emergencies and also make other management decisions.

Right now, getting a maintenance contract in place seems important. In the longer term, it is important to address how to deal with emergencies as well as address on-going fiscal and management issues. I think there is support on the WWMDC for creation of joint water-wastewater department and board, thus relieving the BPW of some responsibility and creating a unified department for water and wastewater.

The model that Chelmsford uses seems a good solution to me. They have a town-wide sewer and a joint water-sewer department. They have about 12 maintenance personnel for the water system and 1 for the sewer system. They also employ a part-time billing person to handle day-to-day issues, payment of bills, and regular billing of users.

I look forward to further discussions on these issues. In particular, I'd like the WWMDC to get on the BoS's agenda soon, say on 14 Nov 2016 after the next WWMDC meeting on 9 Nov 2016 to open further discussion of WWMDC issues. Before then, we can explore getting a maintenance contract in place.

**TOWN OF WAYLAND
HANDBOOK FOR
THE BOARD OF SELECTMEN AND
APPOINTED BOARDS, COMMITTEES, COMMISSIONS**

1.0 Volunteer Appreciation

The Board of Selectmen thanks the members of all Boards, Committees and Commissions for giving their valuable time and effort in the improvement of the Wayland community.

2.0 Authority and Purpose of These Guidelines

The Wayland Board of Selectmen adopts these guidelines for the governance of the Board of Selectmen and its appointed Boards, Committees and Commissions, referred to here as "public bodies". This policy will be superseded as required by any federal or state law and Town by-laws.

The purpose of these guidelines is to promote among the Town's public bodies decision-making that is open, thoughtful, fact-based, respectful and fair, and in compliance with the Town of Wayland's bylaws and all state and federal laws.

3.0 Organization

3.1 Annual Organization Meeting: Public bodies must organize annually immediately after the Annual Town Election and Meeting. Public bodies will elect a Chair and any other necessary officers such as a Vice-Chair or Co-Chair, Clerk and Assistant Clerk.

3.2: Assignment to Department: Each public body will be assigned to a department of the Town which will provide a secure location to maintain minutes and records.

3.3: Responsibilities under Charge and Local and State Law: Each appointed public body will conduct its business under Town by-law, state statute or under a charge adopted by the Board of Selectmen.

3.4 Annual Reports: Each public body will vote to approve and provide by September 30th of each year, an annual report which will serve as its report to Town Meeting. The report will include detailed summaries on funds under the public body's jurisdiction.

3.5 Rules of Procedure and Voting: Public bodies must establish a quorum before any meeting is called to order. Each public body may establish rules of procedure and voting consistent with local, state and federal law. Rules may include rules for allowable public comment. A separate Town policy for Remote Participation is adopted by the Board of Selectmen.

3.6 Advisory Committees: The Board of Selectmen may appoint advisory committees for a specific purpose under a temporary charge.

4.0 Role of Members: A member of any public body will:

1. Respect the role of the Chair in setting agendas and facilitating meetings.
2. Recognize that members act only as one member of a public body and may not conduct Town business independently of the public body except as authorized by a vote of the public body. Respect decisions of the public body.
3. Recognize that action at an official legal meeting is binding and that he / she cannot bind the public body outside of such meeting.
4. Not make statements or promises about how he / she will vote on matters that come before the public body until he / she has had an opportunity to hear the pros and cons of the issue during the body's public meeting.
5. Respect the privileged communication that exists in Executive Session, holding it in confidence.
6. Assume a high level of integrity, striving toward fact based and objective public statements and deliberations. Make decisions only after all facts on a question have been presented and discussed.
7. Conduct Town business through the Chair of the public body so that Town staff is not subject to potentially conflicting direction.
8. If appointed by a majority of the public body, serve as a liaison to other public bodies.
9. As a condition of appointment, the Board of Selectmen may require training so members can effectively fulfill their duties. Training may be provided at Town Building, over the internet, or may require out of Town travel or require multiple sessions. Whenever training is required by the Town so that a volunteer can serve on a public body, the Town will pay for the costs of tuition and travel. All such costs must be approved in advance by the Department Head before the costs are incurred.
10. Except at the end of their appointed term, a member who resigns, must submit to the Town Clerk a signed letter of resignation, including the date the resignation is effective. A member of a committee may continue to hold an office until a successor is appointed.

5.0 Role of Chair and Vice Chair: The Chair will set meeting agendas, convene all meetings, and execute documents as authorized by the public body. The Chair will serve as the public body's primary contact with Town staff in communicating the direction of the whole public body. As a general rule, the Chair will solicit the opinions of all members before stating his or her opinion on any agenda item before the public body. The Chair will be responsible for the preparation and the proper disposition under the Open Meeting Law of Executive Session minutes. The Chair will act only under authority provided by a quorum of the public body. The Vice Chair will fulfill the duties of the Chair in his or her absence.

6.0 Role of Clerk: Although Town staff may record minutes for some public bodies, the public body is encouraged to elect a Clerk or individual member who will be responsible for ensuring minutes are recorded, created and submitted for approval and filed along with supporting documents as a permanent record with the assigned Town department.

7.0 Open Meeting Law

7.1 Requirement to follow Open Meeting Law: Public bodies must comply with all parts of the Open Meeting Law. Public bodies subject to the Open Meeting Law include any sub-committee of two or more members who meet to conduct business assigned by the public body. Please refer to the MA Attorney General's Open Meeting Law Guide which is available on the Town website and through the Wayland Town Clerk and includes the following information important for members to know:

1. Definition of a public body
2. Definition of a meeting (Including 5 exceptions to the definition)
3. Definition of a meeting quorum
4. Requirements for posting meetings
5. Ten legal purposes for executive sessions
6. Requirements to allow remote participation
7. Public Participation - What participation must be allowed?
8. Open and Executive Session: Required records
9. Open Meeting Law complaint process

The Town Administrator is available to provide or obtain assistance on Open Meeting Law questions. You may also contact the Division of Open Government at (617) 963-2540 or r-mail openmeeting@state.ma.us.

7.2 Meeting Postings: All public bodies must comply with the Open Meeting Law, including but not limited to posting meeting agendas with the Town Clerk at least 48 hours in advance of the meeting. Saturdays, Sundays and legal holidays are excluded in the counting of the 48 hours. The posted agenda must be provided to the Town Clerk or it may be e-mailed separately to the Town Clerk at both: bklein@wayland.ma.us and dgorham@wayland.ma.us. The agenda must include a list of topics that is sufficiently specific to reasonably inform the public of the items to be discussed at the meeting. The

agenda must also include any Executive Sessions planned, specifying one of the 10 legal purposes for calling an Executive Session.

7.3 Revised Agendas: If an agenda item is received by the Chair within 48 hours of a posted meeting, and the agenda item could not be reasonably anticipated by the Chair more than 48 hours before the meeting, the Chair may revise the posted agenda to include the new agenda item. It is preferred that agendas be revised only when the agenda item arises because of an emergency, defined as a sudden, generally unexpected occurrence or set of circumstances demanding immediate action. All other matters should be heard at a later meeting of the public body.

7.4 Requirement for Meeting Minutes: The Open Meeting Law requires public bodies to create and approve minutes in a timely manner which is interpreted to mean seven weeks after the date the meeting occurred. Public Records Law requires that existing minutes be made available to the public within 10 days upon request, whether these minutes have been approved or are in draft form including hand written notes. Materials or other exhibits used by the public body in an open meeting must also be made available to the public within 10 days of request. One hard copy, original set of meeting minutes including all materials provided to the public body at the meeting, signed by the public body's Clerk, must be submitted within 5 days of approval by the public body to the public body's assigned department which will maintain the minutes as the permanent record of the public body. Minutes of all public bodies will, upon approval, be posted on the Town website.

7.5 Contents of Minutes: Minutes must include the name of the public body, the date, time, and place of the meeting, the names of members present and absent, the names of staff present, and the substance of all discussion including all subjects acted upon or heard. Minutes must include a full and complete record of all motions proposed for vote and will include the exact vote, the names of the mover and the seconder for each motion, and the names of those voting against each motion. A verbatim record of meetings is not required.

7.6 Draft Minutes: Once created, draft regular meeting minutes are a public record available to the public, even if the minutes have not been presented at a meeting.

7.7 Executive Session Minutes: Minutes must be created for all Executive Sessions. Executive Session Minutes must not be released to the public until the reason for calling an Executive Session has ended, after which Executive Session Minutes must be reviewed and released by the public body.

7.8 Recording of Meetings: Any member of the public has the right to make an audio or video recording of an open session of a public meeting but must notify the Chair before recording. The Chair must inform attendees of any such recording at the

beginning of the meeting including that that the meeting may be broadcast on the Way-Cam government access channel. The Chair may impose reasonable requirements regarding audio or video equipment so recording does not interfere with the meeting.

7.9 Public Participation: Under the Open Meeting Law, the public is permitted to attend open meetings of public bodies but is excluded from an executive session that is called for a valid purpose listed in the law. The amount of time a member of the public will be allowed to speak to a public body will be determined at the discretion of the Chair. While the public is permitted to attend an open meeting, an individual may not address the public body without permission of the Chair. An individual is not permitted to disrupt a meeting of a public body, and at the request of the Chair, all members of the public will be silent. If after clear warning, a person is disruptive, the Chair may order the person to leave the meeting, and if the person does not leave, the Chair may authorize a police officer to remove the person.

7.10 Remote Participation at Meetings: The Town of Wayland permits remote participation. Members of town boards and committees can participate and vote by teleconference, audio-conference or other means that allows all persons present, including the audience and the member participating remotely, to hear the proceedings. Acceptable reasons for remote participation under the regulations include personal illness, personal disability, emergency, military service and geographic distance.

All votes taken at meetings where a member participates remotely must be taken by roll call vote and a quorum of members must otherwise be present, not including a remote participant. No remote participant can chair a meeting.

7.11 Open Meeting Law Complaint Process: Individuals who allege a violation of the Open Meeting Law must first file a complaint with the public body alleged to have violated the OML within 30 days of the date of the violation or the date the complainant could have reasonably known of the violation. The full complaint process, including the required response of the public body to the complainant within 14 days of receipt of the complaint is included in the Attorney General's Open Meeting Law Guide. Please provide a copy of all Open Meeting Law complaints to the Town Administrator's Office.

Within 14 business days of the date on which the complaint was filed, the public body must review the complaint and send to the Attorney General's Office (AGO) a copy of the complaint along with a description of any action taken to resolve the issue that was raised by the complaint. Within seven business days of the date that the complaint was filed, the public body may request additional information from the person making the complaint if necessary to resolve the complaint. The person making the complaint shall provide the additional information to the public body within 10 business days, and the

public body shall have shall have 10 additional business days (total 24 business days from the date complaint was originally filed) to act on the complaint and notify the AGO.

The public body may request additional time to consider taking remedial action and must make that request in writing to the AGO, to the Attention of the Director of the Division of Open Government. The AGO may, at its discretion, grant additional time to the public body if it determines there is a showing of good cause to grant the extension.

8.0 Use of E-Mail to Conduct Business

8.1 E-Mail and Public Records Law: E-mail communication created or received by a member of a public body while acting in his or her capacity as a member of the public body is considered a public record and is subject to a public records request under the Public Records Law even if the e-mail is received by or created on a private computer or sent to only one individual.

For members of a public body to conveniently create a permanent record for e-mail about town business, members of public bodies must list the following town e-mail archive address as a separate recipient: archive@wayland.ma.us. As an alternative, members of public bodies may be assigned a separate Town of Wayland e-mail address to be used for all town business.

8.2 E-Mail and Open Meeting Law: Whenever one member of a public body uses e-mail to discuss the public body's business (except for administrative matters such as scheduling and the transmission of documents) with a quorum of the members, it constitutes "deliberation" and is in direct violation of the Open Meeting Law. E-mail communication between less than a quorum of a public body is also in violation of the Open Meeting Law if the e-mail, between less than a quorum of members, is later forwarded to or discussed with additional members outside of a public meeting, thus unintentionally creating a quorum.

8.3 Board of Selectmen Guideline on E-Mail: To avoid violations of the Open Meeting Law and the Public Records Law, it is preferred that e-mail among members of Towna public body be restricted to scheduling meetings and distribution of agendas, documents and reports.

9.0 Code of Ethics and Code of Conduct

9.1 Code of Ethics: All members of public bodies are sworn in by the Town Clerk to uphold all state and local laws applicable to the public body's jurisdiction. Members must comply with the state ethics law (MGL Chapter 268A) regarding the conduct of public officials. Members must complete required ethics training and on-line tests. A member is required under the law to not vote on any matter in which the member or an immediate family member has a financial interest. Members are encouraged to recuse themselves if there is an "appearance" of a conflict of interest. For questions and advice about how the conflict of interest law applies to you, please call the State Ethics Commission at (617) 371-9500 and ask for the Attorney of the Day or you may electronically request an informal written opinion.

9.2 Standard of Conduct: All members will treat the public, applicants before the body, Town employees and each other with respect and courtesy. The members and Chair of a public body should take time to listen to individuals speaking to the body. The Chair should make sure members of the public who are present also accord those speaking with respect and an opportunity to be heard uninterrupted.

Bullying by public officials (including committee, board and commission members and staff) while in the course of public business is not tolerated. Bullying is the repeated use of a written, verbal, or electronic expression, or a physical act or gesture, or any combination thereof, that:

1. Causes physical or emotional harm to another party or that party's property;
2. Places another party in reasonable fear of harm or of damage to his or her property;
3. Creates a hostile environment within Town Hall or other Town workplace; OR
4. Materially and substantially disrupts the work of the multi-member body, Town departments or the orderly process of government.

9.3: Absences: The absence without appropriate explanation of any member of an appointed body from 3 consecutive meetings may serve to vacate the office. The decision to recommend that the office be vacated will be made by a majority vote of other members of the public body and then transmitted to the Board of Selectmen.

9.4 Members are Bound by Applicable Personnel Policies and Law: Members of public bodies, when acting in their official capacity, are subject to any applicable state law and Town policies such as those prohibiting sexual harassment, discrimination and workplace violence. Any allegation of misconduct made by the public, Town staff or a fellow member will be reported immediately to the Town Administrator.

9.5 Litigation against Town by a Member of an Appointed Public Body: An appointed member of any appointed public body may be temporarily suspended by the Board of Selectmen during a lawsuit filed by the member against the Town in a court of competent jurisdiction in the state of MA.

9.6 Removal under this Section: The Board of Selectmen, under such procedures it may adopt, may remove a member from a public body for violations of this section.

10.0 Town Meeting and Public Bodies: Upon a majority vote, public bodies may sponsor and submit to the Board of Selectmen articles for the Board's consideration for inclusion in Annual and Special Town Meeting warrants. Articles submitted by committees that are advisory to the Selectmen shall be submitted and sponsored by the Board of Selectmen.

11.0 Policy on Legal Services

All requests for legal opinions will be made through the Town Administrator under the Board's policy on legal affairs of the Town.

SUPPLEMENTAL POLICIES REFERENCED ABOVE:

Legal Affairs Policy

NFB 10/18/16

**TOWN OF WAYLAND
HANDBOOK FOR
THE BOARD OF SELECTMEN AND
APPOINTED BOARDS, COMMITTEES, COMMISSIONS**

Comment [NB1]: Note: This handbook applies only to appointed and not elected public bodies.

1.0 Volunteer Appreciation

The Board of Selectmen thanks the members of all Boards, Committees and Commissions for giving their valuable time and effort in the improvement of the Wayland community.

2.0 Authority and Purpose of These Guidelines

The Wayland Board of Selectmen adopts these guidelines for the governance of the Board of Selectmen and its appointed Boards, Committees and Commissions, referred to here as "public bodies". This policy will be superseded as required by any federal or state law and ~~town~~Town by-laws.

The purpose of these guidelines is to promote among the ~~Town~~Town's public bodies decision-making that is open, thoughtful, fact-based, respectful and fair, and in compliance with ~~town~~the Town-of-Wayland's bylaws and all state and federal laws.

3.0 Organization

3.1 Annual Organization Meeting: Public bodies must organize annually immediately after ~~the~~ Annual ~~Town~~Town Election and Meeting. Public bodies will elect a Chair ~~and~~ any other necessary officers such as a Vice-Chair or Co-Chair, Clerk and Assistant Clerk.

3.2: Assignment to Department: Each public body will be assigned to a department of the ~~T~~town which will provide a secure location to maintain minutes and records.

3.3: Responsibilities under Charge and Local and State Law: Each appointed public body will conduct its business under ~~town~~Town by-law, state statute or under a charge adopted by the Board of Selectmen.

3.4 Annual Reports: Each public body will ~~vote to approve and provide by September 30th of each year,~~ an annual report which will serve as its report to ~~Town~~Town Meeting. The report will include detailed summaries on funds under the public body's jurisdiction.

Comment [NB2]: What about WRAP? Do other elected or appointed bodies have the authority to create and appoint committees?

Formatted: Superscript

3.5 Rules of Procedure and Voting: Public bodies must establish a quorum before any meeting is called to order. Each public body may establish rules of procedure and voting consistent with local, state and federal law. Rules may include rules for allowable public comment. A separate Town policy for Remote Participation is adopted by the Board of Selectmen.

3.6 Advisory Committees: The Board of Selectmen may appoint advisory committees for a specific purpose under a temporary charge.

4.0 Role of Members: A member of any public body will:

1. Respect the role of the Chair in setting agendas and facilitating meetings.
2. Recognize that members act only as one member of a public body and may not conduct ~~town~~Town business independently of the public body except as authorized by a vote of the public body. Respect decisions of the public body.
3. Recognize that action at an official legal meeting is binding and that he / she cannot bind the public body outside of such meeting.
4. Not make statements or promises about how he / she will vote on matters that come before the public body until he / she has had an opportunity to hear the pros and cons of the issue during the body's public meeting.
5. ~~Uphold the intent of Executive Sessions and R~~respect the privileged communication that exists in Executive Session, holding it in confidence.
6. Assume a high level of integrity, striving toward fact based and objective public statements and deliberations. Make decisions only after all facts on a question have been presented and discussed.
7. Conduct ~~town~~Town business through the Chair of the public body so that ~~town~~Town staff is not subject to potentially conflicting direction.
8. If appointed by a majority of the public body, serve as a liaison to other public bodies.
9. As a condition of appointment, the Board of Selectmen may require training so members can effectively fulfill their duties. Training may be provided at ~~Town~~Town Building, over the internet, or may require out of ~~town~~Town travel or require multiple sessions. Whenever training is required by the ~~town~~Town so that a volunteer can serve on a public body, the ~~Town~~Town will pay for the costs of tuition and travel. All such costs must be approved in advance by the Department Head before the costs are incurred.
10. Except at the end of their appointed term, a member who resigns, must submit to the ~~Town~~Town Clerk a signed letter of resignation, including the date the resignation is effective. A member of a committee ~~member~~ may continue to hold an office until a successor is appointed.

5.0 Role of Chair and Vice Chair: The Chair will set meeting agendas, convene all meetings, and execute documents as authorized by the public body. The Chair will serve as the public body's primary contact with Town staff in communicating the direction of the whole public body. As a general rule, the Chair will solicit the opinions of all members before stating his or her opinion on any agenda item before the public body. The Chair will be responsible for the preparation and the proper disposition under the Open Meeting Law of Executive Session Theminutes. The Chair will act only under authority provided by a quorum of the public body. The Vice Chair will fulfill the duties of the Chair in his or her absence.

6.0 Role of Clerk: Although ~~town~~Town staff may record minutes for some public bodies, the public body is encouraged to elect a Clerk or individual member who will be responsible for ensuring minutes are recorded, created and submitted for approval and filed along with supporting documents as a permanent record with the assigned ~~town~~Town department.

76.0 Open Meeting Law

76.1 Requirement to follow Open Meeting Law: Public bodies must comply with all parts of the Open Meeting Law. Public bodies subject to the Open Meeting Law include any sub-committee of two or more members who meet to conduct business assigned by the public body. Please refer to the MA Attorney General's Open Meeting Law Guide which is available on the ~~town~~Town website and through the Wayland ~~Town~~Town Clerk and includes the following information important for members to know:

1. Definition of a public body
2. Definition of a meeting / (Including 5 exceptions to the definition)
3. Definition of a meeting quorum
4. Requirements for posting meetings
5. Ten legal purposes for executive sessions
6. Requirements to allow remote participation
7. Public Participation - What participation must be allowed?
8. Open and Executive Session: Required records
9. Open Meeting Law complaint process

The ~~Town~~Town Administrator is available to provide or obtain assistance on Open Meeting Law questions. You may also contact the Division of Open Government at (617) 963-2540 or r-mail openmeeting@state.ma.us.

76.2 Meeting Postings: All public bodies must comply with the Open Meeting Law, including but not limited to posting meeting agendas with the ~~Town~~Town Clerk at least 48 hours in advance of the meeting. Saturdays, Sundays and legal holidays are excluded in the counting of the 48 hours. The posted agenda must be provided to the ~~Town~~Town Clerk or it may be e-mailed separately to the ~~Town~~Town Clerk at both: bklein@wayland.ma.us and dgorham@wayland.ma.us. The agenda must include a list of topics that is sufficiently specific to reasonably inform the public of the items to be

discussed at the meeting. The agenda must also include any Executive Sessions planned, specifying one of the 10 legal purposes for calling an Executive Session.

76.3 Revised Agendas: If an agenda item is received by the Chair within 48 hours of a posted meeting, and the agenda item could not be reasonably anticipated by the Chair more than 48 hours before the meeting, the Chair may revise the posted agenda to include the new agenda item. It is preferred that agendas be revised only when the agenda item arises because of an emergency, defined as a sudden, generally unexpected occurrence or set of circumstances demanding immediate action. All other matters should be heard at a later meeting of the public body.

76.4 Requirement for Meeting Minutes: The Open Meeting Law requires public bodies to create and approve minutes in a timely manner which is interpreted to mean seven weeks after the date the meeting occurred. ~~The~~ Public Records Law requires that existing minutes be made available to the public within 10 days upon request, whether these minutes have been approved or are in draft form including hand written notes. Materials or other exhibits used by the public body in an open meeting must also be made available to the public within 10 days of request. One hard copy, original set of meeting minutes including all materials provided to the public body at the meeting, signed by the public body's Clerk, must be submitted within 5 days of approval by the public body to the public body's assigned department which will maintain the minutes as the permanent record of the public body. Minutes of all public bodies will, upon approval, be posted on the ~~town~~Town website.

76.5 Contents of Minutes: Minutes must include the name of the public body, the date, time, and place of the meeting, the names of members present and absent, the names of staff present, and the substance of all discussion including all subjects acted upon or heard. Minutes must include a full and complete record of all motions proposed for vote and will include the exact vote, the names of the mover and the seconder for each motion, and the names of those voting against each motion. A verbatim record of meetings is not required.

Comment [NB3]: Check the source of this

76.6 Draft Minutes: Once created, draft regular meeting minutes are a public record available to the public, even if the minutes have not been presented at a meeting.

76.7 Executive Session Minutes: Minutes must be created for all Executive Sessions. Executive Session Minutes must not be released to the public until the reason for calling an Executive Session has ended, after which Executive Session Minutes must be reviewed and released by the public body.

Comment [NB4]: This section needs a legal review and update to address release of minutes with redactions.

76.8 Recording of Meetings: Any member of the public has the right to make an audio or video recording of an open session of a public meeting but must notify the Chair before recording. The Chair must inform attendees of any such recording at the

beginning of the meeting including that that the meeting ~~will~~may be broadcast on the Way-Cam government access channel. The Chair may impose reasonable requirements regarding audio or video equipment so recording does not interfere with the meeting.

7.9 Public Participation: Under the Open Meeting Law, the public is permitted to attend open meetings of public bodies but is excluded from an executive session that is called for a valid purpose listed in the law. The amount of time a member of the public will be allowed to speak to a public body will be determined at the discretion of the Chair. While the public is permitted to attend an open meeting, an individual may not address the public body without permission of the Chair. An individual is not permitted to disrupt a meeting of a public body, and at the request of the Chair, all members of the public will be silent. If after clear warning, a person is disruptive, the Chair may order the person to leave the meeting, and if the person does not leave, the Chair may authorize a police officer to remove the person.

7.10 Remote Participation at Meetings: The Town of Wayland permits remote participation. Members of town boards and committees can participate and vote by teleconference, audio-conference or other means that allows all persons present, including the audience and the member participating remotely, to hear the proceedings. Acceptable reasons for remote participation under the regulations include personal illness, personal disability, emergency, military service and geographic distance.

All votes taken at meetings where a member participates remotely must be taken by roll call vote and a quorum of members must otherwise be present, not including a remote participant. No remote participant can chair a meeting.

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7.11 Open Meeting Law Complaint Process: Individuals who allege a violation of the Open Meeting Law must first file a complaint with the public body alleged to have violated the OML within 30 days of the date of the violation or the date the complainant could have reasonably known of the violation. The full complaint process, including the required response of the public body to the complainant within 14 days of receipt of the complaint is included in the Attorney General's Open Meeting Law Guide. Please provide a copy of all Open Meeting Law complaints to the Town Administrator's Office.

Within 14 business days of the date on which the complaint was filed, the public body must review the complaint and send to the Attorney General's Office (AGO) a copy of the complaint along with a description of any action taken to resolve the issue that was raised by the complaint. Within seven business days of the date that the complaint was filed, the public body may request additional information from the person making the complaint if necessary to resolve the complaint. The person making the complaint shall provide the additional information to the public body within 10 business days, and the

public body shall have shall have 10 additional business days (total 24 business days from the date complaint was originally filed) to act on the complaint and notify the AGO.

The public body may request additional time to consider taking remedial action and must make that request in writing to the AGO, to the Attention of the Director of the Division of Open Government. The AGO may, at its discretion, grant additional time to the public body if it determines there is a showing of good cause to grant the extension.

87.0 Use of E-Mail to Conduct Business

87.1 E-Mail and Public Records Law: E-mail communication created or received by a member of a public body while acting in his or her capacity as a member of the public body is considered a public record and is subject to a public records request under the Public Records Law even if the e-mail is received by or created on a private computer or sent to only one individual.

For members of a public body to conveniently create a permanent record for e-mail about town business, members of public bodies must list the following town e-mail archive address as a separate recipient: archive@wayland.ma.us. As an alternative, members of public bodies may be assigned a separate Town of Wayland e-mail address to be used for all town business.

87.2 E-Mail and Open Meeting Law: Whenever one member of a public body uses e-mail to discuss the public body's business (except for administrative matters such as scheduling and the transmission of documents) with a quorum of the members, it constitutes "deliberation" and is in direct violation of the Open Meeting Law. E-mail communication between less than a quorum of a public body is also in violation of the Open Meeting Law if the e-mail between less than a quorum of members, is later forwarded to or discussed with additional members outside of a public meeting, thus unintentionally creating a quorum.

87.3 Board of Selectmen Guideline on E-Mail: To avoid violations of the Open Meeting Law and the Public Records Law, it is preferred that e-mail ~~between among~~ members of ~~the town~~Town's public bodies be restricted to scheduling meetings and distribution of agendas, documents and reports.

Comment [NBS]: Needs consideration

98.0 Code of Ethics and Code of Conduct

98.1 Code of Ethics: All members of public bodies are sworn in by the ~~Town~~Town Clerk to uphold all state and local laws applicable to the public body's jurisdiction. Members must comply with the state ethics law (MGL Chapter 268A) regarding the conduct of public officials. Members must complete required ethics training and on-line tests. A member is required under the law to not vote on any matter in which the member or an immediate family member has a financial interest. Members are encouraged to recuse themselves if there is an "appearance" of a conflict of interest. For questions and advice about how the conflict of interest law applies to you, please call the State Ethics Commission at (617) 371-9500 and ask for the Attorney of the Day or you may electronically request an informal written opinion.

98.2 Standard of Conduct: All members will treat the public, applicants before the body, ~~town~~Town employees and each other with respect and courtesy. The members and Chair of a public body should take time to listen to individuals speaking to the body. The Chair should make sure members of the public who are present also accord those speaking with respect and an opportunity to be heard uninterrupted.

Bullying by public officials (including committee, board and commission members and staff) while in the course of public business is not tolerated. Bullying is the repeated use of a written, verbal, or electronic expression, or a physical act or gesture, or any combination thereof, that:

1. Causes physical or emotional harm to another party or that party's property;
2. Places another party in reasonable fear of harm or of damage to his or her property;
3. Creates a hostile environment within ~~Town~~Town Hall or other ~~Town~~Town workplace; OR
4. Materially and substantially disrupts the work of the multi-member body, ~~town~~Town departments or the orderly process of government.

98.3: Absences: The absence without appropriate explanation of any member of an appointed body from 3 consecutive meetings may serve to vacate the office. The decision to recommend that the office be vacated will be made by a majority vote of other members of the public body and then transmitted to the Board of Selectmen.

98.4 Members are Bound by Applicable Personnel Policies and Law: Members of public bodies, when acting in their official capacity, are subject to any applicable state law and ~~town~~Town policies such as those prohibiting sexual harassment, discrimination

Comment [NB6]: This section applies to public officials and does not set rules for residents.

and workplace violence. Any allegation of misconduct made by the public, townTown staff or a fellow member will be reported immediately to the TownTown Administrator.

98.5 Litigation against TownTown by a Member of an Appointed Public Body: An appointed member of any appointed public body may be temporarily suspended by the Board of Selectmen during a lawsuit filed by the member against the townTown in a court of competent jurisdiction in the state of MA.

98.6 Removal under this Section: The Board of Selectmen, under such procedures it may adopt, may remove a member from a public body for violations of this section.

109.0 TownTown Meeting and Public Bodies: Upon a majority vote, public bodies may sponsor and submit to the Board of Selectmen articles for the Board's consideration for inclusion in Annual and Special TownTown Meeting warrants. Articles submitted by committees that are advisory to the Selectmen shall be submitted and sponsored by the Board of Selectmen.

110.0 Policy on Legal Services

All requests for legal opinions will be made through the TownTown Administrator under the Board's policy on legal affairs of the townTown.

SUPPLEMENTAL POLICIES REFERENCED ABOVE:

~~1-Remote-Participation Policy~~, ~~2-Legal Affairs Policy~~

NFB 10/18/16



NAN BALMER
TOWN ADMINISTRATOR
TEL. (508) 358-7755
www.wayland.ma.us

TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN

LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
JOSEPH F. NOLAN

BOARD OF SELECTMEN
Monday, October 24, 2016
Wayland Town Building
Senior Center

CONSENT CALENDAR

1. Vote the Question of Approving and Signing the Weekly Payroll and Expense Warrants
2. Vote the Question of Approving the Invoice for Town Counsel Mark J. Lanza for Services through September 30, 2016: \$6,335.75
3. Vote the Question of Approving a One Day Liquor License for Russell's Garden Center, 397 Boston Post Road, for the Ladies Night Out Event, Wine Tasting Only, from 4:00 p.m. to 8:00 p.m., on Saturday, November 3, 2016

Mark J. Lanza
Attorney at Law
9 Damonmill Square - Suite 4A4
Concord, MA 01742
Tel. # (978) 369-9100
Fax # (978) 369-9916
e-mail: mjlanza@comcast.net

INVOICE - TOWN OF WAYLAND - 9/30/2016

SUMMARY

FEE CALCULATION: 39.0 HOURS X \$160.00 PER HOUR =	\$ 6,240.00
DISBURSEMENTS (See below for detail)	95.75
TOTAL 9/30/16 INVOICE.....	<u>\$6,335.75</u>
AMOUNT PAYABLE FROM GENERAL FUND LEGAL BUDGET.....	<u>\$ 6,223.75</u>
AMOUNT PAYABLE FROM GENERAL FUND ECONOMIC DEVELOPMENT COMM. PROFESSIONAL SERVICES ACC'T	<u>112.00</u>

DISBURSEMENTS

9/2016	Postage	20.25
9/2016	FAXing (978) 369-9916 & (978) 261-5034	0.00
9/2016	Copying	14.50
9/6/16	Mileage: 44 @ \$.50 =	22.00
9/6/16	Parking	34.00
9/6/16	Tolls	5.00
	Total Disbursements	<u>\$ 95.75</u>



RECEIVED

OCT 20 2016

Board of Selectmen
Town of Wayland

October 20, 2016

Board of Selectmen
Wayland Town Building
41 Cochituate Road
Wayland, MA 01778

I am the owner of 397 Boston Post Road in Wayland , MA and give my approval for a winetasting for our Ladies' Night Out event which will take place here at Russell's Garden Center on Thursday November 3, 2016 from 4-8 pm.

This is primarily a shopping event, customers come and go and do not stay for the entire four hours. Over the course of the evening we estimate on the basis of sale transactions that close to 500 people attend.

Thank you in advance for your consideration of our request.

Timothy H Skehan

CEO

Russell's Garden Center

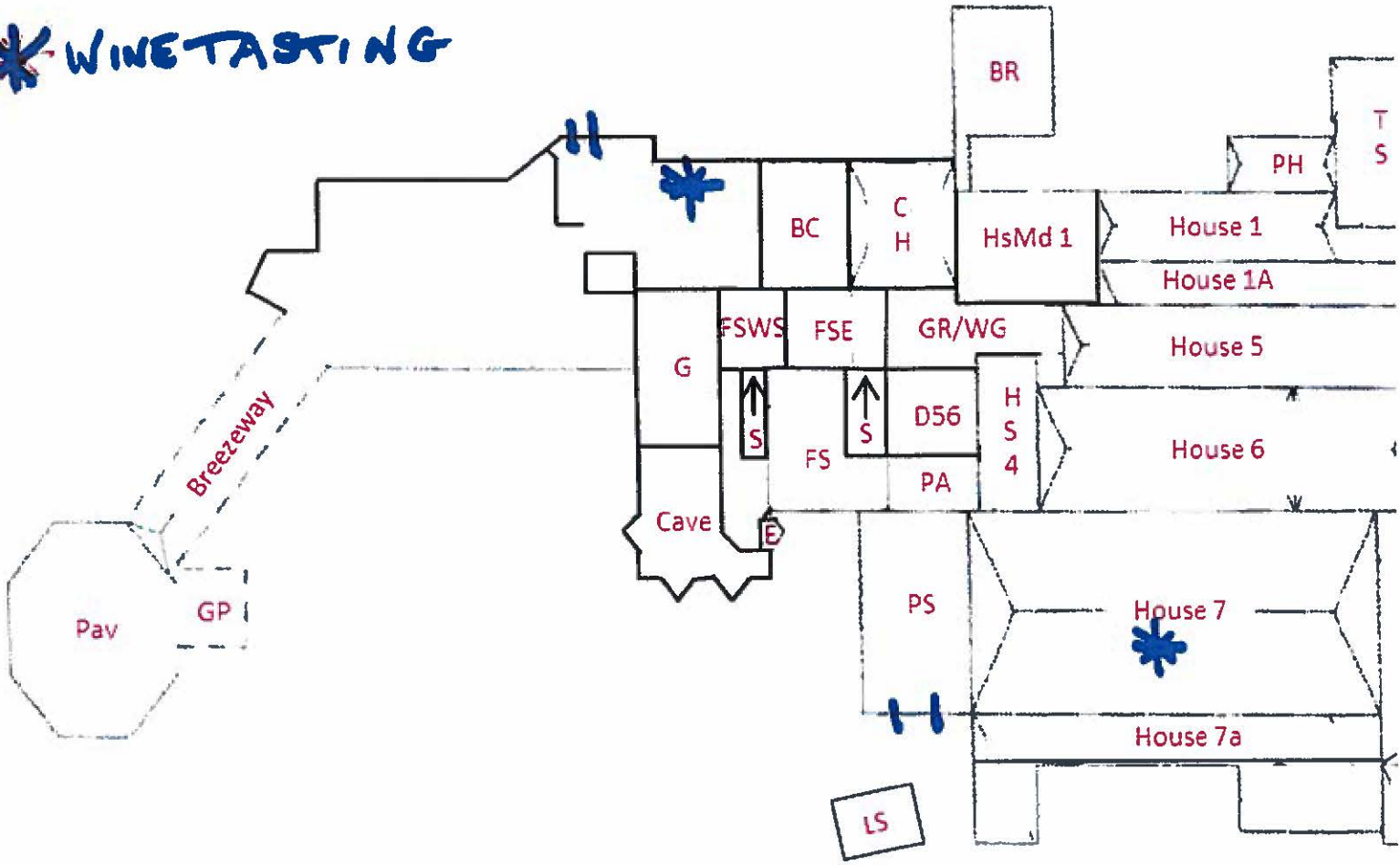
397 Boston Post Road

Wayland, MA 01778

508 358-2283 x 344

skehan@russellsgardencenter.com

* WINE TASTING



- Map template for overall perspective.

RUSSELL'S GARDEN CENTER
 397 BOSTON POST ROAD
 WAYLAND, MA. 01778



NAN BALMER
TOWN ADMINISTRATOR
TEL. (508) 358-7755
www.wayland.ma.us

TOWN OF WAYLAND

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**REVISED LIST OF PUBLIC DOCUMENTS PROVIDED TO
THE BOARD OF SELECTMEN FROM OCTOBER 14, 2016,
THROUGH AND INCLUDING OCTOBER 20, 2016,
OTHERWISE NOT LISTED AND INCLUDED IN THE
CORRESPONDENCE PACKET FOR OCTOBER 24, 2016**

Items Distributed To the Board of Selectmen – October 14-20, 2016

1. Email of 10/17/16 from Massachusetts Municipal Managers Association to Board of Selectmen re: 2016 Selectmen's Fall Conference
2. Email of 10/18/16 from WayCAM to Board of Selectmen re: Link to Recording of the Board of Selectmen Meeting at Which River's Edge Advisory Committee Members Interviewed the Developers
3. Email of 10/18/16 to Board of Selectmen re: River's Edge Advisory Committee Recommendation, October 17, 2016

Items Distributed for Information and Use by the Board of Selectmen at the Meeting of October 17, 2016

1. River's Edge Advisory Committee Bid Selection Recommendation to Board of Selectmen, October 17, 2016
2. Email of 10/13/16 from Mass Teachers Organization to Board of Selectmen, re: Resolution Against Lifting the Cap on Commonwealth Charter Schools

Revised Items Included as Part of Agenda Packet for Discussion During the October 24, 2016 Board of Selectmen's Meeting

1. Town of Wayland Housing Organizational Structure, October 3, 2016, Karen Sunnarborg Consulting
2. Memorandum of 10/24/16 from Nan Balmer, Town Administrator, to Board of Selectmen re: Rivers Edge: Update
3. Memorandum of 10/24/16 from Nan Balmer, Town Administrator, to Board of Selectmen, re: Town Administrator's Preliminary Recommendation on FY18 Capital Budget Program and Finance Director's Model for Capital Funding: FY 18 – FY 25
4. Town Administrator Evaluation, October 2016
5. Draft Minutes of October 5, 2016
6. Report of the Town Administrator, October 21, 2016



NAN BALMER
TOWN ADMINISTRATOR
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BOARD OF SELECTMEN
Monday, October 24, 2016
Wayland Town Building
Senior Center

CORRESPONDENCE

Selectmen

1. Public Comment, River's Edge Project
2. Email of 10/20/16 from Fred Knight, Chair, Wastewater Management District Commission, to Department Heads, re: Emergency Response Procedures
3. Email of 10/20/16 from Linda Segal to Nan Balmer, Town Administrator, re: Raytheon PIP Meeting November 17, 2016, at 6:30 p.m. in Wayland Town Building
4. Director of Public Health Report, October 17, 2016

Minutes

5. Design Review Board, August 29, 2016, October 4, 2016,
6. Historical Commission, June 1, 2016, June 22, 2016
7. Housing Partnership, September 13, 2016
8. Personnel Board, July 18, 2016

State

9. Letter of 10/17/16 from Department of Transportation re: Information Relative to the Recent Passage of Sections 193 and 194 of Chapter 218 of the Acts of 2016
10. Letter of 10/17/16 from Department of Transportation re: Status of Resurfacing for the Route 20 Corridor in Wayland
11. News Release, 10/19/16, from Eversource Energy, re: Eversource Begins Fall Vegetation Management Helicopter Inspections

DiNapoli, MaryAnn

From: Balmer, Nan
Sent: Tuesday, October 18, 2016 12:44 PM
To: DiNapoli, MaryAnn
Cc: Karlson, Cherry
Subject: FW: busses

Correspondence

From: molly upton [<mailto:23mupton@gmail.com>]
Sent: Monday, October 17, 2016 8:59 PM
To: Balmer, Nan; Ellen_Grieco@wayland.k12.ma.us; Barb Fletcher
Subject: busses

I watched the SC presentation on bus storage across from the old DPW site.

Did no one tell the designer that this is a zone II area?

I am Very skeptical that this plan will fly on several levels.... water quality, ability to get the appropriate bus in and out in a particular order, neighbors.... they'll need to get abatements..., and overall traffic to/from that site.

Further, if I heard correctly, the town stands to gain very little financially from Rivers Edge..... if one includes the hefty costs for an adequate lay down area for dpw and school bus storage.

The rents quoted are higher than what is the going rate for condos in Cambridge, so I question them, and suspect the only draw will be for families with school children and I hear the old (low # kids) estimate is not consistent with other projects in nearby communities.

All I hear is 'additional' tax revenue. But when the cake is baked, we may be disappointed.

Molly Upton

--

Please note my new email

23mupton@gmail.com

DiNapoli, MaryAnn

From: Karlson, Cherry
Sent: Wednesday, October 19, 2016 10:20 PM
To: Balmer, Nan; DiNapoli, MaryAnn
Subject: Fw: River's Edge Selection concerns

For correspondence.

From: KE Watson <kathleen.e.watson@gmail.com>
Sent: Wednesday, October 19, 2016 2:11 PM
To: Karlson, Cherry
Cc: Selectmen
Subject: Re: River's Edge Selection concerns

Hello again,

I apologize for the duplicate email; however, I realized I forgot to include my address at the bottom of the previous one. Thank you again for taking the time to read my concerns.

Best,
Kathleen

October 19, 2016

Cherry C. Karlson, Chair
Wayland Board of Selectmen
41 Cochituate Rd
Wayland, MA 01778

Dear Ms. Karlson,

I have been following the River's Edge selection process this year and have some comments/concerns I would like to share with the Board. I saw on Monday evening that the Rivers Edge Committee has

recommended that the Board of Selectmen, on behalf of the Town, select Wood Partners for the River's Edge project. Please see the following comments for the Selectmen regarding this decision:

1. Why are we leaving \$1,700,000 on the table with this proposal?
2. The Committee said they prefer Wood's architecture, but it looks like it belongs in an urban environment and does not reflect the more suburban feel of Wayland. I understand that architecture is subjective, but shouldn't the selected party work with the Planning Board to fully design the project to meet the desired aesthetic look?
3. The Baystone group agreed to indemnify the Town on all environmental issues. When I watched the meetings, Wood would not agree to do so. The Town must require whomever they choose to fully indemnify the Town on all environmental issues. This is most important to protect our Town.
4. It was stated by one of the Committee members that Wood is a long term holder of their properties. This is not true as they sell the majority of the properties they build in Massachusetts.
5. I see that Wood is suggesting higher rents than Baystone which would generate higher tax revenue for the Town. The market, not the Developer, will determine rents and thus taxes. If higher rents are truly attainable, then either party will attain them and the Town will benefit from that in both cases.

When making this decision the Rivers Edge Committee should have been cognizant of their fiduciary responsibility to protect the Town's interest while also achieving the best possible price.

I believe the Selectmen have a duty to do what is best for the Town with respect to all aspects of the project including the environmental indemnity.

Please share my email with your entire board and please read it into the public record.

Regards,

Kathleen Watson

18 Marshall Terrace

Wayland, MA 01778

DiNapoli, MaryAnn

From: Balmer, Nan
Sent: Thursday, October 20, 2016 9:56 AM
To: DiNapoli, MaryAnn
Subject: FW: draft public comment

correspondence

From: Gordon Cliff [<mailto:gordoncliff59@gmail.com>]
Sent: Thursday, October 20, 2016 9:49 AM
To: Karlson, Cherry; Balmer, Nan
Subject: Fwd: draft public comment

Cherry/Nan,

Below is updated. Please include it in the packet that gets posted on the website if possible

I intend to be there in person to make it, but if I fail to do so I would still like it to be included as a "for the record" public comment.

Regards and thanks,
Gordon

Public Comment - River's Edge

I urge the Board of Selectmen not to enter into an agreement to sell the River's Edge property, or at least to make any such agreement contingent on approval by Town Meeting.

Maybe the Board of Selectmen believes that the actual River's Edge project that we can get is sufficiently close to what voters expected when we authorized the Board of Selectmen to sell the property at ATM in 2014 that you shouldn't bother to take valuable time at Town Meeting to revisit it. Or maybe you agree that while the likely terms of any such agreement are significantly less favorable than what we had reason to believe, it's still the right thing to do and "by gum" you're going to do it.

I believe we now know that the upfront and ongoing income will be lot less, and the one-time and ongoing costs will be a lot higher, than we were led to believe. In my opinion the Board of Selectmen would be on very dangerous legal ground to sell the property using the 2014 vote as its rationale. The Board of Selectmen does not have the authority to commit the town to incur significant capital expenditures and/or material increases in

ongoing operating expense, which you would be doing under the terms we are likely to get in the sale of River's Edge based on what I understand.

Even if you believe you have the legal authority under that motion, Town Meeting uses **simple** language in motions to delegate its authority to the Board of Selectmen (and other agents) because we understand doing so is necessary and that we **trust** that the Board of Selectmen will be careful to stay within a reasonable envelop. The River's Edge project may still be a very good idea. If it is, given the chance Town Meeting will approve it. But it is well outside any reasonable view of the envelope of authority we entrusted you with the motion in 2014.

Thank you for taking the time to consider this input.

Gordon Cliff

Highfields Road

While I am a member of the Finance Committee the opinions expressed above are my own.

----- Forwarded message -----

From: **Gordon Cliff** <gordoncliff59@gmail.com>

Date: Tue, Oct 18, 2016 at 10:40 AM

Subject: draft public comment

To: "Karlson, Cherry" <ckarlson@wayland.ma.us>, "Balmer, Nan" <nbalmer@wayland.ma.us>

Cherry/Nan,

I am planning to make the below as a public comment next Monday night.

Let me know if you have thoughts/suggestions on how to improve/modify it.

Regards and thanks,
Gordon

River's Edge

I urge the Board of Selectmen not to enter into an agreement to sell the River's Edge property, or at least to make any such agreement contingent on approval by Town Meeting.

Maybe the Board of Selectmen believes that the actual River's Edge project that we can get is sufficiently close to what voters expected when we authorized the Board of Selectmen to sell the property at ATM in 2014 that you shouldn't bother to take valuable time at Town Meeting to revisit it. Or maybe you agree that the likely terms of any such agreement are significantly less favorable than what we were led to believe, but it's still the right thing to do and "by gum" you're going to do it.

I believe we now know that the upfront and ongoing income will be lot less, and the one-time and ongoing costs will be a lot higher, than we were led to believe. In my opinion the Board of Selectmen would be on very dangerous legal ground to sell the property using the 2014 vote as its rationale. The Board of Selectmen cannot commit the town to incur significant capital expenditures and material increases in ongoing operating expense, which you would be doing under the terms we are likely to get based on what I understand.

Even if you believe you have the legal authority, Town Meeting delegates authority to agents like the Board of Selectmen because we understand doing so is necessary and that we **trust** that the Board of Selectmen will be careful to stay within a reasonable envelop. River's Edge may still be a very good idea. If it is, Town Meeting will approve it. But it is well outside any reasonable view of the envelope of authority we entrusted you with.

Thank you for taking the time to consider this input.

Gordon Cliff

Highfields Road

While I am a member of the Finance Committee, the opinions expressed above are my own.

2

DiNapoli, MaryAnn

From: Balmer, Nan
Sent: Thursday, October 20, 2016 7:45 AM
To: DiNapoli, MaryAnn
Subject: FW: Emergency

correspondence

From: fred knight [<mailto:fred.knightway@gmail.com>]
Sent: Thursday, October 20, 2016 7:38 AM
To: Boucher, David; Junghanns, Julia; Balmer, Nan; Keefe, Ben; Karlson, Cherry
Cc: Capasso, Jane
Subject: Re: Emergency

All,

Thanks to a number of people, yesterday's leak in the wastewater system was stopped, cleaned up, and will be fixed soon. As Ed O'Neill understood about 7:30 last night, the leak was due to a failed anti-siphon valve attached to the main wastewater line and located in the manhole in front of State Road Auto Body at 292 Boston Post Road. Before that, Julia Junghanns got John Regan to come with his pumping truck to stem the leak. John Regan maintained vigilance by pumping leakage from the failed valve in the manhole and pumping the nearby storm drain catch basin until Ed O'Neill, who deals with these issues as a business, arrived and closed a shut-off valve at the base of the anti-siphon riser to make a temporary fix. This action stopped further leakage. Ed will be finding a replacement anti-siphon valve and replacing the failed unit for a permanent fix as soon as he can find a replacement. Particular thanks go to John Regan and Ed O'Neill for their work, to Julia Junghanns for taking action immediately, and to Dave Boucher from Whitewater who started to mobilize resources at R.H.White in case they were needed.

Yesterday's emergency spurs me to recommend that the WWMDC immediately get an emergency response team under contract to deal with problems like this.

Also, a long-term solution is needed to maintain the integrity of the wastewater system and deal with fiscal and management issues. Possible solutions include:

1. have a regular maintenance contract, which addresses emergencies only
2. create a joint water-wastewater department under one new board with personnel to deal with routine and emergency situations for both water and wastewater, or
3. employ a part-time wastewater director to respond to emergencies and also make other management decisions.

Right now, getting a maintenance contract in place seems important. In the longer term, it is important to address how to deal with emergencies as well as address on-going fiscal and management issues. I think there is support on the WWMDC for creation of joint water-wastewater department and board, thus relieving the BPW of some responsibility and creating a unified department for water and wastewater.

The model that Chelmsford uses seems a good solution to me. They have a town-wide sewer and a joint water-sewer department. They have about 12 maintenance personnel for the water system and 1 for the sewer system. They also employ a part-time billing person to handle day-to-day issues, payment of bills, and regular billing of users.

I look forward to further discussions on these issues. In particular, I'd like the WWMDC to get on the BoS's agenda soon, say on 14 Nov 2016 after the next WWMDC meeting on 9 Nov 2016 to open further discussion of WWMDC issues. Before then, we can explore getting a maintenance contract in place.

Fred

--

Fred Knight, fred@knightway.org, [508 358 0834](tel:5083580834)

3

DiNapoli, MaryAnn

From: Balmer, Nan
Sent: Thursday, October 20, 2016 7:45 AM
To: DiNapoli, MaryAnn
Subject: FW: Thursday, Nov. 17, 6:30 p.m. PIP meeting

correspondence

From: Linda Segal [<mailto:lmisegal@comcast.net>]
Sent: Thursday, October 20, 2016 7:26 AM
To: 'Jonathan R Hone'; [Louis J Burkhardt@raytheon.com](mailto:Louis_J_Burkhardt@raytheon.com); John Drobinski; Lyndsey Colburn
Cc: Balmer, Nan; Doucette, Elizabeth; Millette, Don; Monahan, Brian; Ben Gould; Linda L. Segal
Subject: Thursday, Nov. 17, 6:30 p.m. PIP meeting

Good morning.

Thank you all for your input towards setting the date and time for the next Raytheon PIP meeting in Wayland.

Thursday, Nov. 17, 2016 at 6:30 p.m. in the Large Hearing Room in Wayland Town Building.

The Raytheon team is preparing to file an RAO for the so-called Hamlen parcel abutting the Sudbury River. The PIP presentation will focus on the partial Permanent Solution as Raytheon prepares to donate the land to U.S. Fish and Wildlife. This step triggers review of draft documents by the PIP, including a public comment period.

I understand additional information will be shared towards funding technical assistance performed by LSP Ben Gould, CMG Environmental, Inc., for the Town in time for the Board of Selectmen's approval at its Nov. 7 meeting. The Board's meeting agenda and documents packet are usually finalized by the Thursday before (Nov. 3).

Yesterday Chip and I discussed other matters recently raised by Raytheon about the PIP, which may be best considered at a daytime follow-up meeting, perhaps in early January.

Kindly advise how else I can help.

Thanks again,
Linda



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

(KAS)
4

Julia Junghanns, R.S., C.H.O.
DIRECTOR OF PUBLIC HEALTH
TEL. (508) 358-3617
www.wayland.ma.us

Wayland Board of Health Director's Report October 17, 2016

Septic work and building approvals- construction is still busy with the fall push. Soil testing appointments have continued. We also continue to have numerous meetings with residents to provide guidance for potential home renovations/septic projects as well as future potential subdivision projects.

Ruth Mori PHN/Nurse Leader – Community flu clinics continue and we have 2 more scheduled for October 19th and 26th, both 2-7pm at town building large hearing room. As a reminder there will be no flu mist provided only injectable vaccine will be available. Department staff has been busy working on advertising PR, and preparing for flu clinics. We have had recent discussions with the Community Health Nurse at Claypit Hill School regarding increasing school nursing needs at this school. School nursing room data is actively being gathered and reviewed to identify nursing needs and sub nursing support for the rest of this year and next year. Once this data collection is completed and reviewed we will compile the information for discussion with the Board.

New process for deposits-we continue to work with IT and the Treasurer's office on the new process for depositing checks. New processes and workflows are being vetted before implementation. A credit card swipe is in the process of being introduced as a method of payment. Department managers met to review workflow/permitting process through town departments. A formal workflow design draft is in the works which we expect will be part of the foundation for a potential future new inter-departmental permitting program.

File alley cleanup-The project has begun, along with a thorough review of state records retention rules/guidelines. We are in contact with the state for approval to dispose of certain documents. Clean up has begun and disposal/shredding will be ongoing as part of this project as well as reorganization. Although it will take some time, we are making good progress.

The Mass Health Officer's Educational Conference is coming up at the end of this month, Oct 26-30. The Health Inspector and I will be attending to obtain our educational credits for our licenses.

Household Hazardous Waste Day will be held on October 22nd from 9 to 11am at the new DPW Facility at 66 River Road. Pre-registration is required online (see BoH

website). Health Agent/Sanitarian, Darren MacCaughey, has updated and greatly improved our online registration form and information for residents.

Annual Report-Office staff has been working on gathering information and numbers in order to draft the annual report for Board of Health review.

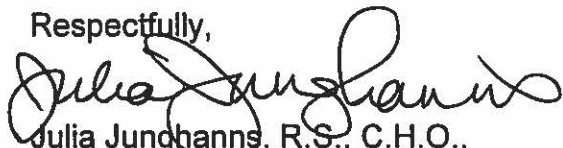
Training Fields Conservation Cluster-this 2 lot project is being reviewed by the Planning Board and the Conservation Commission. Additional soil testing has been conducted as was advised by staff. The foundation footprint locations and septic systems locations are still in the process of being determined.

195 Main Street-Old DPW site-We have been advised that exploratory test borings have been done in 9 locations by Weston and Sampson. This is very preliminary as they are trying to more accurately identify the outline of the old burn dump for purposes of planning for a possible new Library and sports playing fields. I have requested copies of the tests that have been conducted as well as the results for our files. This is very early on with the project and not expected to be presented at town meeting until 2018.

Intern-we have an interested student who would be available to work in the Health Department sometime between January and May (for 2 weeks). We have several projects in mind that we could use help with.

New Auto dialer for vaccine refrigerator-the Fire Chief is programming our new auto-dialer which will help us monitor the vaccine refrigerator temperatures and power source status. The new auto-dialer is a huge technology improvement from the prior device.

Respectfully,



Julia Junghanns, R.S., C.H.O.,
Director of Public Health

Wayland Design Review Board

Minutes for Meeting of Monday August 29, 2016

Present: Sarkis Sarkisian, Bill Sterling, Leisha Marcoccio, Marji Ford, Gretchen Schuler, Mike Lowry, Chris Lowry, Mary Antes, Mark Favermann

The meeting was called to order at 6:30 p.m.

Mark Favermann of Favermann Design was present at this meeting. He described his services to other Massachusetts communities which are past or present clients (Amesbury, Amherst, Boston, Brookline, Concord, Greenfield, Ipswich, Scituate, Somerville, Wellesley, Winchester). Mark helped them visualize the character of their community's identity or Community Branding in 3 Phases. Phase I includes the creation of an Advisory Committee formed to develop a brand theme, possible logos and appropriate colors and fonts for signage to be accomplished in only 4 meetings (approximately 4 to 8 months, with 1-2 public meetings). Although his 2 page hand-out suggests a fee of \$18,000, it was mentioned that a mini-Phase I project might be accomplished for \$10,000. Perhaps some of the remaining funds from the 375th anniversary celebration could be used.

The proliferation of roadside sandwich boards and event signs that are littering Wayland's landscape was discussed, in addition to the Town's need to have uniform overall signage. Signage is very important: it conveys an area's identity, gives directions, information, and notifies the public of restrictions. Mike Lowry brought a handout with pictures to help visualize suggestions for event sign displays. It was suggested that the DRB could ask for a unified signage fund whereby the various town bodies (HDC, DPW, WBA, Conservation Commission, Parks and Rec, and Economic Development) might help defray the cost of new sign hardscaping within the funds available to them in their budgets to create their own signage. We need to include the Public to be part of the solution making process.

Finally we discussed how we want to create and project a positive, unified image of the town in which we live. Bill Sterling said "we live in a Park," with the river, and trees and stone walls. We should take Concord's example of making our portion of the Sudbury River a recreational area for boating, with safe put-ins and boat rentals.

In summation, Wayland is more than a crossroads, it needs to project a sense of place and one's arrival into it and departure from it.

The meeting was adjourned at 7:45 p.m.

Respectfully submitted,

Marji Ford

10/4/2016

Minutes

Design Review Board

Present: Marji Ford, Leisha Marcoccio, Andrew Reck, Sarkis Sarkisian, Kathy Schreiber, Bill Sterling

The meeting opened at 6:45. No one else was in attendance so there was no Public Comment.

The first Agenda Item was signage review for the Alpha Romeo store at 533 Boston Post Road. It was recommended that the signage backdrop façade mirror those in the same strip to provide symmetry and balance. A new raised parapet behind the sign should be consistent with the others. The punched acrylic signage will match the existing Rolls Royce and Maserati signs. Even though they are internally illuminated, they are discretely done in a way that does not glare or detract from the character of the abutting properties. This decision is not to suggest that such a variance from the Zoning By-Laws is recommended for any other property.

The second Agenda Item was signage review for The Royal Nursing Home at 188 Commonwealth Road. The sign submitted meets guidelines and was accepted as presented.

At 7:25 the minutes from the August 29th meeting were reviewed and approved. At 7:30 the meeting adjourned.

Respectfully submitted,

Leisha Marcoccio

6

Wayland Historical Commission Meeting Minutes – June 1, 2016

Attendees: Members: Elisa Scola (Chair), Tonya Largy, Sheila Carel, John Dyer, Rick Conard,
Guests: Mike Lowery, Gretchen Schuler and Karen Montague

Chair Elisa Scola called the meeting to order at 7:30 pm.

1. There were no public comments.
2. Railroad Freight House and Railroad Interpretive Site: There was a discussion of possible impacts that Library expansion at its present site might have on the freight house. The Library architect has just been hired and there will be public meetings/community forums to discuss. The freight house is on the State Register but not on the National Register; if it were to be moved slightly it would not likely affect its eligibility for National Register status. If it were to be moved the restoration of the loading dock, window between freight doors on south side, restoration of historic markings on inside of south wall, and insulation/interior work would be recommendations. A suggestion was made that if significantly improved and restored the building could be used for Library functions such as a children's room.
3. Mainstone Farm: Gretchen Schuler said that the Conservation Commission will apply for a grant to the Mass. Executive Office of Energy & Environmental Affairs. This is the "LAND" (Local Acquisitions for Natural Diversity) grant program, for land conservation and recreation purposes. We consider the farmland to be archaeologically and culturally sensitive and feel that the land will be better protected under a conservation restriction than if it were to be developed. It was unanimously voted 5-0 (with motion by Elisa, second by Tonya) to have WHC write a letter to Mass. Historical Commission in support of the grant application.
4. Stone's Bridge: There is no news on the MPPF grant application that has been made. At the PMBC meeting last night the committee recommended that Structures North's proposal to perform design and construction management work be selected from the two proposals that were submitted. Structures North's proposal received the highest ranking. A recommendation will be made to Nan Balmer who is responsible for making the award. The WHC does not need to vote on this because the responsibility for making a recommendation has been assigned to the PMBC. Our understanding is that the fee for this work is not to exceed \$50,000.
5. Historic Signs at Recreation Sites: Suggestions were made for signs at various locations such as Stone's Bridge, Cochituate ballfield, Town Building ballfield, early meetinghouses, Mill Pond, site of Bent Shoe Factory, and Wayland Depot. Anyone with ideas should contact John Dyer. The leftover Wayland 375 money (about \$8,000) has been transferred back to the Town and might be available for signs if it were to be reallocated.
6. Demolition Delay Bylaw: Elisa said she did not think we would be able to have something ready for Special Town Meeting in the fall due to a shortage of members on our Commission. We have several vacancies and Sheila has indicated that she will not be able

to serve another term. There was discussion of the difficulty of getting a quorum at future meetings. We need more members.

7. Archaeology Update: The Natick artifacts from the Kapelian farm (discussed at last month's meeting) will be transferred to the Natick Historical Society. Sheila visited Yankee Craftsman and looked at the traces of the silo that are still visible. We discussed the historical significance of that site.
8. The minutes of the May 11 meeting were approved with a few changes.
9. New Business and Other Items: Elisa's appointment to the CPC ends this month. It was voted unanimously to appoint Elisa to another three year term as the WHC's representative on the CPC. The Recreation Commission has asked for WHC input in the design of the Dudley Woods walking trail and recreational field.

We will be on summer recess unless we need to arrange to meet sooner. Our next meeting was tentatively scheduled for September 21 [this was subsequently changed to June 22].

The meeting was adjourned at 8:43 pm.

Respectfully submitted,

Richard Conard

Wayland Historical Commission Meeting Minutes – June 22, 2016

Attendees: Members: Elisa Scola (Chair), Tonya Largy, Sheila Carel, John Dyer, Rick Conard,
Guests: Mike Lowery

Chair Elisa Scola called the meeting to order at 7:30 pm.

1. There were no public comments.
2. Cochituate School proposed smoking shed: This is a proposal by the Housing Authority. The building is over 100 years old and is considered to be a historic building. When CPA funding for the sprinkler system was approved at Annual Town Meeting in April 2014 (Article 20), the CPA funds were taken from the historic preservation category instead of from the affordable housing category of CPA funds. The smoking shed will require that the Board of Health be notified and there will be a ZBA hearing. The proposal is to move the existing smoking shed from the Bradford St. side (rear) to the Main St. side (front). Motion by Elisa, seconded by Sheila: Due to the historic nature of the Cochituate School (apartments) the Commission opposes the installation/relocation of a smoking shed to the Main St. side, or visible from the Main St. side. Approved by a vote of 5-0.
3. The draft minutes of the June 1 meeting were reviewed and approved with some changes.
4. New Business/Other Items: A proposed conservation cluster at #52-60 Rice Road will involve replacing three houses with five houses. The Town will receive some land as conservation land. There will be a site visit for the Conservation Commission. Sheila said she thought the Historical Commission should also have access to the land to assess its archaeological sensitivity. This was agreed to and Elisa and Tonya will write something. We will also discuss this at our next meeting in September. Sheila will provide information to Elisa for the sensitivity map. Tonya said that she had been notified by the Conservation Commission that the DPW will pull barrels out of the Castle Hill playground. Tonya will talk to Brian Monahan to find out when this work will be done.

The meeting was adjourned at 8:20 pm.

Respectfully submitted,

Richard Conard

WAYLAND HOUSING PARTNERSHIP

Minutes – September 13, 2016

Submitted by Rachel G. Bratt

Attending: Mary Antes, Joanne Barnett, Kathy Boundy, Rachel Bratt, Chris Di Bona, Pat Harlan, Stephanie May, Marty Nichols Armine Roat

Also attending, Jennifer Steel, WHP representative to Municipal Affordable Housing Trust; developer Steven Zieff; and about 18 Wayland residents

At 7:35 Rachel called the meeting to order.

Rachel welcomed new member, Joanne Barnett, new representative from Conservation Commission. She also expressed thanks to Betty Salzberg for her prior service in this role. All members of the Housing Partnership briefly introduced themselves.

Rachel provided a short overview of the Chapter 40B state statute. She answered a few questions posed by residents.

Brookside Development, Mahoney’s site on Route 20: Developer Steven Zieff provided more detail concerning where his proposed plan is, in terms of the approval process. He is waiting for a Project Eligibility Letter to be provided by MassHousing, which would detail the need for him to fulfill a number of specific requirements, prior to being granted a comprehensive permit under 40B. This is the first step of the process; the second step involves him submitting his final plan, showing how his project will comply with the various stipulated requirements. He hopes to file the paperwork for the comprehensive permit before the end of 2016.

Mr. Zieff presented and discussed a series of conceptual drawings, which, he believes, shows that the project is viable. Some key points that he made:

- 1) He believes that his plan will restore the site to a more natural state.
- 2) Certain uses of land are exempt from Town Zoning, under Chapter 40A. The Mahoney’s site is considered an agricultural use. The use of the Mahoney’s site for agricultural purposes pre-dates Wayland’s adoption of its zoning ordinance.
- 3) 3 homes could (likely) be built “as of right” under the Town’s zoning, but a mid-rise (3-4 story) apartment complex with some 60 units, could be built through the Chapter 40B process.
- 4) The anticipated cost of the land would be something over \$2 million. This means that simply placing 3 units on the site would not be financially feasible.
- 5) Parking would be under the building; likely about 1.6 spaces/unit. Some guest parking would likely be above-ground.
- 6) Septic facility would be under the surface parking level.
- 7) He believes that what he is proposing would be considered renovation or rehabilitation of the existing structures, not new construction. However, Joanne Barnett said that she believed the Conservation Commission would view this as new construction. This has major implications, it would seem, for the viability of the project, since various wetland rules would not be waived if it is deemed new construction. Conservation Commission approval is needed for the project to get a Chapter 40B permit. This part of the process would occur after the Project Eligibility letter is received from MassHousing.
- 8) Concerning number of 1-2-3 bedroom units, Mr. Zieff indicated that, under state law, at least 10% of the units would need to have 3-BRs. For his anticipated project, 6 units, with at least

2, he indicated, being affordable. WHP members indicated their interest in seeing more affordable units with 3 BRs. Mr. Zieff indicated that one of the constraints relates to septic/wastewater issues, since those relate directly to the number of bedrooms in the development. Ideally, he indicated that he would like to offer a full range of units, 1, 2 and 3-BRs with and without dens, thereby appealing to a broad market.

- 9) The 40B units would be affordable to households @ 80% or less of area median income. Mr. Zieff pointed out that market rate rentals, which he estimates to be around \$2400-2600/month, is not terribly different from rentals @ 80% AMI.
- 10) Mr. Zieff indicated that he would incorporate community space into the development, even if it means that he would need to eliminate 1-2 apartments to accommodate that. Housing Partnership members, particularly Stephanie May, underscored the importance of dedicated community and indoor and outdoor recreational space for families.
- 11) Mr. Zieff agreed that it is important for the interior finishes of the affordable and market rate units to be virtually identical. Housing Partnership members also noted the importance of the affordable and market rate units being interspersed throughout the development.
- 12) Mr. Zieff mentioned that the fire chief says he does not have the needed equipment to reach a 4-story building and that additional apparatus would be needed. However, Mr. Zieff also pointed out that his new building would be safer, in terms of fire protection, than most single family homes.
- 13) Egress of the building would, ideally, face Rich Valley Road.

Some of the concerns expressed by residents included:

- 1) Does the proposed development comply with Section 74 of the 40B statute that calls for the design of the development being consistent with the local area? None of the residential structures are 4 stories high.
- 2) How would the development impact traffic? Mr. Zieff said that he thought additional traffic load would be minimal, but that a formal traffic study would need to be done.
- 3) While they agreed that the conversation with Mr. Zieff was "civil" they did not want him to misinterpret that as being supportive of the proposal.

Rachel concluded this portion of the meeting saying that the residents would have many additional opportunities to weigh in on the proposal as it continues to be reviewed by Town boards and committees. She also noted that a study that students of hers had completed when she was at Tufts concluded that key concerns about 40B developments that had been raised prior to their construction, did not materialize several years after the developments were completed.

Mr. Zieff and residents left the meeting.

Housing Partnership members de-briefed the meeting. Marty underscored that if we want our concerns to be heard about bedroom size of affordable units, the development being generally supportive of family living, and amenities being built into the development from the start (not being an after-thought) etc. that we should be sure to attend ZBA meetings.

Rachel asked if anyone wanted to write a letter, to be sent to BOS, summarizing our concerns. Without volunteers, she offered to do so and send it around for WHP comments.

Members felt that we should make the following points:

- More deeply affordable units – units affordable at less than 80% AMI.
- More large bedroom units among the affordable units

- Dedicated indoor and outdoor community/recreational space that will be supportive to family living.
- Development should not be age-restricted.
- Suggest that the developer set aside some money to cover future monitoring costs of the development and that the monitoring agent should be a local one, such as the Wayland Housing Authority.
- Our letter will not reference concerns that are in the domain of other commissions, such as Conservation and Historical.

Approve minutes from June 14 – Stephanie moved to approve the minutes of June 14, 2016, as submitted. Chris seconded. Approved by all those members who had attended June 14 meeting. Mary Antes, Rachel Bratt, Chris Di Bona, Pat Harlan, Armine Roat.

Marty Nichols resignation: Marty indicated that he would be submitting a letter of resignation, after having served on the Wayland Housing Partnership for 16 years. In part, he noted frustration with the way in which our views were not solicited by BOS prior to their sending a letter regarding Brookside Development to MassHousing. He was also noted that he was troubled by Betty Salzberg's dismissal, without any substantive reasons, from the Conservation Commission, by the BOS. Members acknowledged his role and thanked him for his years of dedicated service. Marty has been representing the Wayland Housing Authority, so it will be up to them to nominate a new member. Rachel said that as soon as Marty submits his letter of resignation, she would write to WHA asking them to appoint Jennifer Steel.

Habitat update: Mary indicated that the project continues to be difficult and present challenges. The current major problem is that the assessment of the units is around \$400K/unit, which means that taxes would need to be paid based on this assessment. However, due to the subsidies involved, the owners paid less than \$200K for each home. Habitat International recently changed its policy regarding assessment, so that neighboring property values would not be negatively impacted by the lower Habitat assessment. However, this is a major problem for properties in MA, where taxes must be based on assessed value of the home. Obviously, a tax bill based on a \$400K assessment would be a major problem for these new owners. The occupancy permits for the second building have not yet been issued, pending resolution of this problem.

River's Edge: Chris noted that the committee is in the midst of deliberations and that she was not at liberty to say much. Suffice to say that much of the issue revolves around the disparity in the two bids for soil removal. Jennifer referenced the recent letter in the Town Crier by Werner Gossels, which strongly recommended that the Town take care of the soil removal and remediation before the land is sold, to ensure that the land is environmentally safe. This is both critical for health of the future occupants and for liability reasons.

Rachel mentioned that Devens Hamlen is proposing that the 3 affordable units at Covered Bridge to be converted from rentals and, instead, to sell them at affordable costs. She indicated her opposition to this. Marty suggested that we bring the issue to the Planning Board.

Next meetings of WHP: October 18 @ 7:30.
Tentative meeting scheduled for November 29
Final meeting for 2016 scheduled for December 13.

At 9:30 Marty made a motion to adjourn, seconded by Joanne.

Personnel Board Meeting
Wayland Town Building – Selectmen’s Office
Amended Meeting Minutes
July 18, 2016 7:00 pm

Members Present:

D. Cohen (DC); M. Peabody (MP); P. Schneider (PS); M. Jones (MJ)
J. Green (JG) attended as a non-voting Board member for this meeting as she needs to be sworn-in for her re-appointment.

DC called the meeting to order at 7:00 pm.

Also in attendance K. O’Brien (KO), HR Assistant

Public Comment

None

Review of Personnel Policies

JS presented edits to non-union policies from the previous meeting.

N1-1.1 Terms and Conditions of Employment – The Board reviewed their previous edits and made several additional changes.

MJ moved to approve the N1-1.1 Terms and Conditions of Employment policy as amended. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

N1-2.1 Position Classification and Pay Rates – The Board reviewed their previous edits and made several additional changes.

MJ moved to approve the N1-2.1 Position Classification and Pay Rates policy as amended. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

N2-2.1 Overtime – JS asked the Board to review the Overtime policy next in light of the changes to the Fair Labor Standards Act and the increase in the federal overtime threshold to \$47,526. The exempt and non-exempt positions were reviewed and discussed. Discussion moved to the application of overtime with respect to total hours worked. JS noted the AFSCME 2 collective bargaining agreement (CBA) paid overtime at 35 hours per week. Accrued paid-time-off was not excluded from the calculations, nor was it excluded in other CBAs. The AFSCME 1 CBA members were not considered to be overtime eligible by contract. Members discussed whether the overtime calculations should be changed for non-union staff to account for paid-time-off in the overtime calculations. JS noted that non-union overtime was very minimal, and he asked the Board not to make adjustment to non-union staff overtime calculations unless the goal was to change union CBAs. The Board then discussed the application of compensatory time under the policy.

MJ moved to approve the N2-2.1 Overtime policy as presented. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

N2-1.1 Work Hours – The Board reviewed the Work Hours policy. Work hours and breaks at various locations were discussed. JS explained why the hours fluctuated by location.

MJ moved to approve the *N2-1.1 Work Hours* policy as amended. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

Improved Board Communication/Social Media

JS referenced a 7/5/16 email from the Chair of the BOS regarding improving communications. KO shared with the members the establishment of a Town-wide Facebook page and Twitter account. She reviewed how the electronic media were being utilized to share information with the community.

FY 18 Budget Process

JS informed the Board of recent efforts to better align the FY 18 budget process with stated requirements in the Town By-laws. He shared the most recent draft of a schedule. Members discussed the value of the Personnel Board reviewing position requests following the BOS review. JS stated that he did not view the BOS review of positions under their jurisdiction any differently than personnel reviews by other independent boards. In the end, he believed the Personnel Board had the opportunity to compare and evaluate all requests and make their recommendations to the FinCom from a global perspective. JS also reviewed 2 new position request forms for the upcoming budget season. The Board concurred to move forward with the suggested process changes for FY 18 and evaluate the changes prior to the FY 19 cycle.

Review of HR Assistant Job Description

JS informed the Board that KO would be the new minute taker for the BOS. She would be compensated for this function via a stipend. Given recent issues with the Conflict of Interest law and certain employees having an “inside track” to positions, Town Counsel advised the Personnel Board to revise the HR Assistant job description. In doing so, JS stated it was also time to revise other items. JS said there is not a recommended change to the positions grade. Members reviewed the proposed changes and suggested several edits.

MJ moved to approve the HR Assistant job description as amended. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

Town Engineer

JS reviewed the background to the engineer’s position from the FY 17 budget cycle. JS, the Town Administrator and the BOPW Chair had discussed the position, and while the position is within DPW, the consensus was to create the function as a Town Engineer. JS briefly reviewed the job description and members commented on the various aspects of the job description. Discussion ensued on an appropriate grade. JS referenced engineering positions’ compensation in other communities. JS recommended a grade of N-9.

MJ moved to approve the Town Engineer job description as amended and establish the position as a grade N-9. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

Review of the 6/13/16 Minutes

MJ moved to approve the minutes of 6/13/16. PS seconded the motion. Four members having voted in the affirmative, the motion passed.

Executive Session

DC moved the Personnel Board enter executive session pursuant to Massachusetts General Laws Chapter 30A, Section 21 (a)(3) to Discuss Strategy with respect to Collective Bargaining with Fire Union regarding Specialist Job Descriptions; AFSCME 2 Negotiations regarding the Installation of Security Cameras at the DPW Facility; AFSCME 2 Negotiations with regarding a Potential Position Elimination; a Police arbitration; and; and pursuant to Massachusetts General Laws Chapter 30A, Section 21 (a)(2) to Review and a Potential Vote to Approve Executive Session Minutes 6/13/16 as an open discussion might have a detrimental effect on the Town's bargaining position.

PS seconded the motion.

DC took a roll call vote:

Member Schneider	Aye
Member Jones	Aye
Vice Chair Peabody	Aye
Chair Cohen	Aye

The Board having voted 4-0 to move into Executive Session, the motion carried. DC announced that the Board would be going into Executive Session for approximately 20 minutes for the stated purposes. The Board would be returning to Open Session.

The Board entered Executive Session at approximately 9:00 pm.

The Board returned to Open Session at approximately 9:15 pm.

Future Meetings

JS informed the Board that a joint meeting was being planned with the BOS, FinCom and School Committee to discuss strategy for the next round of collective bargaining. The meeting with the BOS and FinCom is required under Ch. 43-2B(3) of the Town By-laws. Proposed dates for the multi-board meeting are 9/19 or 9/26. Members indicated that both dates were acceptable.

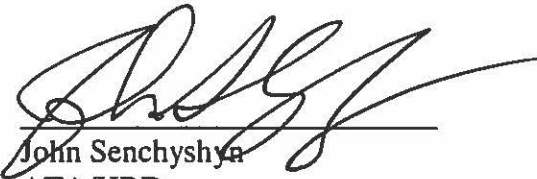
The Board decided not to establish another meeting date until the multi-board meeting is scheduled.

Topics Not Reasonably Anticipated by the Chair 48 Hours in Advance

JS stated that he received a request from the Teamsters to allow an employee-to-employee transfer of sick leave to Peter Bulkeley who is on an approved leave of absence due to his own serious health condition. Mr. Bulkeley has exhausted his accrued time. JS noted that the Board has approved this type of request in the past.

PS moved to approve allowing an employee-to-employee transfer of sick leave amongst members of the Teamster bargaining unit to a maximum of 3 days per employee. MP seconded the motion. Four members having voted in the affirmative, the motion passed.

MJ moved to adjourn at 9:25 pm. MP seconded the motion. Four members having voted in the affirmative, the motion passed.



John Senchyshyn
ATA/HRD

Documents From Personnel Board Meeting

Regular Session

July 18, 2016

Document:

Policies:

Terms and Conditions of Employment

Position Classification and Pay Rates

Work Hours

Overtime

2016-06-13 Draft Minutes

2016-07-05 Karlson Email

PB Draft Budget Process

Summary of Conflict of Interest

Draft Job Description - HR Assistant

Draft Job Description - Town Engineer

Draft Budget Forms

New Position Form

Position Modification Form

Engineer Wage Data



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, Secretary & CEO
Thomas J. Tinlin, Administrator



9

October 17, 2016

Dear Municipal Official:

I am pleased to provide the attached information/guidance relative to the recent passage of Sections 193 and 194 of Chapter 218 of the Acts of 2016 regarding changes to the Speed Limit Regulations under Chapter 90, Sections 17 and 18 that was signed by Governor Baker on August 9, 2016. The new statutes become effective on November 7, 2016.

In preparing this guidance it is MassDOT's goal to present a consistent approach on the local implementation of these statutes with respect to the most recent traffic engineering recommendations of MassDOT, the 2009 Federal Manual on Uniform Traffic Control Devices (MUTCD), and The Massachusetts Amendments to the MUTCD (2012). It is our opinion that it is imperative to create a uniform implementation by municipalities that decide to adopt these statutes which will ultimately increase their effectiveness on a statewide basis. These recommendations have been made and are hereby presented as the Official Standards of MassDOT, as authorized by Chapter 85, Section 2 of the Massachusetts General Laws. MassDOT will, upon the request of local authorities, advise municipalities on all aspects of these regulations.

Attached please find a series of Frequently Asked Questions regarding the new legislation and speed zoning in general. The MassDOT Speed Limit website will keep the FAQs up to date based upon feedback and also has a comprehensive explanation of all things speed limit related in Massachusetts. Please visit it at:

<https://www.massdot.state.ma.us/highway/Departments/TrafficandSafetyEngineering/SpeedLimits.aspx>

Sincerely,
[signature on original]
Neil E. Boudreau
State Traffic Engineer

Encl.: Speed Limit FAQs

Frequently Asked Questions on Speed Limits

Q1. What are the laws and regulations that govern speed limits in Massachusetts?

A1. Section 17 and Section 18 of Chapter 90 of the Massachusetts General Laws (MGL c. 90 §§ 17 and 18) dictates the requirements for establishing posted speed limits and the statutory speed limits on all other streets and highways. In addition, MassDOT and all municipalities are required by MGL c. 85 § 2 to follow the standards stated Manual on Uniform Traffic Control Devices (MUTCD) for the posting of speed limit signage.

Q2. What is a regulatory speed limit?

A2. With certain exceptions noted below, a regulatory speed limit is one that has a Special Speed Regulation and speed limit signs posted per MGL c. 90 § 18. A special speed regulation is established by conducting an engineering study, having the authority responsible for legislating municipal traffic code approve the proposed speed zones (city- and town-owned ways, only), submitting the study and proposed speed zones to MassDOT, having a special speed regulation duly approved by the MassDOT Traffic and Safety Engineering Section and the Registry of Motor Vehicles, and, lastly, erecting standard speed limit signage.

The Section 2B.13 of the MUTCD also states that, "Speed zones (other than statutory speed limits) shall only be established on the basis of an engineering study that has been performed in accordance with traffic engineering practices. The engineering study shall include an analysis of the current speed distribution of free-flowing vehicles." To comply with this statement, MassDOT has established Procedures for Speed Zoning, where all of the details for the required engineering study may be found.

Q3. How does a municipality create a Special Speed Regulation on a city- or town-owned way?

A3. Full details on the procedure for creating Special Speed Regulations may be found in the MassDOT Procedures for Speed Zoning. The following is a summary of the process:

1. Request sent by city/town to MassDOT District Office.
2. MassDOT will meet with city/town for detailed explanation of procedures (if requested).

3. City/town will submit proposed speed zones along with engineering justification and backup data.
4. Submittal reviewed by MassDOT District Office and Traffic & Safety Engineering Section.
5. If approved by MassDOT, special speed regulation prepared by MassDOT Traffic & Safety Engineering Section.
6. Regulation approved by city/town body that governs the municipal traffic code.
7. MassDOT Traffic & Safety Engineering Section and Registry of Motor Vehicles signs off on approved regulation.
8. Speed limit signs are erected by city/town. Speed limit is now enforceable.

Q4. What is a statutory speed limit?

A4. Statutory speed limits exist in the absence of special speed regulations and official posted speed limits. MGL c. 90 § 17 requires that drivers operate motor vehicles at a rate of speed that is no greater than reasonable and proper with regard to the use of the road and safety of the public. Reasonable and proper speeds are defined as:

- 20 mph in a school zone;
- 30 mph in thickly settled or business district for at least 1/8 of a mile;
- 40 mph on an undivided way outside of a thickly settled or business district for at least 1/4 of a mile; and
- 50 mph on a divided way outside of a thickly settled or business district for at least 1/4 of a mile.

Section 2B.13 of the MUTCD does not require an engineering study to establish a statutory speed limit since they are set based upon geographic criteria in the absence of a speed regulation. However, with the exception to the types noted in Question 8, statutory speed limits do not include posted signs.

Q5. What is a thickly settled or business district?

A5. MGL c. 90 § 1 of the MGL defines a thickly settled or business district as, "the territory contiguous to any way which is built up with structures devoted to business, or the territory contiguous to any way where dwelling houses are situated at such distances as will average less than two hundred feet between them for a distance of a quarter of a mile or over."

Q6. How does the new speed limit legislation passed in 2016 affect my town?

Speed Limits: Frequently Asked Questions

<https://www.massdot.state.ma.us/highway/Departments/TrafficandSafetyEngineering/SpeedLimits/FrequentlyAskedQuestions.aspx>

A6. Sections 193 and 194 of Chapter 218 of the Acts of 2016 creates two new sections to Chapter 90 of the MGL:

- Section 193 allows the municipality to opt-in to MGL c. 90 § 17C, thereby reducing the statutory speed limit from 30 mph to 25 mph on any or all city- or town-owned roadways within a thickly settled or business district. The legislation also requires cities and towns to notify MassDOT of these changes.
- Section 194 creates MGL c. 90 § 18B, allowing municipalities to establish regulatory 20 mph safety zones. Since this creates a regulatory speed limit, the MUTCD requires an engineering study prior to the establishment of the the safety zone and it should conform to the guidance found in the MassDOT Procedures for Speed Zoning.

Q7. If a city or town opts-in to Section 193 of Chapter 218 of the Acts of 2016, will that supersede any existing posted speed limit?

A7. No. This legislation only affects streets that are currently governed by a statutory speed limit. If an existing special speed regulation is in place, it will continue to govern.

Q8. Can cities and towns post their own speed limits?

A8. Standard speed limit signs may only be posted upon the establishment of a regulatory speed limit per MGL c. 90 § 18 and the MassDOT Procedures for Speed Zoning. However, there are other speed-related signs that cities and towns may elect to post upon completion of proper engineering studies:

- Municipalities that opt-in to Section 193 of Chapter 218 of the Acts of 2016 on a city- or town-wide basis may post Thickly Settled Speed Limit 25 Unless Otherwise Posted (MassDOT code MA-R2-9A or MA-R2-9B) signs at jurisdictional boundaries. MassDOT recommends that, if a city or town is considering opting-in to this legislation, that it is done so for the entire municipality to avoid potential confusion for drivers.
- Municipalities that opt-in to Section 193 of Chapter 218 of the Acts of 2016 on a street-by-street basis may post Thickly Settled District 25 MPH (MassDOT code MA-W13-4) signs at the upstream ends of street.
- School Zone speed limits may be posted if established under the standards of the MA Amendments to the MUTCD.
- Safety Zone speed limits may be posted and should follow MassDOT guidelines, as described in Q9.

Q9. What is the process for establishing Safety Zone speed limits?

Safety Zone speed limits are the only regulatory speed limits that municipalities can adopt without prior approval from MassDOT. Safety Zones cannot, however, be placed on State Highway without MassDOT approval.

Speed limits within a Safety Zone must be set at 20 mph and are intended to be used in areas where vulnerable road users are likely to be present. Examples of such areas are: parks and playgrounds, senior citizen housing and centers, hospitals or other medical facilities, high schools and higher education centers, and daycare facilities. Note that Safety Zones should not be used in place of School Zones for streets adjacent to grades 1-8 schools.

To establish a Safety Zone, MassDOT has developed the following minimum criteria:

- The street should be adjacent to a land use that is likely to attract vulnerable road users.
- The Safety Zone should contain one or more areas that have potential conflicts between motor vehicles and vulnerable road users that warrant a reduction in speeds such as crosswalks, driveways, or side streets.
- The minimum length of the Safety Zone should be at least 1/4 of a mile and it should not extend more than 500' beyond a side street unless an applicable land use continues along the adjacent block.

Regulatory speed limit signs are required to conform to the MUTCD, per MGL c. 85 § 2. Therefore, an engineering study must be performed to validate the posting of signage. The engineering study shall include an analysis of the current speed distribution of free-flowing vehicles.

In an area where a legal Special Speed Regulation has been enacted, the Safety Zone should be terminated with a Speed Limit (MUTCD code R2-1) sign that corresponds to the regulatory limit shown in the regulation. If the Safety Zone is in an area that has no Special Speed Regulation, it should be terminated with an End Speed Zone (MassDOT code MA-R2-7) sign.

Cities and towns are also responsible for modifying their Municipal Traffic Code to reflect the locations of all Safety Zones prior to the posting any signage.

Q10. Can speed limits be added or modified on city or town ways that have been constructed or reconstructed through a Federal Aid Project?

A10. All Federal Aid Projects in Massachusetts should have an executed Traffic Control Agreement signed between the municipality and MassDOT. The Traffic Control Agreement requires the city or town to maintain all traffic

control devices, including signage, in accordance to the approved plans for that project. Any modifications, including the addition of new signage, must be approved in advance by MassDOT. To request a modification to a Traffic Control Agreement, please contact:

*Massachusetts Department of Transportation
Highway Division - Traffic & Safety Engineering
Attention: Regulations Engineer
10 Park Plaza, Room 7210
Boston, MA 02116*

Q11. Are design drawings available for fabricating speed limit signs?

A11. MassDOT has created the following sign face drawings:

- [MA-R2-7 \(End Speed Zone\)](#);
- [MA-R2-8 \(Safety Zone Speed Limit 20\)](#);
- [MA-R2-9A or MA-R2-9B \(Thickly Settling Speed Limit 25 Unless Otherwise Posted\)](#); and
- [MA-W13-4 \(Thickly Settled District 25 MPH\)](#).

Other MassDOT standard sign designs may be found on the Traffic & Safety Engineering's [Signs page](#). All other sign designs may be found in FHWA's [Standard Highway Signs and Markings](#) book.



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, Secretary & CEO
Thomas J. Tinlin, Administrator



October 17, 2016

Cherry C. Karlson, Chair
Board of Selectmen
Town of Wayland
41 Cochituate Road
Wayland, MA 01778

Dear Chairwoman Karlson;

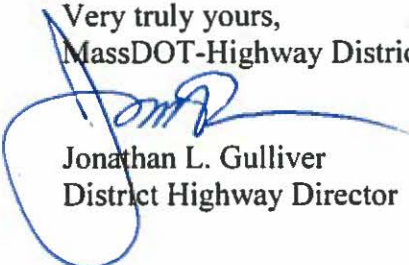
I am writing in response to your recent correspondence regarding the status of the resurfacing for the Route 20 corridor in Wayland.

Regrettably, funds that the District had anticipated for this project were not available this construction season. While paving the Route 20 corridor in the town of Wayland continues to remain a priority, District-wide paving projects are scheduled as funding becomes available. The District has proposed this project for the 2017 construction season however the actual timing for this project will not be determined until the Spring of 2017, when the District Maintenance budget has been finalized.

In the interim, I have asked the District Maintenance section to review the corridor for areas that require immediate patching and maintenance attention.

If I can provide any additional information, please feel welcome to contact me.

Very truly yours,
MassDOT-Highway District 3



Jonathan L. Gulliver
District Highway Director

cc: Board of Selectmen, Wayland
Neil Balmer, Town Administrator-Wayland

RECEIVED

OCT 20 2016

Board of Selectmen
Town of Wayland

11

DiNapoli, MaryAnn

From: Balmer, Nan
Sent: Wednesday, October 19, 2016 11:10 AM
To: DiNapoli, MaryAnn
Subject: FW: Eversource News Release: Eversource Begins Fall Veg Management Helicopter Inspections (picture of helicopter not included)

correspondence

From: Joanne.OLeary@eversource.com [mailto:Joanne.OLeary@eversource.com]
Sent: Wednesday, October 19, 2016 10:58 AM
To: EVERSOURCE_ActonMunicipalContactList@eversource.com;
EVERSOURCE_AshlandMunicipalContactList@eversource.com;
EVERSOURCE_BedfordMunicipalContactList@eversource.com;
EVERSOURCE_CarlisleMunicipalContactList@eversource.com;
EVERSOURCE_FraminghamMunicipalContactList@eversource.com;
EVERSOURCE_HollistonMunicipalContactList@eversource.com;
EVERSOURCE_HopkintonMunicipalContactList@eversource.com;
EVERSOURCE_LincolnMunicipalContactList@eversource.com;
EVERSOURCE_MaynardMunicipalContactList@eversource.com;
EVERSOURCE_NatickMunicipalContactList@eversource.com;
EVERSOURCE_SherbornMunicipalContactList@eversource.com;
EVERSOURCE_SudburyMunicipalContactList@eversource.com;
EVERSOURCE_WaylandMunicipalContactList@eversource.com
Subject: Eversource News Release: Eversource Begins Fall Veg Management Helicopter Inspections (picture of helicopter not included)

Good Morning,

Media Relations will be sharing the News Release below with Massachusetts media. Thought you'd be interested knowing in advance.

Best,

JoAnne O'Leary
Community Relations



News Release

Eversource Begins Fall Vegetation Management Helicopter Inspections

BOSTON (October 18, 2016) – Eversource is conducting aerial vegetation inspections this week of high voltage electrical equipment on rights-of-way in Eastern Massachusetts. This inspection is an important part of the company's ongoing commitment to providing reliable electric service. The work involves the use of a low flying helicopter over Eversource's transmission line corridors to check for any encroachment from trees or

other vegetation.

“Over a million customers in Massachusetts depend on us every day for reliable electric service,” said Craig Hallstrom, Regional Electric Operations President at Eversource. “We’ll be getting a birds-eye view of our entire electric transmission system in Eastern Massachusetts, so these inspections are a crucial part of our commitment to reducing the frequency and duration of power outages.”

Eversource’s inspections will begin Wednesday and the plan is to start with the northern part of the system and then head south towards Cape Cod. Weather permitting, inspections will take place between the hours of 8:00 a.m. and 3:00 p.m. flying in a white and blue striped Bell 206B Jet Ranger III, registration N37WA. Crews will be flying at about 300 feet and there will be no low level hovering.

The region’s transmission system is the backbone of the electric grid. Overhead inspections of transmission lines and equipment – often located upwards of 100 feet in the air – help engineers detect potential problems in advance, allowing the company to schedule necessary maintenance and upgrades before reliability issues arise.

Eversource (NYSE: ES) transmits and delivers electricity and natural gas to 1.7 million customers throughout Massachusetts, including approximately 1.4 million electric customers in 140 communities and 300,000 gas customers in 51 communities. Recognized in 2015 as the top-ranked “green” utility in the U.S. by Newsweek magazine, Eversource harnesses the commitment of its approximately 8,000 employees across three states to build a single, united company around the mission of delivering reliable energy and superior customer service. For more information, please visit our website (www.eversource.com) and follow us on Twitter ([@eversourceMA](https://twitter.com/eversourceMA)) and Facebook (facebook.com/EversourceMA).

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Priscilla Ress

413-787-1055

priscilla.ress@eversource.com

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