

PACKET

OCT 10

2017



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TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN
LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
DOUGLAS A. LEVINE

BOARD OF SELECTMEN
Tuesday, October 10, 2017
6:30 p.m.
Wayland Town Building
Selectmen's Meeting Room
41 Cochituate Road Wayland

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.) Call to Order by Chair
- Review Agenda for the Public; Announcements
- 6:32 pm 2.) Collins Center Projects: Overview of Financial Management Structure and Financial Policies
- 7:02 pm 3.) Public Comment
- 7:10 pm 4.) FY19 Budget: Meet with department heads regarding new positions for departments under the Board of Selectmen
- Conservation Department
 - Council on Aging
 - Fire Department
 - Police Department
- 7:40 pm 5.) Town Office Organization: Assistant Town Administrator
- 7:55 pm 6.) FY19 Budget: Operating budgets for departments under the Board of Selectmen
- 8:25 pm 7.) Special Town Meeting Articles: Discuss all articles; Potential vote to insert articles in Special Town Meeting Warrant and potential vote to take a position on Special Town Meeting Articles; Vote to order articles
- 8:45 pm 8.) Town Administrator Review: Deliver final Town Administrator Evaluation and discuss Board of Selectmen goals
- 8:55 pm 9.) Minutes
- 9:00 pm 10.) Consent Calendar: Review and Vote to Approve (See Separate Sheet)
- 9:05 pm 11.) Review Correspondence (See Separate Index Sheet)
- 9:10 pm 12.) Report of the Town Administrator
1. Correspondence
 2. Private Roads
 3. Annual Town Meeting Schedule
 4. Article N: Non-medical/Recreational Marijuana Moratorium - Planning Board Hearing

BOARD OF SELECTMEN
Monday, October 10, 2017
6:30 p.m.
Wayland Town Building
Selectmen's Meeting Room
41 Cochituate Road Wayland

Proposed Agenda Page Two

- 9:30 pm 13.) Selectmen's Reports and Concerns
- 9:35 pm 14.) Topics Not Reasonably Anticipated by the Chair 48 Hours in Advance of the Meeting, If Any
- 9:40 pm 15.) Open Meeting and Enter into Executive Session Pursuant to Massachusetts General Laws Chapter 30A, Section 21(a)(3), to Discuss Whether the Town Should Pursue Legal Proceedings with Respect to the Town's Agreement with Twenty Wayland, LLC, relative to Property and Development located off 400-440 Boston Post Road
- 9:40 pm 15.) Adjourn

(2-1) Collins Center: Financial Management Report

INTRODUCTION

In order to ensure the growing and continued financial health of the Town of Wayland, provide the public with confidence that Town officials respect their responsibility for fiscal stewardship, and demonstrate to bond rating agencies that the Town has thoughtfully prepared for its future, the financial policies outlined below shall guide the Town. These policies are a living tool and shall be reviewed by the Town Administrator, Finance Director and designated staff on an annual basis and updated as necessary.

Objectives:

The objectives of the Financial Management Policies are as follows:

- A. To guide the Board of Selectmen, the Finance Committee, and management staff in evaluating and implementing decisions that have significant impact on the Town.*
- B. To set forth planning and operating principles which require that the cost of government be clearly identified and that financial risk be minimized.*
- C. To employ balanced and fair fee and user revenue policies that provide funding for required and needed programs.*
- D. To regularly evaluate the Town's financial capacity to meet present and future needs.*
- E. To promote credible and sound financial management by providing accurate and timely information on the Town's financial condition to elected officials, staff, the public and external interests.*
- F. To ensure that current and future capital needs are addressed in a comprehensive and financially sound manner.*
- G. To promote stability in the Town's credit rating and provide financial resources sufficient to meet the Town's obligations on all municipal debt and other long term obligations.*
- H. To establish an effective system of internal controls that ensures the legal use of financial resources.*
- I. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of service.*

A. GENERAL BUDGET POLICIES

A-1 Structurally Balanced Budget

Background:

All Massachusetts municipalities are required by state law to prepare balanced annual budgets. In fact, a balanced budget is a prerequisite to State approval of the Town's annual tax rate and the issuance of actual tax bills for the fiscal year.

The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future. A structurally balanced budget is achieved when recurring operating expenses can be financed with recurring revenues sources that equal or exceed annual operating costs.

Policy:

The Board of Selectmen and the Finance Committee shall recommend and Town Meeting shall adopt balanced budgets in which current revenues (non-one-time) equal or exceed current expenditures. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The Town shall present said estimates and assumptions behind revenue estimates along with the balanced budget.

The Town will not balance the budget by using one time or other nonrecurring revenues (e.g., free cash or overlay surplus) to fund ongoing expenditures. The Town will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt to avoid making principal payments.

The Town budget shall also support a financially sound operating position by maintaining reserves for emergencies and providing sufficient liquidity to pay bills on time and avoid revenue anticipation borrowing.

References:

M.G.L. c.44, §31

Achieving a Structurally Balanced Budget, Government Finance Officers Association Best Practice, February 2012

A-2 Revenue and Expenditure Forecast

Background:

A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast. Long term financial planning, including prudent assumptions about future revenues and expenditures, is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality.

The Massachusetts Division of Local Services (DLS) states that a financial forecast, or multi-year revenue and expenditure forecast, allows a municipality to evaluate the impact of various government decisions over time. For example, a forecast allows a municipality to evaluate the fiscal impact of multi-year collective bargaining agreements, the potential impact of issuing long-term debt or other contractual agreements that span a multi-year period.

A forecast will provide decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions, and will allow management to test various “what-if” scenarios and examine the fiscal impact on future budgets.

Policy:

Each year the Finance Director shall prepare and maintain a five-year Financial Forecast for General Fund and Enterprise Fund operations based on current service levels and current funding sources and including the five year Capital Improvement Program.

The forecast shall be used as an ongoing management tool to enable Town officials to review operating needs, identify fiscal challenges and opportunities, and develop long-term budgeting policies as part of an overall strategic plan. The forecast shall be designed to provide an outlook on the implications of changes in revenues and expenditures and allow for analyzing multiple scenarios. The forecast will: 1) provide insight into whether the current mix and level of resources in the General Fund are likely to continue to be sufficient to cover current service levels and capital projects; and, 2) allow Town management time to plan for any budgetary adjustments necessary to increase revenues and/or reduce expenditures; and 3) identify the resources needed to maintain required enterprise fund operations.

Procedure:

The Finance Director, in cooperation with the Town Administrator and finance officers, will review the forecast assumptions every year when it updates the forecast and will use information that is timely and accurate in preparation of the forecast. The forecast and underlying assumptions shall be made available to the Board of Selectmen, Finance Committee, School Committee and the public at the beginning of the budget process prior to issuing budget guidelines and requesting budget submissions.

References:

Revenue and Expenditure Forecasting, MA DOR Division of Local Services Best Practice.

Financial Forecasting in the Budget Preparation Process, Government Finance Officers Association Best Practice, February 2014.

Financial Management Assessment, Standard and Poor’s, June 2006.

B. POLICIES REGARDING ESTABLISHMENT OF FEES

B-1 Fees and Charges

Background:

The Government Finance Officers Association recommends that when certain services provided especially benefit a particular group, governments should consider charges and fees on the service recipients. Well-designed charges and fees not only reduce the need for additional revenue sources, but promote service efficiency. Regular and consistent review of all fees is necessary to ensure the costs associated with the delivery of specific services have been appropriately identified and that a municipality is collecting reasonable charges.

The Division of Local Services recommends communities adopt written policies for setting charges and fees. A policy should identify what factors are to be taken into account when pricing services. It should also state whether the community intends to recover the full cost of providing the service or benefit and under what circumstances a charge or fee is set at less than full recovery (e.g., debt exclusion or other subsidy). Such a policy and the fee structure should be reviewed periodically to ensure they remain current, and both should be communicated with the public clearly and openly.

Policy:

Town fees and charges shall be reviewed periodically in relation to the cost of providing the service. The Town will compare rates with nearby communities to determine if the fees established are competitive. The Town may decide against full cost recovery where greater public benefit is demonstrated. Exceptions to full recovery costs include cases where: the fee maximums are established by the General Laws of Massachusetts (MGL) or where a policy decision has been made otherwise.

References:

M.G.L. c.140

Emerson College v. Boston, 391 Mass. 415 (1984).

Costing Municipal Services: Workbook and Case Study, MA DOR Division of Local Services' workbook.

Establishing Government Charges and Fees, Government Finance Officers Association Best Practice, February 2014

Division of Local Services, *A Guide to Financial Management for Town Officials*, p. 20-21.

C. RESERVE FUNDS/FUND BALANCE POLICIES

Background:

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances and policies are also an important component of a community's credit rating and as a consequence, the long-term cost to fund major projects. The discussion of reserves, and the attention of credit rating agencies, is generally focused on free cash, stabilization funds, and, sometimes, overlay surplus.

C-1 Free Cash

Background:

The Division of Local Services' *Municipal Finance Glossary (May 2008)* defines Free Cash as follows:

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, an emergency, or other unanticipated expenditure. Free cash can serve as a source for funding non-recurring capital expenditures, replenishing other operating or capital reserves or simply serve as liquid funds for cash flow purposes.

GFOA notes it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures). At a minimum, GFOA recommends a fund balance level of at least two months of regular general fund revenues or expenditures (about 16.7 percent).

DLS recommends that a municipality strive to generate a minimum free cash amount equal to 3-to-5% of its annual budget. This measure, however, is based largely on historical state average free cash levels and, in part, is meant to be a minimum potential target for communities with negative or very weak free cash levels. In contrast, bond rating agencies generally measure fund balance levels based on GAAP financial statements where the measurement of fund balance is based on Generally Accepted Accounting Practices (GAAP). The GFOA uses a similar GAAP based measurement. Under the broader definition of fund balance under GAAP, the bond rating agencies expect communities with strong credit

ratings to have overall committed, assigned and unreserved fund balance levels well in excess of 15-20 percent each year. This measure of fund balance includes fund balance (free cash) appropriated for the upcoming year for capital, operating and the OPEB trust. These balances also include stabilization fund balances (regular and special purpose) as well as encumbrances from the fiscal year.

Policy:

Wayland will eliminate its dependence on free cash to fund the operating budget by no later than FY2019. (The Town has decreased the amount of free cash used to fund operating budgets as follows: \$4.35 million in FY2016, \$1.5 million in FY2017, to \$500,000 in FY2018, with the intent to eliminate this practice by FY2019). The Town will endeavor to maintain a target range of free cash between 5 and 10 percent of prior year net revenue. The minimum balance of free cash shall be 5 percent of prior year net revenue. Amounts in excess of this minimum 5 percent balance will be available for appropriation to a stabilization fund, capital outlay or other one-time expenses, while the target amount will be left unspent from year to year. Until the balance in the general stabilization fund reaches its target level of 6 percent of prior year net revenues, at least 25 percent of the excess free cash shall be appropriated into this stabilization fund. Net prior year revenue is defined as prior year gross revenues, less debt exclusions, enterprise fund revenues, Community Preservation Fund revenues and amounts appropriated from free cash, stabilization and overlay surplus.

Conservative revenue projections and departmental appropriations shall be managed to produce excess income and departmental budget turn backs. In the event that it is necessary to draw down free cash below the 5 percent level, the Town Administrator, Finance Director and Finance Committee will develop a plan to replenish free cash levels with one to two years. Once target levels of stabilization funds are reached and fund balance levels stabilize, the free cash target should be revisited.

References:

Free Cash, MA DOR Division of Local Services Best Practice.

Appropriate Level of Unrestricted Fund Balance in the General Fund, Government Finance Officers Association Best Practice, September 2015.

Reserve Policies, MA DOR Division of Local Services Best Practice.

Free Cash as Percent of PY Net Revenue

	2015	2016	2017	2018
Net PY Revenue	60,328,597	65,975,554	65,629,448	71,426,603
Free Cash	6,384,312	6,479,195	4,641,973	7,299,693
% of Net Rev.	10.58%	9.82%	7.07%	10.22%
Min. @ 5%	3,016,430	3,298,778	3,281,472	3,571,330
25% to Stab.				932,091
Capital/Other				2,796,272

C-2 Stabilization Funds

Background:

Under Massachusetts General Law Chapter 40, Section 5B, a municipality may establish one or more stabilization funds for different purposes and may appropriate into them in any year (See change in MGL c. 40, Sec.5B effective Nov. 2016). Generally, a two-thirds vote of town meeting is required to establish, amend the purpose of, or appropriate money out of a stabilization fund, and a majority vote is required to appropriate money into a stabilization fund. Any interest generated by a fund must be added to and become a part of the fund.

Wayland has a general stabilization fund which may be spent for any lawful purpose, as well as two special purpose stabilization funds for non-insurance and recreational purposes. The current general stabilization fund balance is \$1.9 million, with another \$1.2 million in the non-insurance stabilization and \$342,000 in the recreation stabilization fund. Special purpose stabilization funds help a municipality think long-term, be prepared to address needs in a timely manner, and manage debt. For example, a capital stabilization fund can be used to accumulate cash over time and pay outright for a moderate-range capital expenditure, and helps preserve debt capacity for major, high-dollar purchases or projects. An approach that balances capital debt with pay-as-you-go practices, and protects against unforeseen costs is viewed in a positive light by credit rating agencies.

C-2a General Stabilization Policy:

The Town shall maintain a General Stabilization Fund of not less than 6% of the prior year's net revenue for the purpose of maintaining a reserve for extraordinary or unforeseen expenditures. The Town will endeavor to leave this balance unspent, except in the event of an emergency, extraordinary or unforeseen occurrence. If it is necessary to draw down from the General Stabilization Fund, the Town will ensure that it is restored within one to two years of the appropriation, depending on the size of the appropriation.

Stabilization as Percent of PY Net Revenues

	2015	2016	2017
PY Net Revenue	60,328,597	65,975,554	65,629,448
Gen. Stabilization bal.	1,651,269	1,826,752	1,936,231
% PY Net Rev.	2.74%	2.77%	2.95%
Target Stab. @ 6%	3,619,716	3,958,533	3,937,767

C-2b Capital Stabilization Policy:

The Town shall maintain a special purpose Capital Stabilization Fund that shall serve as a funding source for the Town's capital improvement plan, including any associated debt service. The Town may establish annual amounts to be appropriated into the account by Town Meeting acceptance of the fourth paragraph of MGL c.40, Section 5B, and through a two-thirds vote of Town Meeting, designate all, or a percentage not less than 25 percent, of a particular fee, charge or other receipt to a stabilization fund.

Alternatively, the Town may approve a Proposition 2 ½ override to fund a stabilization account. The override is similar to a regular override in that the amount of the override is specified in the vote. The difference is that in subsequent years, the Selectmen must decide whether or not to levy the additional dollars to be directed to the special fund. The amount compounds by 2.5 percent each year, so if \$100,000 was initial amount approved by voters then \$102,500 can be levied in the second year provided it's approved by two-thirds vote of the Selectmen.

The town's special purpose stabilization fund for "non-insurance" purposes appears to have some ambiguity regarding the purposes for which the fund may be spent. It may make sense to re-define the purpose of this fund to a special purpose capital stabilization. Changing the spending purposes of this fund requires a two-thirds vote of Town Meeting.

References:

M.G.L. c. 40 §5B

Stabilization Funds, MA DOR Division of Local Services, Informational Guideline Release No. 17-20

Special Purpose Stabilization Funds, MA DOR Division of Local Services Best Practice.

C-3 Overlay Reserve

Background:

State law requires that municipalities establish an overlay reserve account to fund statutory and local option property tax exemptions and abatements resulting from adjustments in valuation. Based on recent legislation, overlay is now considered a single account to fund abatements and exemptions of committed real and personal property taxes for any fiscal year. The overlay amount is determined by the board of assessors (assessors) and may be raised in the tax rate without appropriation. The assessors must analyze the balance in the overlay account and determine whether it is adequate to fund anticipated property tax abatements, exemptions and receivables during the upcoming fiscal year in

addition to existing abatement, exemption and receivable exposure for all previous fiscal years. If the account balance is not adequate, the assessors may raise any additional amount required in the tax rate for the year without appropriation. G.L. c. 59, § 25. Excess overlay is determined, certified and transferred by vote of the assessors to a Fund Balance Reserved for Overlay Released by the Assessors for Expenditures (overlay surplus). Overlay surplus may then be appropriated by the legislative body for any lawful purpose until the end of the fiscal year, i.e., June 30. Overlay surplus not appropriated by year-end is closed to the general fund undesignated fund balance (G.L. c. 59, §§ 23 and 25).

Policy:

The Town shall maintain an adequate overlay reserve account that shall be used to fund property tax exemptions and abatements resulting from adjustments in valuation. Prior to February 15th of each fiscal year, the Director of Assessing shall submit to the Finance Committee and Board of Selectmen an analysis of the necessary overlay balance and any potential surplus, including, but not limited to, the current available balance, amounts of potential abatements and receivables, including any potential and reasonable exposure to Appellate Tax Board (ATB) decisions, and the amount necessary to be raised on the tax rate in the upcoming fiscal year.

Any balance in the overlay account determined by the Assessors to be unnecessary can be transferred into the overlay surplus account or simply retained in the overlay account so that the amount raised in the subsequent year may be reduced. Amounts declared as overlay surplus may be appropriated for any lawful purpose if appropriated before the end of the fiscal year. If not appropriated by year-end, overlay surplus is "closed" to undesignated fund balance.

References:

M.G.L. c.59, §25

D-2 Capital Improvement Financing

Background:

For the purpose of these policies, the following definitions shall apply:

- **Prior Year Net Revenue** - Gross revenues, less debt exclusions, Community Preservation Fund revenues, enterprise fund revenue and appropriations from free cash, stabilization and overlay surplus.
- **Net Capital Investment** - Gross costs from local debt, less Proposition 2 ½ debt exclusion amounts, plus the cost of capital leases, direct capital expenses (e.g., "pay-as-you-go capital) funded from free cash, the capital stabilization fund and the general fund, and other local amounts approved as part of the capital budget.
- **Capital Investment as a Percent of Prior Year Net Revenue** – The Net Capital Investment divided by the Prior Year Net Revenue. (For FY2017, Net Capital Investment is about 5.69 percent of the Town's Prior Year Net Revenues, with 4.78% from non-excluded general fund debt and .91% from pay-as-you go capital spending.)

Policy:

The Wayland capital improvement program shall be prepared and financed in accordance with the following policies:

- Outside Funding – State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.

Net Capital Investment as % of Prior Year Net Revenues – The annual Net Capital Investment target is 6 percent of Prior Year Net Revenue. The town will endeavor to limit its spending on non-excluded general fund debt to 4 percent of prior year net revenues (a decrease from FY2017 levels of 4.78%) by FY2020. It will also seek to increase pay-as-you go capital spending from .91% of prior year revenue in FY2017 to 2.0% by FY2021.

- Local Funding – The first source of pay-as-you go capital investment shall be from free cash, when the certified amount is greater than the target amount. Capital stabilization fund appropriations shall be the other significant source of funding for pay-as-you go capital investment.
- Debt-Financing/Borrowing -
 - The term of borrowing for a capital project shall not exceed its estimated useful life.
 - The Town will attempt to maintain a long-term debt schedule such that at least 50% of its outstanding principal will be paid within 10 years.
 - The impact of level debt service versus level principal/declining debt on total project cost and on the Town’s operating budget shall be analyzed before borrowing is authorized.

Capital Spending: Excluded, General Fund and Pay-Go

	2015	2016	2017
Excluded General Fund Debt	4,845,478	4,408,077	4,275,666
Percent PY Net Revenue	8.03%	6.68%	6.51%
Other General Fund Debt	2,654,588	3,249,500	3,138,332
Percent PY Net Revenue	4.40%	4.93%	4.78%
Pay-as-you go Capital spending	570,000	420,439	595,000
Percent PY Net Revenue	0.94%	0.64%	0.91%
Total Capital Investment	8,070,066	8,078,016	8,008,998
	13.38%	12.24%	12.20%
Net Capital Investment (net of excluded debt)	5.35%	5.56%	5.69%

(2-2) Collins Center - Financial Mgmt Structure Review

THE EDWARD J. COLLINS, JR.
CENTER FOR PUBLIC MANAGEMENT

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DRAFT

MASSACHUSETTS

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT

OCTOBER 2017

(DRAFT VERSION 10.03.17)



BACKGROUND

About the Town

As with many Massachusetts towns, the Town of Wayland has a current structure that has evolved gradually over the centuries in response to the changing demands and circumstances facing the Town – from changes in its population and demographics, from the changing functions and services local governments are expected to provide to residents and businesses, from rapidly-changing technology, from new mandates or opportunities coming out of state and federal government, etc. The most recent major structural changes in Wayland were the creation of the current Town Administrator position in 2004 and the development of a consolidated public works department in 2008.

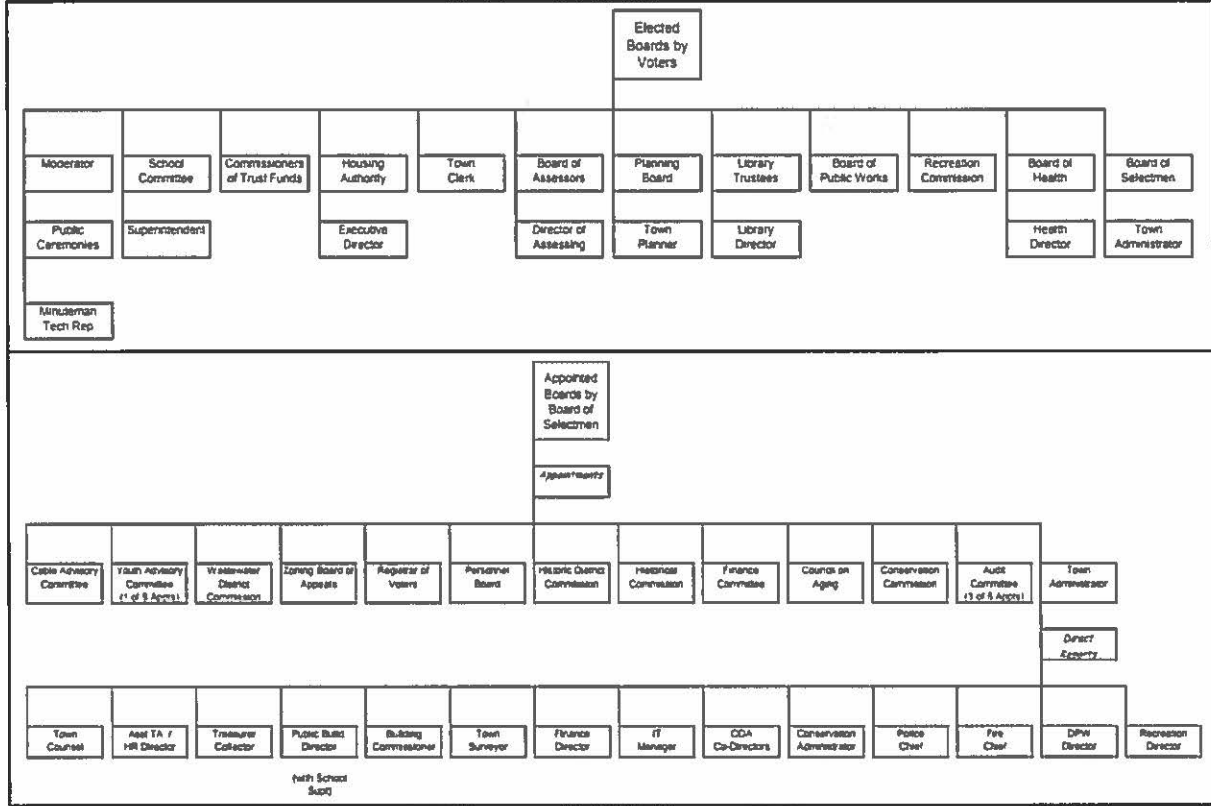
Even these changes, while certainly consequential for the Town, were not systemic and, as with nearly all structural changes towns undertake, involved compromises between competing interests. The Town has undertaken more systemic reviews of its organizational structure, first with the charter commission in 1989, which produced a charter that was not approved by the voters in 1991, and then again with a 2002 study by the consulting firm Maximus that led to the changes noted above and others.

As a result of this history, the Town’s organizational structure has not kept pace with the changes in the world impacting the Town. Nearly all of Wayland’s self-selected peer communities have significantly different organizational structures. (See Table 1: Wayland Peer Community Organizational Structures.) Wayland’s current organizational structure more closely resembles much smaller Massachusetts towns, which have smaller budgets, less complicated operating needs, and fewer professional staff. (See Figure 1: Current Wayland Organizational Chart.)

Table 1: Wayland Self-Selected Peer Community Organizational Structures							
Town	Primary Basis for Structure?	Is there a CFO?	Who prepares the annual budget?	Finance Cmte?	Capital Planning Cmte?	Public Works Board?	Notes
Cohasset	TM Act (strong)	Yes - TM	TM	Appointed-hybrid (see note)	Yes	No	Advisory appointed by a committee consisting of the Moderator, Chairman of the Selectmen, and the Chairman of the Advisory Committee.
Hingham	Bylaws	No	TA	Appointed-Moderator	Yes	No	
Hopkinton	Charter	Yes-FD	TM	Appointed-hybrid (see note)	Yes	No	Appropriation Committee appointed by a committee

							consisting of the Moderator, Board of Selectmen and Town Clerk.
Lincoln	Bylaws	No	FC	Appointed-Moderator	Yes	No	
Medfield	Charter	Yes-BOS/TA	BOS/TA	Appointed-Moderator	Yes	No	
North Andover	Charter	Yes-TM	TM	Appointed-Moderator	No	No	
North Reading	Charter	No	TA	Appointed-Moderator	No	No	
Scituate	Charter	Yes-TA	TA	Appointed-Moderator	Yes	(see note)	The Town Administrator may create a public works advisory board.
Sharon	Bylaws	No	?	Appointed-hybrid (see note)	Yes	No	Finance Committee appointed by Town Meeting from citizens recommended by a Nominating Committee appointed by the Moderator.
Sudbury	TM Act (strong)	Yes-TM	TM	Appointed-Moderator	Yes	No	
Wayland	TA Act (weak)	No	FC	Appointed-Board of Selectmen	No	Yes	
Westford	TM Act (strong)	Yes-TM	TM	Appointed-Moderator	Yes	(see note)	The Town currently has an an ad hoc Public Works Initiative Committee working to implement the plan of a previous public works-related committee.
Westwood	Charter	Yes-FD	TA	Appointed-Moderator	No	No	
KEY: TM = Town Manager, TA = Town Administrator, FD = Finance Director, BOS = Board of Selectmen, FC = Finance Committee							

Figure 1: Current Wayland Organizational Chart



Not only has the organizational structure failed to keep pace with changes in the operating environment and with Wayland’s peers, there is a significant lack of clarity about the roles and responsibilities within that organizational structure.

As will be discussed throughout the report, the lack of executive branch (i.e., Board of Selectmen and Town Administrator) authority over the budget process, management of financial operations, development of financial policies, and forecasting means there has been a disconnect between those elected and appointed to lead the operations of the Town and those holding pieces of the financial management responsibility necessary to run those operations. In response to the vacuum created, the Finance Committee has stepped in to handle a wide range of responsibilities more typically done by a board of selectmen and town administrator in a town like Wayland. This appears to be partially due to the culture of the community and partially due to the statutory construction of roles and responsibilities (which is also indirectly a product of the community’s culture). Regardless, there is confusion about what the various financial management responsibilities currently are.

About the Project

While the organizational structure challenges noted affect nearly all aspects of the Town’s functions and services, the scope of this project involves looking at the organizational structure specifically as it relates to the Town’s financial management.

This report, along with a related review of Town financial policies currently underway, was funded by a grant from the Commonwealth's Community Compact Best Practices program.

This report also follows directly from the prior Collins Center report, *Review of Financial Policies and Procedures*, which was submitted to the Town in November of 2016 and is available on the Town's website (http://www.wayland.ma.us/Pages/WaylandMA_Selectmen/CollinsNov2016.pdf). Reading that report prior to reading this report will provide important context to the findings and recommendations provided in this report. The prior report will be referenced and excerpted at points throughout this report.

It is worth specifically restating two key sections from the prior report upfront. First, there is a section explaining that underlying the operational challenges that were outlined in the report was a deeper structural problem:

The findings and recommendations that follow in the next section will touch on a wide variety of departments, processes, policies, and services. However, there is one over-arching and cross-cutting issue beyond the scope of this report that the project team believes it is essential to raise upfront, because it touches on all aspects of the financial operations in Town. The organizational structure of financial operations in Town is highly decentralized for a town of Wayland's size and complexity.

As can be seen in an organizational chart of finance-related operations, there is no single point of responsibility nor chain of command responsible for the financial operations of the Town. This becomes evident even in the nomenclature used for the Town's finance operations. The Town has a department titled Finance, led by a Finance Director, that has no authority to direct town finance operations, including treasury, collections, assessing, procurement, or the financial analyst – neither in reporting relationships nor in how information is presented to the public (e.g., the website).

Furthermore, Wayland's Town Administrator Special Act (Chapter 320 of the Acts of 2004) and the Town bylaws (Chapter 60, Section 2) both describe the finance director position as "Finance Director, who shall have the authority and responsibilities of a Town accountant." The only other reference to the position in either the special act or town bylaws involve the position's role to work with the Town Administrator and Finance Committee on budget-related strategies, guidelines, etc. Similarly, the Town Administrator is described in the Special Act as "the chief operating and administrative officer of the town" who shall be "responsible and accountable for ensuring there is appropriate administration and coordination, in the implementation of and adherence to town policies affecting town departments and in the development and execution of programs affecting various town departments." Presumably, these general responsibilities might include finance-related policies and operations, but the Administrator's role has not been interpreted this way historically in Wayland. Looking at both positions together, it is clear that neither position (nor any other in Town government) is granted sufficient authority to truly manage the overall financial operations of the Town.

This decentralized finance organizational structure has an impact on operations in numerous and significant ways. It can create difficulty in making inter-departmental decisions (e.g., difficulty in centralizing software); it can lead to confusion about roles and responsibilities, etc.; and it can

leave the Town with no way to resolve disagreements between departments that have different reporting relationships. Many of the issues identified in this report can be linked directly or indirectly to these organizational structure challenges.

Wayland is by no means the only Massachusetts town with this challenge. Almost all Massachusetts towns were at one point like this. However, based on the project team's observations, the Town is one of the larger and most sophisticated towns that still operate in this manner. (See Appendix A for Finance organizational charts for Concord, Weston, etc.) The decentralization is also understandable, given the Town's abiding commitment to its "legacy of civic engagement and a commitment to citizen self-governance," as stated right at the opening of the self-description on the website.

A full analysis of the organizational structure of the finance operations and related recommendations are beyond the scope of this report. Nevertheless, the project team encourages the Town to revisit this issue at another point in time.

The second section of the prior report worth restating here highlights the strengths of the Town's financial management, which the Center project team reaffirmed through the new research for this report:

The Town has many strengths related to its finances and financial operations, chief among them its AAA bond rating, which is only held by about 15% of municipalities in the Commonwealth. Beyond that, signs of the Town's strengths include its first completed CAFR this year and its strong free cash position.

Behind those external signs of strength is significant strength in human capital. The department heads and staff of the various finance-related departments all show a deep commitment to the Town and frequently praised each other's dedication and abilities. The project team was also generally impressed with the commitment and capabilities of those interviewed. Moreover, the Town is fortunate to have a mix of those with significant institutional knowledge and those who bring fresh perspectives to the operations.

More recently, several changes are contributing and likely will continue contributing to additional improvements. These include improving communications and collaborations (e.g., the relatively recent restoration of regular department head meetings), re-introducing performance reviews, and creating and filling the new IT executive director position.

Taken together, the Town has many strengths to serve as a foundation for the work of this study.

METHODOLOGY

Document Review and Interviews

Throughout the three finance-related projects the Center has undertaken for the Town, the project team requested and received numerous documents relating to the Town's financial operation. Please see Appendix B for a complete list of documents provided in response to this request. The project team also conducted formal interviews for the projects.

Research on Alternative Approaches and Best Practices

The project team spoke with colleagues and collected examples of various procedures and policies used in other Massachusetts municipalities, focusing in particular on Wayland's self-designated comparable communities.

Peer Towns

Many towns create sets of "comparable communities" to use in various analyses. The goal of these groupings is to find a set that is as similar as possible to the town in question across as many relevant variables as possible. Typically, a Center project team will create a set of comparable communities for a project.

For this project, the project team noted that the Finance Committee had already created and agreed upon a set of comparable communities for its work. Rather than recreate the wheel or get into disagreements over the set chosen, the project team decided to use the Finance Committee's existing set of comparables for analyses in this report. The current list includes: Cohasset, Hingham, Hopkinton, Lincoln, Medfield, North Andover, North Reading, Scituate, Sharon, Sudbury, Westford, and Westwood.

The project team would note that, for this work at least, some of those comparables differ from Wayland on variables that might have relevant impacts. For example, the Town of Lincoln has a population of about 6,500, just about half the size of Wayland's. At the same time, the Town of North Andover has a population of about 28,000, about twice the size of Wayland's. In both cases, the population difference is so large that the relevance of the two communities to Wayland's particular situation seems limited. A similar case could be made for several other communities on the list. Conversely, there are several towns very similar to Wayland that are not included on the comparables list that might have provided useful information. This includes towns like Concord, Norwell, and Weston.

Please see Appendix C for comparable communities' statutory information links.

FINDINGS AND RECOMMENDATIONS

The table below is a highly simplified summary of findings and recommendations, along with the page numbers where they can be found. For a recommended sequencing of implementation actions and timeline, please see Appendix D.

Table 2: Summary of Findings and Recommendations		
Page	Finding	Recommendation
1. Overarching Findings and Recommendations		
11	1.1: There is a lack of clarity over authorities and responsibilities of various professional positions involved in financial management, leading to a situation where there is no single point of responsibility nor chain of command responsible for the financial operations of the Town.	<i>Consider strengthening both the Town Administrator and the Finance Director positions.</i>
14	1.2: The organizational structure of boards and committees interacting with the financial operations in Town is highly decentralized for a town of Wayland's size and complexity.	<i>Review the current roster of boards and committees, determine where there are unclear or conflicting roles. Consider combining or consolidating functions, and clarify the mandates and responsibilities of boards and committees. Provide additional training and support to remaining boards and committees. Consider whether any elected boards may make more sense as appointed boards.</i>
18	1.3: The Town has not undertaken a systemic review of the overall organizational structure of the Town since 2002.	<i>Consider undertaking a systemic review of the overall organizational structure of the Town at some point in the future, with the goal of eventually solidifying the Town's statutory construction via a charter.</i>
2. Policy-Setting, Goal-Setting, and Long-Term Planning		
19	2.1: The Board of Selectmen has not adopted financial policies for the Town.	<i>Formally adopt financial policies, including a policy on policies.</i>
19	2.2 The Board of Selectmen has not been as actively exercising its role as head of the executive branch as most boards of selectmen do, and it has historically spent less time on goal-setting and long-term planning than may be optimal.	<i>Reduce time spent on administrative and operational tasks by transferring them to the Town Administrator and other officials. Use additional time to focus on goal-setting and long-term planning. Reassert Board of Selectmen's role as chief executive officer of the Town.</i>
3. Annual Operating Budget		
21	3.1: There have been a range of frustrations with the annual budget process over the years, coming from different parties in the process in different years.	<i>Rebalance the roles and responsibilities of the major players in the budget process, so that the Board of Selectmen, Town Administrator, and Finance Director have more of a role in the development of the annual operating budget, and the Finance Committee has a greater role in the review, analysis, and critique of the budget, as now</i>

		<i>occurs in most other towns of Wayland's size and complexity.</i>
24	3.2: Wayland is in a minority of towns where the Finance Committee is solely appointed by the Board of Selectmen.	<i>Contemplate whether the appointing authority of the Finance Committee should remain solely the Board of Selectmen, or whether it should be moved or made into a hybrid appointing authority.</i>
25	3.3: There is no summit or joint meeting at the beginning of the process to review financial forecasts and get all key parties on the same page.	<i>Begin the annual budget process with a budget summit or tri-board meeting, beginning with the budget process for FY19.</i>
25	3.4: The Town's final budget documents provided to the public could be significantly more transparent.	<i>Consider developing a budget document that meets GFOA criteria, once the budget process has been reorganized.</i>
4. Miscellaneous Additional Topics		
26	4.1: Wayland has traditionally handled capital planning and budgeting in the same way as operational budgeting.	<i>Leave capital planning under the purview of the Finance Committee for the short term. At a future review of Town operations, consider whether moving the responsibility to the Town Administrator or the Finance Director makes sense.</i>
30	4.2: The upcoming departure of the Assistant Town Administrator/Human Resources Director provides an opportunity for the town to strengthen its administrative structure.	<i>Consider separating the Assistant Town Administrator and Human Resources responsibilities into two separate positions.</i>
31	4.3: Members of boards and committees sometimes have been operating as individual agents in interactions with Town staff.	<i>Adopt policy clarifying the ability of individual board or committee members to make requests of Town staff.</i>

1. Overarching Findings and Recommendations

The following findings and recommendations relate to overarching or inter-departmental issues that the project team found during its research.

1.1: There is a lack of clarity over authorities and responsibilities of various professional positions involved in financial management, leading to a situation where there is no single point of responsibility nor chain of command responsible for the financial operations of the Town.

As noted in the background section and in the prior report, the project team found that the organizational structure of the Town makes overall financial management challenging. Simply put, the structure of professional staff managing the financial operations in Town is highly decentralized for a town of Wayland's size and complexity. Neither the Town Administrator nor the Finance Director has sufficient authority to manage financial operations, and the responsibilities of the Board of Selectmen and Finance Committee are entangled.

There seem to be multiple causes for the current situation, but at the core the problem seems to lie in the statutory construction of the positions. Wayland's Town Administrator position is weaker than most of Wayland's self-selected peer communities, nearly all of which have moved at various points in the last few decades to strengthen their Town Administrator or Town Manager positions.

When Maximus wrote its report on the Town structure in 2002, there were three towns in the comparable communities list used that all had executive secretaries (as Wayland did at the time): Hopkinton, Hudson, and Swampscott. Since then, Hopkinton and Swampscott have significantly strengthened their executive positions, which they titled town manager and town administrator, respectively. (The titles do not have any particular statutory weight, given that towns may assign whatever sets of duties and responsibilities they want to either position title. Traditionally, the town manager title has been associated with more authority and the town administrator position less, but there is no legal reason for that.) Hudson has retained the title executive assistant, although the position actually retains some powers not held by Wayland's town administrator position (including preparation of the annual budget).

As noted in the Center's prior report:

[T]he Town Administrator is described in the Special Act as "the chief operating and administrative officer of the town" who shall be "responsible and accountable for ensuring there is appropriate administration and coordination, in the implementation of and adherence to town policies affecting town departments and in the development and execution of programs affecting various town departments." Presumably, these general responsibilities might include finance-related policies and operations, but the Administrator's role has not been interpreted this way historically in Wayland.

The Town bylaws, which are subordinate to the Town Administrator Special Act, further confuse what the Town Administrator's role ought to be (see Chapter 60: Town Administrator). On the one hand, the Town Administrator is "responsible for the management of all affairs of the Town and Town departments under the supervision and control of the Board of Selectmen and shall act by and for the Selectmen in any matter relating to the administration and operations of the affairs of the Town which they may assign to the position."

At the same time, the Town Administrator “will not set Town policy, but will ensure there is appropriate coordination in the implementation of Town policy working across all Town departments in conjunction with all elected and appointed boards and committees.” The bylaws then go even further, stating that “[c]ertain department heads and elected boards and committees have state statutory authority or responsibility over specific job-related activities resulting in the implementation of technical decisions, as defined in Town bylaws or Town policies. The technical knowledge necessary to execute the specific job-related activities is held by the applicable department heads and elected boards and committees. The Town Administrator shall understand and have a working knowledge of the statutory authority and responsibility held by certain department heads and elected boards and committees so s/he/she can effectively support these officers in the execution of their duties. Nothing in this bylaw is intended to reassign state statutory authority or responsibility over specific job activities, as defined in Town bylaws or Town policies to the Town Administrator.”

The project team is unaware of any other town with bylaws that are so extensive in re-stating that the Town Administrator will not have authority over functions and policy-making that state laws already place elsewhere. These bylaws appear to emphasize the lack of authority that the Town Administrator has in managing day-to-day town finances.

The Town Administrator job description also has echoes this sentiment:

The Town of Wayland has a complex organizational structure. There are authorities, responsibilities and duties that are under the jurisdiction of a variety of elected and appointed town officials and committees and those departments and their authorities, responsibilities and duties so remain. It is incumbent upon the Town Administrator to understand and have a working knowledge of this structure and be able to perform his/her responsibilities within the existing organizational structure so that s/he can effectively support these officers in the execution of their duties.

Between the Special Act, the bylaws, and the job description, the message about the Town Administrator’s role is certainly conflicted, but the bylaws and job description are clearly written to convey a message that the Town Administrator’s role is to be constrained.

Similarly, the Finance Director position lacks statutory authority, even while it is at times described as being the “chief financial officer” of the Town. As noted in the Center’s prior report:

Wayland’s Town Administrator Special Act (Chapter 320 of the Acts of 2004) and the Town bylaws (Chapter 60, Section 2) both describe the finance director position as “Finance Director, who shall have the authority and responsibilities of a Town accountant.” The only other reference to the position in either the special act or town bylaws involve the position’s role to work with the Town Administrator and Finance Committee on budget-related strategies, guidelines, etc.

To add to the confusion, the Finance Director job description twice refers to the position as the “chief financial officer” of the Town. However, the first time that description is buried in a laundry list “Summary of Duties” on the first page (emphasis added):

Professional, administrative and technical work in the management, direction and monitoring of the municipal financial operations of the Town in accordance with applicable federal and state statutes and Town by-laws, regulations and policies; professional accounting work of a supervisory and participatory nature with responsibility for maintaining financial records in accordance with federal, state, Town and professional standards; coordination of overall budget preparation process; supervision and control over expenditures of all Town funds; functions as chief financial officer and member of the senior leadership team consisting of the Town Administrator, Assistant Town Administrator/HR Director, Town Counsel and one or more other Town employees; serves as principal staff person and liaison to the Finance Committee; and all other related work as required.

The second reference opens the “Essential Functions” section on the second page, but even here the list of functions described includes words and phrases like “analyzes” and “prepares projections...”, as opposed to “manages” and “directs,” which would be more expected for a CFO-level position (emphasis added):

As Chief Financial Officer and member of the senior leadership team, analyzes financial and economic data and trends; analyzes changes in federal, state and local laws and regulations that have an economic impact on the Town; and with an understanding of the short- and long-term goals of the Town, prepares projections, recommendations and reports for the Town Administrator, Board of Selectmen, Finance Committee and others relating to financial management strategies, plans, policies and actions of the Town. Recommends improvements to the Town’s financial systems to increase efficiency, cut costs and enhance revenues and improvements to the internal financial controls throughout the Town.

The Finance Director’s job description adds further confusion in describing the Finance Director’s reporting relationships: “Reports to and works under the general administrative direction of the Town Administrator and under the policy direction of the Town Administrator and, where appropriate, the Finance Committee.” This is reiterated within the Essential Functions list: “Performs other duties as assigned by the Town Administrator and/or the Finance Committee.”

Looking at both positions together, it is clear that neither position (nor any other in Town government) is granted sufficient authority to truly manage the overall financial operations of the Town.

To set this in context, it’s worth comparing the Town to Wayland’s peer communities, as seen above in Table 1: Wayland Peer Community Organizational Structures. Some have explicitly charged the Town Manager or Town Administrator with being the chief financial officer of the Town. As Cohasset’s Town Manager Act bluntly states, “The town manager shall be the chief financial officer of the town.” Others have placed those responsibilities with a Finance Director (reporting to a Town Manager). This is the approach Hopkinton takes through its charter: “The Finance Director shall provide oversight for the financial operations of the Town, including accounting, collections, management of funds, borrowing and assessing.” Other towns create consolidated finance departments, as Westwood does in its charter: “There shall be a department of municipal finance which shall be responsible for the coordination of all financial services and activities of the town, the maintenance of all accounting records and other financial statements, payment of all obligations, receipt of all funds due, monitoring of and reporting on all fiscal and financial activities of the town, supervision of all purchases of goods, materials and supplies, and maintenance of inventory controls. The department shall include the offices and functions of the town accountant, town treasurer, tax collector and board of assessors; provided, however, that

although the offices of the town treasurer, tax collector and board of assessors shall be part of the department of municipal finance, such officers shall continue to exercise their respective duties and responsibilities under the General Laws, except as otherwise provided in this charter. The department shall have such additional powers, duties and responsibilities with respect to municipal finance-related functions and activities as the town may provide by town by-law.”

Regardless of the particular approach, what is common is that there is a clear location for responsibility and authority for the financial management of the town. The Center project team frequently hears in the course of the work the quote that “government should be run like a business.” It would be hard to conceive of a successful corporation with \$80 million in annual revenue (and a portfolio of work as diverse as a town’s) that could not clearly identify where the final responsibility for financial management lies or where that responsibility was so distributed across so many independent entities. It is for that reason that most towns of Wayland’s size have consolidated their financial operations under a Town Administrator (or Manager) and Finance Director reporting to that position.

In addition to these problems around the statutory construction of the Town Administrator and Finance Director positions, a second related issue revolves around the roles of the Board of Selectmen and the Finance Committee. This will be covered in more detail in Sections 2.2, 3.1, and 3.2.

Recommendation: Consider strengthening both the Town Administrator position and the Finance Director position. (See Appendix E for example.)

In particular, the Town Administrator position should be given more control over certain positions, including the Finance Director and Assistant Town Administrator/HR Director, who should work directly and solely for the Town Administrator. (Also, see Section 4.2.)

The Town should establish reporting relationships and clear lines of accountability between the Finance Director and finance officers. One way to do that would be for the Finance Director to become the appointing authority for all finance divisions, including the Treasurer/Collector, Accountant, and the Director of Assessing. (The Board of Assessors could screen, interview, and recommend a candidate for Director of Assessing to the Finance Director for appointment. The Board of Assessors will still retain all of its statutory duties and authority provided in the Massachusetts General Laws.) The Town should consolidate these divisions into a true “Finance Department” that is responsible for all the financial functions of the Town.

These steps could be accomplished either through a Special Act similar to the Town’s current Town Administrator Special Act (Chapter 320 of the Acts of 2004) or through the adoption of a charter, which will be addressed in Section 1.3. Alternatively, the creation of a Finance Department could be accomplished following the procedures outlined in Chapter 43C, Section 11 of the Massachusetts General Laws.

1.2: The organizational structure of boards and committees interacting with the financial operations in Town is highly decentralized for a town of Wayland’s size and complexity.

The Town website lists over 50 boards and committees. Having a large number of boards and committees is common for Massachusetts towns of all sizes. Given the history of local volunteer-driven

government in the Commonwealth, this is not surprising. However, it has become increasingly challenging in recent decades and years for several reasons.

First, the project team was informed that Wayland appears to be facing the same challenge of volunteer recruitment that many towns are experiencing. There are likely multiple reasons for this. As more people work outside the community during the day, commute times may play a role in decreasing people's interest in serving their towns. A similar case could be made about the increase in two-income households. Additionally, it's possible that the increasing statutory demands on boards and committees are dampening volunteer interest. Changes to open meeting laws, public records laws, accessibility laws, etc., all of which have the important goals of increasing transparency and access, can make volunteer board work more challenging and onerous, turning people off from service. Finally, in towns with recent histories of political animosity or factional fighting, people who are worried about being caught in political fights they have no interest in can be turned off from service.

Second, volunteer boards and committees do have costs for a Town government, even if many are mostly hidden. Professional staff have to spend time helping to recruit members, providing training, assisting with research, and responding to requests from volunteer boards. Particularly when there is high turnover, boards and committees can absorb significant amounts of staff time.

There is a direct challenge to financial management in that the decisions and recommendations that boards and committees make frequently have financial and operational impacts. This, together with the lack of clarity around reporting relationships among various professional staff, leaves the Town with an organizational structure that does not support coordinated, efficient financial management.

While reviewing boards and committees, the Town could also include a review of whether some are best structured as elected or appointed. With the exception of the Board of Selectmen and School Committee, any board or committee can be elected or appointed. (Beyond boards and committees, the Moderator is also required to be elected.)

There are multiple variables to consider when discussing whether boards or committees should be elected or appointed, and there are good arguments in both directions for most boards and committees. The Center has developed a framework to help towns consider whether boards, committees, or other positions should be elected or appointed. (See Appendix F: Framework for considering elected and appointed offices.) One of the variables in the framework that is easy to examine is the competitiveness of the races for elected positions. If voters have a choice of candidates, that provides a clear mechanism for accountability of the work of a board or committee. If there are not competitive elections at least occasionally, then elected positions can become *de facto* self-appointments. While it can be the case that the lack of competitiveness may be a marker of great satisfaction with the work, it's difficult to determine the cause of the lack of candidates. (Anecdotally, the project team has heard multiple local officials in communities across Massachusetts state that there are subsets of people who would be willing to be appointed to a board or committee but do not like the idea of running for an elected community position. However, the project team has seen no data to support this claim.)

For the purposes of financial management, having elected boards and committees matters because it can be more difficult to achieve cooperation and collaboration between boards and committees that report only to the voters and those that have an appointing authority. The project team was not made aware of any specific challenges of this kind in Wayland, but the Town is certainly not immune from

having them, especially given the recent history of the lack of competitiveness in various elections in Wayland.

In the last 10 years of local elections, there was not a single contested seat for the board of assessors, library trustees, board of health, planning board, or housing authority during regular elections (i.e., not including special elections or the occasional write-in campaign). (See Figure 2: Wayland Elections Competitiveness Analysis.) There was only one contested seat for board of public works (or its predecessors), only one for commissioner of trust funds, and only two for the recreation commission (or its predecessor). In short, only 3.4% of seats on those boards and committees were contested in the last decade, a relatively low percent, even in the general context of declining competitiveness of local elections in Massachusetts. The boards and committees that have been regularly contested, the Board of Selectmen and the School Committee, are the two that are required by law to be elected in a town form of government.

None of this means that this lack of competitiveness for elected boards and positions has caused problems to date in Wayland. However, it has the potential to cause problems. For that reason, as part of a review of boards and committees, it is worth the Town reviewing the status of its elected boards. (It is important to note that typically when a town board is converted from elected to appointed the individuals serving at the time are grandfathered in until the end of their terms and frequently even are reappointed when their terms expire.)

Within the topic of elected boards, it should also be noted that while boards of public works used to be relatively common in Massachusetts, there are only a few left in towns of Wayland's size. (See Table 1: Wayland Peer Community Organizational Structures.) Given that public works is such a large and critical part of Town operations, many towns have chosen to distribute those boards' duties among the Board of Selectmen, Town Administrator or Manager, and a Public Works Director, and to dissolve the boards themselves. Among Wayland's 12 self-selected comparable communities, none has a board of public works. One has an ad hoc Public Works Initiative Committee, and one gives the Town Administrator the option to create a Public Works Advisory Board.

Recommendation: Review the current roster of boards and committees, determine where there are unclear or conflicting roles. Consider combining or consolidating functions, and clarify the mandates and responsibilities of boards and committees. Provide additional training and support to remaining boards and committees. Consider whether any elected boards may make more sense as appointed boards.

Figure 2: Wayland Elections Competitiveness Analysis

Year	Board of Selectmen			School Committee			Board of Assessors			Library Trustees					
	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?			
2008	4	2	Yes	3	2	Yes	1	2	No	2	2	No			
2009	3	2	Yes	5	2	Yes	2	2	No	2	2	No			
2010	2	1	Yes	2	1	Yes	1	1	No	2	2	No			
2011	3	2	Yes	3	2	Yes	2	2	No	2	2	No			
2012	4	2	Yes	2	2	No	2	2	No	2	2	No			
2013	2	1	Yes	2	1	Yes	1	1	No	2	2	No			
2014	4	2	Yes	3	2	Yes	2	2	No	2	2	No			
2015	3	2	Yes	2	2	No	2	2	No	2	2	No			
2016	1	1	No	1	1	No	1	1	No	2	2	No			
2017	3	2	Yes	2	2	No	2	2	No	2	2	No			
# of competitive races:			9	of competitive races:			6	of competitive races:			0	of competitive races:			0

Year	Board of Health			Planning Board			Board of Public Works			Recreation Commissioner					
	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?			
2008	2	2	No	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a			
2009	2	2	No	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a			
2010	1	1	No	1	1	No	2	2	No	2	2	No			
2011	2	2	No	1	1	No	1	1	No	1	1	No			
2012	2	2	No	1	1	No	2	2	No	4	2	Yes			
2013	1	1	No	1	1	No	2	2	No	2	2	No			
2014	2	2	No	1	1	No	1	1	No	1	1	No			
2015	2	2	No	1	1	No	2	2	No	3	2	Yes			
2016	1	1	No	1	1	No	2	2	No	2	2	No			
2017	2	2	No	1	1	No	2	1	Yes	1	1	No			
# of competitive races:			0	of competitive races:			0	of competitive races:			1	of competitive races:			2

Year	Com. of Trust Funds			Housing Authority			Moderator			Town Clerk					
	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?			
2008	1	1	No	1	1	No	1	1	No	n/a	n/a	n/a			
2009	0	1	No	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a			
2010	1	1	No	1	1	No	n/a	n/a	n/a	1	1	No			
2011	2	1	Yes	n/a	n/a	n/a	1	1	No	n/a	n/a	n/a			
2012	1	1	No	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a			
2013	1	1	No	1	1	No	n/a	n/a	n/a	1	1	No			
2014	1	1	No	1	1	No	1	1	No	n/a	n/a	n/a			
2015	1	1	No	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a			
2016	1	1	No	n/a	n/a	n/a	n/a	n/a	n/a	1	1	No			
2017	1	1	No	1	1	No	1	1	No	n/a	n/a	n/a			
# of competitive races:			1	of competitive races:			0	of competitive races:			0	of competitive races:			0

Year	Road Commissioner			Park & Rec Commissioner			Water Commissioner				
	Candidates	Positions	Comp?	Candidates	Positions	Comp?	Candidates	Positions	Comp?		
2008	1	1	No	1	1	No	1	1	No		
2009	1	2	No	2	2	No	1	1	No		
2010	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2011	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2012	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2013	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2014	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2015	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2016	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
2017	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
# of competitive races:			0	of competitive races:			0	of competitive races:			0

Notes:
 Does not include special elections to fill vacancy
 Does not include write-in candidates
 Road Commission and Water Commission merged into Board of Public Works in 2010
 Parks and Recreation Commission became Recreation in 2010

1.3: The Town has not undertaken a systemic review of the overall organizational structure of the Town since 2002.

The last time the Town appears to have taken a complete review of its overall structure was with the Maximus study in 2002, which is still available on the Town website. That report led to some changes, including the creation of the DPW and the creation of the current Town Administrator position. Prior to that, the last systemic review was the charter commission in 1989 that produced a charter that did not pass the voters in 1991.

To this day, the Town of Wayland operates without a charter. Instead, the Town operates with what is sometimes referred to as a “legal base,” which more simply stated is the collection of bylaws, special acts, and general laws accepted relevant to Wayland’s governance. The lack of a charter is very common among smaller towns in the Commonwealth and somewhat common among towns of Wayland’s size, although the number without a charter has been slowly but steadily dropping as a handful of municipalities adopt charters every year.

The lack of a charter makes the Town government less transparent, because it is more difficult for residents to know where authority resides. For example, if a visitor to the Wayland website clicked on the “Town Code/Bylaws” link, they would be taken to the Town’s bylaws, which one might assume were the controlling statutory framework. Unless a user knew to scroll all the way to *Appendix A801: Special Acts*, they would not know that there is a set of Wayland-specific statutes with important statutory information that supersede the Town bylaws. (Even knowing that, clicking on it takes the user to the full list of special acts to the Town, going back to its act of incorporation in 1780, which would make researching the most current and relevant acts challenging.) The most directly relevant example of this is the Town Administrator position. As noted, there is both a bylaw section and a superseding Special Act that is not referenced by the bylaws (outside the Appendix).

In contrast, having a charter means having a single source for information and (assuming it is well put together) clarity about the roles, responsibilities, authorities, and relationships between the various boards, officials, and departments of town government.

Furthermore, the process of developing a charter is an opportunity for the community, via either an elected or appointed group of residents charged with only a single, focused mandate, to take a step back from day-to-day issues, problems, and disputes and think systemically about the communities long-term needs and challenges. The result of this work could simply be a codification of Wayland’s existing structure with minor tweaks that clarify some of the issues raised in this and prior reports, or it could be a completely new form of government for the community, or anything in between.

Recommendation: Consider undertaking a systemic review of the overall organizational structure of the Town at some point in the future, with the goal of eventually solidifying the Town’s statutory construction via a charter.

This could be accomplished through an appointed charter committee that would draft a Special Act charter or through the charter commission process spelled out in the Home Rule Procedures Act (Chapter 43B of the Massachusetts General Laws).

2. Policy-Setting, Goal-Setting, and Long-Term Planning

The following findings and recommendations relate to Policy-Setting, Goal-Setting, and Long-Term Planning.

2.1: The Board of Selectmen has not adopted financial policies for the Town.

As far as the Center could determine, the Board of Selectmen has not adopted financial policies for the Town in the last several decades and possibly longer.

This absence of policies may derive from a lack of clarity about whose responsibility it is to adopt financial policies. While the *drafting* of financial policies could fall to any combination of the Board, the Town Administrator, the Finance Director, the Finance Committee, or others, the *formal adoption* of financial policies is the purview of the Board of Selectmen as the chief executive officer of the Town.

In Wayland's case, it appears that, in the absence of the Board of Selectmen adopting financial policies for the Town, the Finance Committee has stepped up and adopted many policies of its own in an attempt to create a framework needed to complete its statutory duties. This was a helpful stopgap measure, and some of the policies the Finance Committee has already adopted may simply be reviewed and adopted quickly by the Board of Selectmen.

As part of the Compact project, the Center project team is working to develop a first set of draft policies for consideration (and will review policies already developed by the Finance Committee).

***Recommendation:** Formally adopt financial policies, including a policy on policies. The Board of Selectmen should review, adapt, and eventually approve financial policies created through this process. Additionally, the Board should make clear what the process will be going forward for creating additional policies.*

2.2 The Board of Selectmen has not been as actively exercising its role as head of the executive branch as most boards of selectmen do, and it has historically spent less time on goal-setting and long-term planning than may be optimal.

The Board of Selectmen has not historically spent much time on goal-setting and long-term planning. This is common in more complicated and larger towns like Wayland that still retain a weak town administrator or executive secretary position, because the Board of Selectmen ends up spending significant amounts of time handling smaller and more operational matters, leaving less time for long-term planning, goal-setting, forecasting, etc.

While it is difficult to quantify how much time could be repurposed with a shifting of responsibilities, a quick review of the meeting minutes of the last 10 Board of Selectmen meetings showed that the Board spent 258 minutes (about 16%) of its total 1,597 minutes in executive session, working on collective bargaining agreements, employee contracts, and development agreements. Some of that time could likely be reduced with a shift in responsibilities. Note that there are likely many other Board tasks that could also be redistributed, but searching for time spent in executive session was a quick and simple way to get some sense of how the Board is spending its meeting time, even if it is admittedly a relatively poor proxy for the full picture.

Regardless, the Board of Selectmen is the head of the executive branch of the Town and has been elected by the voters to lead the Town, a critical component of which is developing the vision, goals, strategies, and plans for the Town's long-term future, and then working to implement the vision and plans. The Board has done a good job to date on some pieces of this work. The Board-appointed Wayland Real Asset Planning (WRAP) Committee released a "comprehensive long-range facilities plan, siting strategy and capital funding plan to assist the Town with making informed decisions regarding major capital projects (defined as \$500,000 and above) related to future uses of municipal (Town and School) land and buildings." This follows on a 2010 update to the 2004 master plan, which is a tempo faster than many towns follow in adopting and revising master plans.

Given the structure of the Town, the challenge for the Board will be finding a way to implement these plans, as well as their own vision for the Town's future, both over the long-term and over the course of each fiscal year.

If the Town Administrator position has more authority to take on directly and/or delegate work currently handled by the Board of Selectmen, as also recommended above, that will free up time for the Board to spend more of its time and energy on policy-setting, long-term planning, goal-setting, and implementation of its vision and plans. This has the potential both to improve those important tasks directly and to draw more people to run for positions that have a greater ratio of policy-making to managerial duties.

More generally, the Board should take steps to reassert its position as the head of the executive branch of town government. As the Board recognizes on the first page of its Policies and Procedures guidelines (emphasis added): "The Board of Selectmen is a five-member, non-partisan governing board that acts as the **principal policy-making authority of the town.**" (Available on the Board of Selectmen's webpage: http://www.wayland.ma.us/Pages/WaylandMA_Selectmen/PolProc.pdf) This claim is supported by the Massachusetts General Laws, which define both "Chief Administrative Officer" and "Chief Executive Officer" as follows: "Chief administrative officer/Chief executive officer": when used in connection with the operation of municipal governments shall include the mayor in a city and the board of selectmen in a town unless some other municipal office is designated to be the chief executive officer under the provisions of a local charter." (Chapter 4, Section 7)

***Recommendation:** Reduce time spent on administrative and operational tasks by transferring them to the Town Administrator and other officials. Use additional time to focus on goal-setting and long-term planning. Reassert Board of Selectmen's role as chief executive officer of the Town.*

3. Annual Operating Budget

The following findings and recommendations relate to the Annual Operating Budget.

3.1: There have been a range of frustrations with the annual budget process over the years, coming from different parties in the process in different years.

At the core of Wayland’s budget process issues may be the fact that, unusual for a Town of Wayland’s size and sophistication, responsibility for the annual budget statutorily lies with the Finance Committee. As stated in the bylaws, “The Finance Committee shall prepare the omnibus operating budget of the Town and submit it at the annual Town meeting.” Historically, that was how most towns operated, and that is still how many much smaller towns still operate, but most towns similar to Wayland have moved away from this model.

In fact, of the 12 peer communities selected by the Finance Committee as reference points for Wayland, the only one where the Finance Committee develops the budget is Lincoln, whose population and budget are less than half that of Wayland’s. In the remaining 11, the budget is developed by the Town Administrator or Town Manager (or, in one case, Board of Selectmen in conjunction with the Town Administrator), with varying levels of collaboration with the Finance Committee. See Table 3: Statutory Language Describing Who Prepares the Annual Budget in Wayland’s Comparable Communities below for the statutory basis for the development of the annual budget in Wayland’s Finance Committee-selected comparable communities.

Table 3: Statutory Language Describing Who Prepares the Annual Budget in Wayland’s Comparable Communities		
Town	Who prepares the annual operating budget?	Statutory Language
Cohasset	TM	"Annually, the town manager shall be responsible for the preparation of the proposed budget to be included in the annual town meeting warrant."
Hingham	TA	"Pursuant to assignment by the board of selectmen, the town administrator shall have additional authority and responsibility as follows: ... The authority and responsibility to, in a timely manner, prepare, develop and assemble the town budget for all non-school departments and accounts and following the development of the budget, the town administrator shall submit the entire budget document to the board of selectmen for review. The town administrator shall forward the budget document, including any alterations approved and incorporated therein by the board of selectmen, to the Advisory Committee."
Hopkinton	TM	"The powers and duties of the Town Manager shall include but are not intended to be limited to the following: ... To coordinate the preparation of the Town’s annual budget."

Lincoln	FC	"The [Finance] Committee shall consider any or all municipal questions for the purpose of making reports and recommendations to the Town, and in particular shall perform the following duties: ... 1) It shall prepare and submit the Annual Budget for consideration at the Annual Town Meeting..."
Medfield	BOS/TA	"The Selectmen shall prepare the annual budget for all offices and departments for which they are responsible. They shall assemble a budget, consisting of requests for expenditures and supporting material for all offices, departments, boards, commissions, and committees in the executive branch of Town government as set forth in this Article." "The Town Administrator shall: Assist the Selectmen with their budgetary responsibilities by assembling the budget requests of all departments into a unified document, by informing the Selectmen of unusual budgetary matters that require their attention, by preparing for the approval of the Selectmen a long-range Town fiscal plan that sets forth anticipated operating and capital expenditures, and by performing at the request of the Selectmen special studies and analyses of the costs and benefits of Town programs."
North Andover	TM	"[The Town Manager] shall: ... Assemble, prepare, and present to the Board of Selectmen all annual operating and capital budgets of the town and be responsible for the development and annual revision of the capital improvements program."
North Reading	TA	"[The Town Manager] shall prepare and submit to the Selectmen the annual budget and capital program for the departments under his jurisdiction; he shall also receive and consolidate into the comprehensive budget the annual budgets and capital programs for the School Committee and Planning Commission."
Scituate	TA	"The town administrator shall prepare and submit the annual budget as provided in article 6."
Sharon	FD/TA	"[The Director of Municipal Finance] shall be specifically responsible in conjunction with the Town Administrator for the Annual Budgeting process."
Sudbury	TM	"Such functions shall include, but are not intended to be limited to, the following: (a) to prepare and submit, after consultation with all town departments, an annual operating budget and capital improvement program for all town departments."
Wayland	FC	"The Finance Committee shall prepare the omnibus operating budget of the Town and submit it at the annual Town meeting."
Westford	TM	"The financial management powers, duties and responsibilities of the town manager shall include but not be limited to the following: (a) to prepare and submit, after consultation with all town departments an annual operating budget and capital improvements program for all town departments;"
Westwood	TA	"The powers and duties of the town administrator shall include, but not be limited to, the power or duty to: ... prepare, in consultation with the director of municipal finance, and submit an annual operating budget and capital improvement plan as provided in section 9-3-1 of this charter"

KEY: TM = Town Manager, TA = Town Administrator, FD = Finance Director, BOS = Board of Selectmen, FC = Finance Committee

There are challenges both for the Finance Committee and for Town professional staff in the model where the Finance Committee develops the budget. For the Finance Committee, a volunteer board is required to spend an extraordinary amount of time in late meetings in order to get enough information to develop the budget. The project team understands that in Wayland the Finance Committee has traditionally done exactly this, logging enormous efforts on behalf of the Town. Not surprisingly, this can lead to Committee burnout, particularly in a town like Wayland where many of the volunteers for Finance Committee already have significant and demanding roles in the management or finances of the organizations where they are employed.

For Town staff, this approach also requires significant extra late night meetings and often can lead to even more time having to re-educate new Committee members who join the Committee, which can be frequently in some towns with this model due to the burnout issue noted.

The Town should consider rebalancing the roles and responsibilities of the major players in the budget process. A good starting point for thinking about what reconfigured roles might look like is the widely-respected *Finance Committee Handbook* produced by the Massachusetts Association of Town Finance Committees and available on the Wayland Finance Committee's webpage (http://www.wayland.ma.us/Pages/WaylandMA_BComm/Finance/FinCommHandbook2012.pdf). In the preface on "The Role of the Finance Committee," the *Handbook* Editor and long-time Arlington Finance Committee chairman writes (emphasis added):

This preface will summarize this "discussion" into the broader framework of the division of powers within local government. I see this division of powers as comparable to that at the state and federal government. The board of selectmen and town manager/administrator/executive secretary are part of the executive branch of government. It is their job to collect budget information, develop budget priorities and formulate a balanced budget, the same as a president or governor. Once developed, that budget is presented to the finance committee, representing the legislative branch, the town meeting. In effect, the local finance committee has the same role as the House Ways and Means Committee in the State Legislature. It is the finance committee's responsibility to receive the budgets from the executive branch (either as a collective whole or individually by department), analyze them, have hearings where the department heads and the public can testify, and present a balanced budget to town meeting. That budget should reflect the finance committee's decisions based upon their best judgement of the issues and finances of the town. The budget before town meeting is the finance committee's and it is their job to explain and defend it.

While the Center project team does not agree with two parts of this formulation (that it is wise for the Finance Committee to receive budgets individually by department and that it must be the Finance Committee's budget presented to Town Meeting), this statement otherwise paints a good picture of the roles of the Board of Selectmen, Town Administrator, and Finance Committee in a budget process.

As the project team understands it, this year the Finance Committee has been working directly with the Finance Director on the development of the operating budget with only minimal participation of the Board of Selectmen and Town Administrator. This is an understandable adaptation to the Town's statutory framework and particular traditions. Yet it is also highly unusual in both theory and practice. In theory, it is a major blurring of executive and legislative functions (as noted elsewhere) and a weakening of the checks and balances typically built into a budget process. In practice, it decouples those who have the

direct responsibility for and the most direct knowledge of the operations of the Town (the Board of Selectmen and Town Administrator) from the process that provides the resources to run those operations. At the same time, it forces the Finance Committee to do an extraordinary amount of work to learn about the detailed operations of the Town. It is also thus not surprising that the Finance Committee has pushed to begin its work in the summer, given that it is taking on significantly more work than most Finance Committees do.

In keeping with the recommendations elsewhere to strengthen the Town Administrator and Finance Director positions, the Town should consider altering its bylaws (or superseding them via a Special Act or charter, if one of those is developed) to move responsibility for “preparing” the budget to the Town Administrator and Finance Director (under the policy guidance of the Board of Selectmen) and “reviewing and making recommendations on” the budget under the purview of the Finance Committee.

Recommendation: Rebalance the roles and responsibilities of the major players in the budget process, so that the Board of Selectmen, Town Administrator, and Finance Director have more of a role in the development of the annual operating budget, and the Finance Committee has a greater role in the review, analysis, and critique of the budget, as now occurs in most other towns of Wayland’s size and complexity. In the short term, this could be accomplished by revision of the bylaws. (See Appendix G for sample bylaw.) As a longer-term measure, the various roles in the budget process can be included in either a Special Act or a Charter.

3.2: Wayland is in a minority of towns where the Finance Committee is solely appointed by the Board of Selectmen.

As implied in the previous section, there is a bit of blurring in the branches of government in Wayland’s current budget process, relative to other municipal government forms. Wayland is in a minority of towns where the Finance Committee is solely appointed by the Board of Selectmen. A plurality of towns have the Finance Committee appointed by the Moderator. A small number also have elected finance committees or hybrid committees with different members elected or appointed by different appointing authorities. Within Wayland’s 12 self-selected comparable communities, nine have Finance Committees (frequently under different names) appointed by the Moderator, two have Finance Committees appointed by a committee that includes the Moderator and the Board of Selectman (plus others), and one has a Finance Committee appointed by Town Meeting from candidates recommended by a committee appointed by the Moderator. None of Wayland’s comparables have a Finance Committee appointed by the Board of Selectmen. (See Table 1: Wayland Peer Community Organizational Structures.)

The reason that the Moderator is more frequently the appointing authority is that the Finance Committee is often viewed as being a legislative check on the executive branch, as noted previously in the excerpt from the Finance Committee Handbook. Because the legislative branch in Massachusetts open town meeting towns only exists for very brief periods of time throughout the year, a Moderator would appoint a Finance Committee to provide an independent check on the executive’s budgeting and spending. The Finance Committee has statutory authority over the reserve fund for this exact reason: the executive cannot unilaterally decide what to use the reserve funds on.

Similarly, a Moderator-appointed Finance Committee provides an independent review, on behalf of Town Meeting, of a budget developed by the executive, as discussed previously. In the process created

in Wayland's bylaws, the Finance Committee is appointed by and develops the budget for the Board of Selectmen. Although the project team was told that there is significant informal outside vetting of the budget developed, there is no formal outside party review of the executive's branches budget other than Town Meeting itself, which is not a good setting for in-depth review of detailed budget information.

Recommendation: Contemplate whether the appointing authority of the Finance Committee should remain solely the Board of Selectmen, or whether it should be moved or made into a hybrid appointing authority, both of which are more common among Wayland's peers.

3.3: There is no formal summit or joint meeting at the beginning of the process to get all key parties on the same page.

To make sure all parties are on the same page from the start, many towns initiate the budget process with a joint budget summit led by the Board of Selectmen, and including the School Committee, Finance Committee, and other boards as necessary, wherein the Town Administrator and Finance Director present to the Town on the financial condition of the Town and the financial forecast, and where the Board of Selectmen can begin to outline what the budget guideline will be the next fiscal year. It is the project team's understanding that this has not happened in Wayland in recent years, although it may have been a practice at other points in Wayland's history.

Recommendation: Begin the annual budget process with a budget summit or tri-board meeting the budget process for FY19.

3.4: The Town's final budget documents provided to the public could be significantly more transparent.

Towns where the budget is developed by a Town Manager or Town Administrator, either directly or delegated to a Finance Director, frequently are able to develop much more detailed budget documents and presentation materials, leading to major increases in financial transparency for the public. This may be particularly helpful in Wayland, where there may be a historical deficit in trust of Town government and between various groups within the community.

The gold standard of budget document transparency is the Government Finance Officers' Association (GFOA) annual budget award, which was received by the 11 Massachusetts towns in 2016 (the most recent year available): Andover, Arlington, Brookline, Concord, Hanover, Longmeadow, North Andover, Northborough, Swampscott, and Weston. (It is worth noting that all have budgets developed by the Town Manager or Town Administrator, usually in conjunction with a Finance Director.) The award itself is not of any particular value, but the level of information required in the budget document to receive the award provides significantly more transparency in budgeting and finance than the typical municipal budget. Wayland could have significantly greater budget transparency with a more developed budget document available to the public.

Recommendation: Consider developing a budget document that meets GFOA criteria, once the budget process has been reorganized.

4. Miscellaneous Additional Topics

The following findings and recommendations relate to the Miscellaneous Additional Topics.

4.1: Wayland has traditionally handled capital planning and budgeting in the same way as operational budgeting.

As with many other towns around Massachusetts, Wayland still seems to be looking for a capital planning process that makes possible the regular, efficient, and coordinated development of capital planning across all Town and School departments and divisions.

At the moment, capital planning is primarily the purview of the Finance Committee, which shall “prepare and present to the annual Town meeting a five-year capital improvement program for the Town, which shall include the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and landfills) and acquisition of land, equipment and vehicles and other personal property, and shall make recommendations to the appropriate authorities proposing such improvements.” Additionally, as noted, the WRAP Committee has taken a longer-term view of the large capital needs of the Town.

Unlike the annual operating budget process, which has seen convergence around a single approach that communities similar to Wayland have found most effective, there is relatively little consistency in how capital budgeting is handled in towns across the state. Some towns have capital planning committees, while many do not. Some simply have the town manager or town administrator present the capital plan along with the operating budget, while others have a separate pathway for the capital budget. (See Table 4: Statutory Language Describing Capital Planning in Wayland's Comparable Communities.)

Town	Capital Planning Cmte?	Capital planning statutory language (highlighting added)
Cohasset	Yes	(e) The town manager shall submit a preliminary budget and capital plan to the board of selectmen, the advisory committee and the capital budget committee pursuant to the budget process set forth in subsection (i) of section 3. The preliminary budget and capital plan shall be submitted not later than 70 days prior to the date of the annual town meeting.

Hingham	Yes	<p>ARTICLE 14, PART 2 CAPITAL OUTLAY COMMITTEE</p> <p>SECTION 1 - There shall be a Capital Outlay Committee (Committee), which shall perform the duties set forth in the following sections of this Article 14 and be governed by the provisions hereof. Said Committee shall consist of five citizens of the Town, appointed as provided in the following sections, and the Town Accountant ex-officio.</p> <p>SECTION 6 - It shall be the duty of the Committee to ascertain annually what capital outlays will be required by the Town during the next five years. In making this determination, it may consult with Town, county, and state officials, and with other boards and committees of the Town. It shall publish and distribute to each voter an annual report and such further reports as it deems advisable, and shall include in such reports its recommendation for scheduling capital outlays and for the financing of such outlays as in its judgment cannot be, or should not be, paid for entirely out of current revenues.</p>
Hopkinton	Yes	<p>Section 7-3: Capital Improvements</p> <p>The Town Manager shall annually submit a Capital Improvements Program to the Board of Selectmen and Appropriation Committee in accordance with the budget schedule established pursuant to Section 7-2(a) of this Charter. The Capital Improvements Program shall be designed to address unmet, long-range needs and to implement the capital goals and objectives of the Town, and shall include all Town activities, all Town Departments including the School Department, and all enterprise funds. ...</p>
Lincoln	Yes	<p>ARTICLE XXVII Capital Planning</p> <p>There shall be a committee known as the Capital Planning Committee (the "CapCom"). The fundamental purpose of the CapCom shall be to work with the Finance Committee to enhance the Town's capacity to identify, prioritize, and understand the financial implications of capital projects and land acquisitions, including but not limited to: A) all proposed real estate acquisitions that have a cost over \$10,000; and (B) all proposed construction projects, preventive maintenance, repairs, replacements, and equipment acquisitions that will have a useful life of at least five years and a cost that requires capitalization in accordance with the Town's financial accounting policies, in all cases regardless of the method by which they are or may be funded, including but not limited to: (a) annual appropriations (a/k/a cash-capital); (b) debt-financing; (c) capital-exclusions; and (d) Community Preservation Act appropriations. The CapCom shall develop and consult with the Finance Committee regarding a long-term Capital Plan that addresses the timing and estimated costs of capital projects anticipated by the agencies whose budgets are considered by the Town Meeting, including Lincoln-Sudbury Regional High School and the Water Commission. The CapCom shall also review and make recommendations regarding capital projects and maintenance expenditures that will be funded by annual appropriations in accordance with the Finance Committee's annual financial guidelines.</p>

Medfield	Yes	<p>Article 3: The Board of Selectmen Section 3-4: Fiscal Procedures The Selectmen shall prepare the annual budget for all offices and departments for which they are responsible. They shall assemble a budget, consisting of requests for expenditures and supporting material for all offices, departments, boards, commissions, and committees in the executive branch of Town government as set forth in this Article. They shall deliver this budget to the Warrant Committee for its review and recommendation no later than 90 days before the Annual Town Meeting. The Warrant Committee shall act for the Town Meeting for this purpose. The Selectmen shall also prepare a capital and operations expenditure plan containing a list of projects, project costs, and yearly expenditures for five years in the future. Fiscal responsibilities of the Selectmen shall be exercised by the Town Administrator as set forth in Article 4 of this Charter.</p> <p>Article 4: The Town Administrator Section 4-1: Duties and Responsibilities b. Assist the Selectmen with their budgetary responsibilities by assembling the budget requests of all departments into a unified document, by informing the Selectmen of unusual budgetary matters that require their attention, by preparing for the approval of the Selectmen a long-range Town fiscal plan that sets forth anticipated operating and capital expenditures, and by performing at the request of the Selectmen special studies and analyses of the costs and benefits of Town programs.</p>
North Andover	No	<p>Capital Improvements Plan 9-5-1 The Town Manager shall prepare a five-year capital improvements plan which shall include: (a) a clear summary of its contents; (b) a list of all capital improvements proposed to be undertaken during the next five years, together with supporting data; (c) cost estimates, methods of financing, and recommended time schedules; and (d) the estimated annual cost of operating and maintaining the facilities or equipment to be contracted or acquired. The above information may be revised and shall be extended each year with regard to capital improvements pending or in the process of construction or acquisition.</p>
North Reading	No	<p>Section 4 Capital Improvements Program 7.4.1 At least one month prior to the final date fixed through bylaw for the submission of budgets, the Town Administrator shall submit a five year capital improvements program to the Board of Selectmen and the Finance Committee. Such program shall include: (a) a list of all capital expenditures proposed during the five fiscal years next ensuing; (b) cost estimates, methods of financing, and a time schedule for each such acquisition; and (c) the estimated cost of operating and maintaining the equipment or facility to be acquired. The capital program shall be revised and expanded annually. [Amended 10/3/1988 ATM by Art. 16, approved 5/2/1989</p>

Scituate	Yes	<p>Section 6-6 - Capital Improvement Program</p> <p>(a) The capital planning program shall consist of a schedule of proposed capital expenditures for at least the next five fiscal years and the proposed methods of financing each such expenditure. The objectives of the program shall be: (1) to establish priorities that will best serve the town as a whole; and (2) to so schedule and finance capital outlay that it will have as level an effect as possible upon the tax rate from year to year.</p> <p>(b) The board of selectmen shall be responsible for preparation and annual revision of the capital planning program. To assist it in doing so and to advise the town meeting on capital planning matters, there shall be a capital planning committee, consisting of five members appointed by the town moderator for overlapping three-year terms, the town administrator and one member designated, annually, by the school committee.</p> <p>(c) The capital planning committee shall submit annually to the board of selectmen a revised and updated report, which shall contain: (1) a list of proposed capital expenditures for the next fiscal year and the ensuing five years; (2) a recommended time schedule for executing them; (3) cost estimates and recommended financing method for each; and (4) the estimated additional cost of operating and maintaining each new facility and piece of major equipment involved. It shall also prepare a summary of its report, and shall submit such summary to the board for inclusion as a separate entity in the advisory committee's annual report to the town meeting.</p> <p>(d) The board of selectmen shall base its final capital planning program on the capital planning committee's report with such changes as it considers necessary to reflect its stated policies and shall deliver it to the advisory committee not less than five months prior to the annual town meeting. The advisory committee shall forthwith proceed to consider the program and shall, in its report to the annual town meeting, make such recommendations as it deems to be in the best interests of the town, both with respect to the capital budget for the next fiscal year and the schedule for the ensuing years.</p>
Sharon	Yes	?
Sudbury	Yes	<p><i>SEE ANNUAL BUDGET TAB – Town Manager</i></p> <p>(a) to prepare and submit, after consultation with all town departments, an annual operating budget and capital improvement program for all town departments.</p>
Wayland	No	<p>“[The Finance Committee] shall also prepare and present to the annual Town meeting a five-year capital improvement program for the Town, which shall include the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and landfills) and acquisition of land, equipment and vehicles and other personal property, and shall make recommendations to the appropriate authorities proposing such improvements.</p>
Westford	Yes	<p>SECTION 11. The financial management powers, duties and responsibilities of the town manager shall include but not be limited to the following:</p> <p>(a) to prepare and submit, after consultation with all town departments an annual operating budget and capital improvements program for all town</p>

		departments;
Westwood	No	9-3-1. The town administrator shall prepare an annual operating budget for the town as described in section 9-4-3. For such purposes, the town administrator shall establish a budget schedule for the development and submission of all departmental budgets to the town administrator and director of municipal finance, and for the compilation of a proposed consolidated operating budget for the town, or such schedule may be established by town by-law. The town administrator shall also prepare, in consultation with the director of municipal finance, a 5-year capital plan.

While creating a Capital Planning Committee may have some benefits in providing a central location for the work on developing a revising a capital plan in Wayland, it also cuts against the project team's other recommendation for the Town to analyze and streamline the use of boards and committees. For that reason, the project team does not recommend the creation of a new committee for capital planning.

Instead, the project team recommends that, for the short term at least, the Finance Committee retain its role developing and updating the capital plan. The Finance Committee was recognized by all parties the project team interviewed to consistently have strong appointees. Given that this Committee will gain additional time if the changes recommended in this report are implemented, and given that it now will have the WRAP Committee's work as an additional tool, leaving capital planning with the Finance Committee for the time being is likely to maintain some continuity throughout other changes.

In the longer term, the Town may want to consider moving capital planning under the purview of the Town Administrator and Finance Director, potentially supported by a capital committee consisting of appointees from existing boards and committees (e.g., Board of Selectmen, Finance Committee, School Committee, and Planning Board).

Recommendation: Leave capital planning under the purview of the Finance Committee for the short term. At a future review of Town operations, consider whether moving the responsibility to the Town Administrator or the Finance Director makes sense.

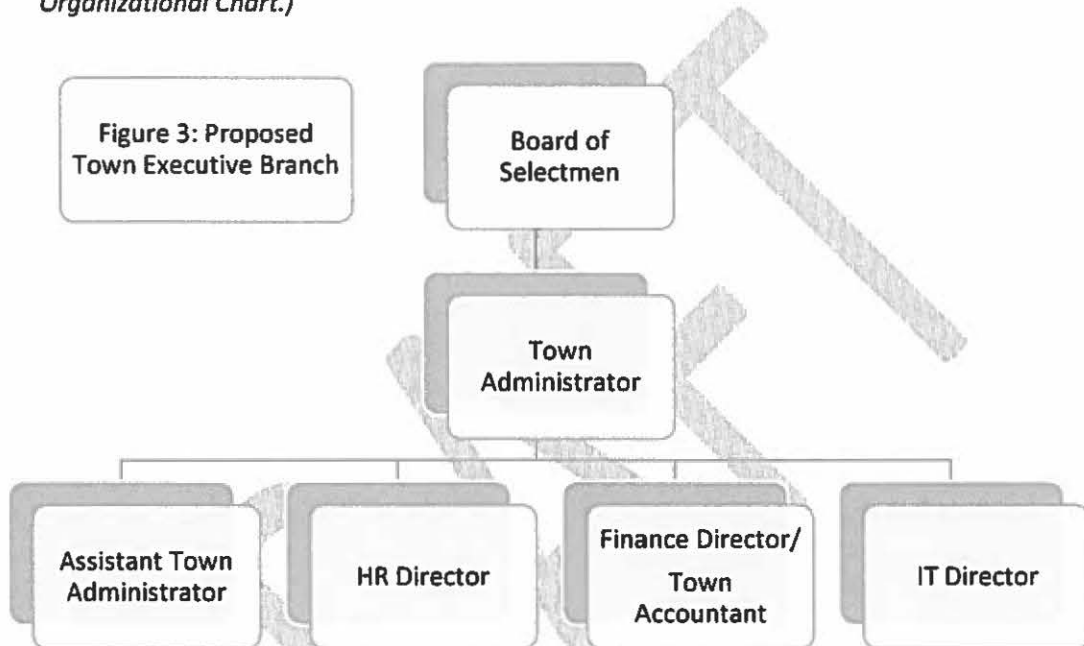
4.2: The upcoming departure of the Assistant Town Administrator/Human Resources Director provides an opportunity for the town to strengthen its administrative structure.

The Assistant Town Administrator (ATA) has announced that he will be leaving Town service in February of 2018. The Town intends to start recruiting for this position no later than October of 2017. The ATA devotes most of his time to human resources and benefits responsibilities, but also pitches in as a "utility player" on a variety of projects for the Selectmen and Town Administrator. However, based on the position description and past practice, the ATA has historically been accountable to the Selectmen rather than the Town Administrator.

Recommendation: Consider separating the Assistant Town Administrator and Human Resources responsibilities into two separate positions.

With the added financial responsibilities recommended for the Town Administrator and the Selectmen elsewhere in this report, it will be important to have a strong, cohesive administrative

structure in place in the executive branch. Therefore, it is important that the ATA report directly to the Town Administrator and be part of the town's senior management team. The ATA then would provide support to the Town Administrator in all aspects of the job, as assigned by the Town Administrator. Human resource and benefits responsibilities should be separated from the existing ATA position and performed by a separate Human Resources Director. The ATA and HR Director would then both report to the Town Administrator, along with the Finance Director. Additionally, given the growing importance of Information Technology in municipal operations, an increasing number of cities and towns are beginning to view the IT Director as part of the senior management team of the Town. (See below for Figure 3: Proposed Town Executive Branch Organizational Chart.)



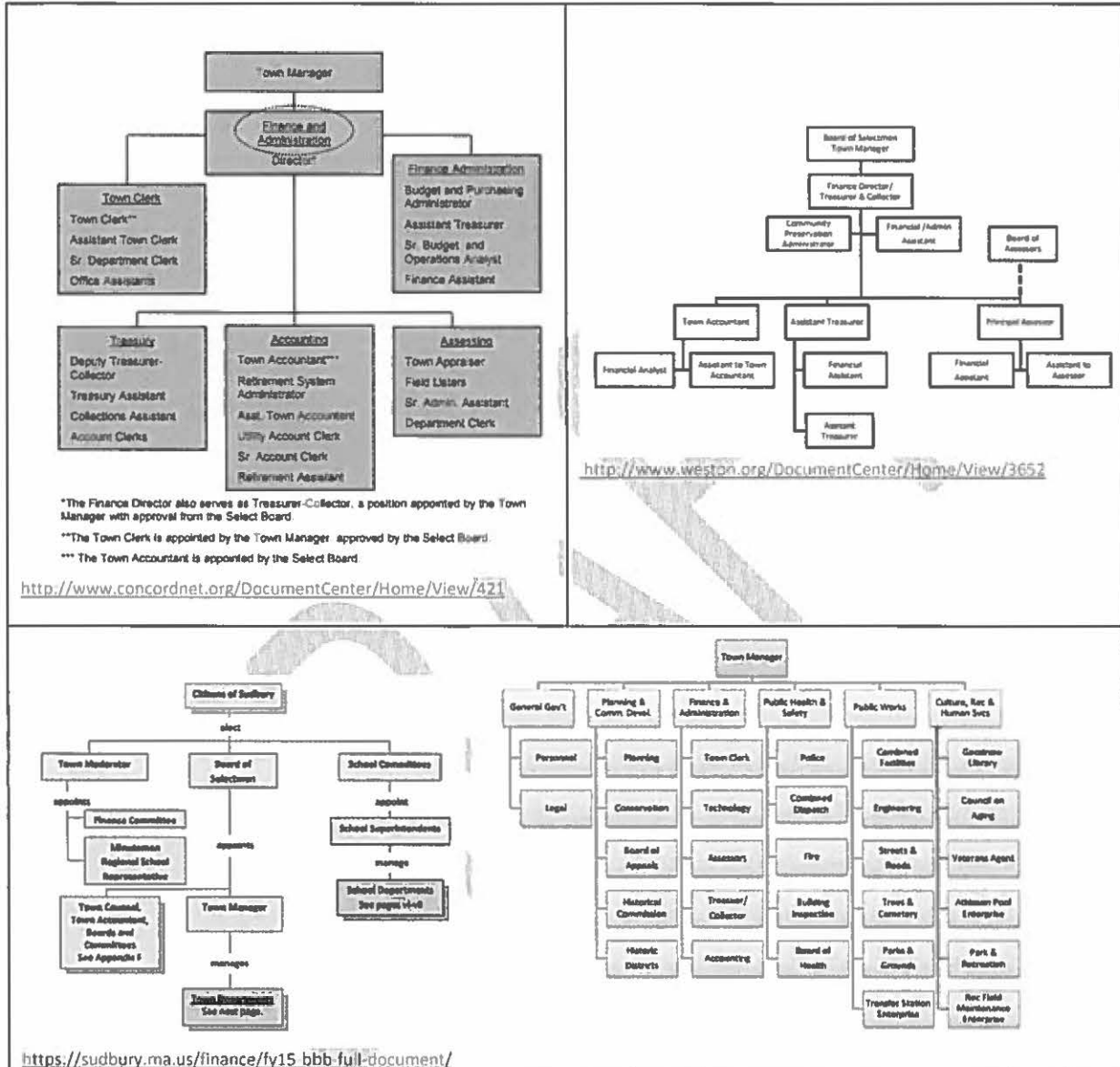
4.3: Members of boards and committees sometimes have been operating as individual agents in interactions with Town staff.

The project team was informed through the course of both projects that Town staff, and finance-related staff in particular, often face requests for information from individual board and committee members. While all board and committee members, and in fact all members of the public, have the right to ask for information of any Town staff person they wish, these requests can quickly absorb significant amounts of staff time. When requests are directly related to a board or committee's work, they should be from the group as a whole, not from individual members. This will help reduce redundant requests for information and free up time for Town staff to do their work.

Recommendation: Adopt policy clarifying the ability of individual board or committee members to make requests of Town staff.

APPENDICES

APPENDIX A: Organizational Charts of Finance Operations of Neighboring Towns



APPENDIX B: List of documents reviewed

The existing bylaws, general laws accepted, and special acts (often referred to as the “legal base” of the Town):

<http://www.ecode360.com/WA1635>

The most recent Town budget, annual report, and external audit management letter:

http://www.wayland.ma.us/Pages/WaylandMA_Finance/docs

http://www.wayland.ma.us/Pages/WaylandMA_BComm/Finance/FY17Function.pdf

http://www.wayland.ma.us/Pages/WaylandMA_Selectmen/TownReports/index

http://www.wayland.ma.us/Pages/WaylandMA_Finance/Finstatements

Any recent external reports commissioned by the Town related to finance:

http://www.wayland.ma.us/Pages/WaylandMA_IT/itmasterplan2015.pdf

http://www.wayland.ma.us/Pages/WaylandMA_Selectmen/MaximusReport.pdf

Job descriptions of finance-related positions:

http://www.wayland.ma.us/Pages/WaylandMA_HR/jobs

Written financial policies:

http://www.wayland.ma.us/Pages/WaylandMA_BComm/Finance/DebtManagementPolicy2008.pdf

Review of Budget and Expenditure Reporting, Evaluation of Non-Educational Service Delivery Structure and Review of School Administrative Structure

http://www.wayland.ma.us/Pages/WaylandMA_BComm/Finance/Abrahams1Final.pdf

Maximus Report - Townwide Study of Organization and Operations

http://www.wayland.ma.us/Pages/WaylandMA_Selectmen/MaximusReport.pdf

APPENDIX C: Comparable Town (as selected by the Finance Committee) Statutory Bases

Former peer town
Current peer town

Town	Charter or TM/TA Special Act	Charter/Act/Bylaws link
Carlisle	No	http://www.carlislema.gov/Pages/CarlisleMA_Clerk/town_records/GeneralBylaws-20June2014.pdf
Cohasset	TM Act (strong)	http://cohassetma.org/DocumentCenter/Home/View/278
Concord	TM Act (strong)	http://ma-concord.civicplus.com/1233/Town-Charter-Sections
Hingham	No	http://www.hingham-ma.com/DocumentCenter/View/2464
Hopkinton	Charter	https://drive.google.com/drive/folders/0B_K9oi9FHIWPbFE5dk1ZWfJTbEU
Lincoln	No	http://www.lincolntown.org/DocumentCenter/View/20981
Lynnfield	Charter	http://ecode360.com/28618353
Manchester-by-the-Sea	No	http://www.manchester.ma.us/DocumentCenter/Home/View/972
Marshfield	Charter	https://www.marshfield-ma.gov/sites/marshfieldma/files/uploads/town_charter.pdf
Medfield	Charter	http://ecode360.com/27373232
Milton	???	https://www.townofmilton.org/sites/miltonma/files/uploads/generalbylaw.pdf
North Andover	Charter	http://ecode360.com/attachment/NO1118/NO1118-C.pdf
North Reading	Charter	https://www.northreadingma.gov/board-selectmen/pages/town-charter
Scituate	Charter	https://www.scituatema.gov/sites/scituatema/files/file/file/chartermar2003.pdf
Sharon	???	https://www.townofsharon.net/town-clerk/pages/article-2-finance-committee
Sudbury	TM Act (strong)	https://sudbury.ma.us/selectmen/wp-content/uploads/sites/342/2014/08/TownManagerAct_1993.pdf?version=367ad7a333c727e29fe370732054bce3
Wayland	TA Act (weak)	https://ecode360.com/WA1635
Westford	Charter	https://westfordma.gov/DocumentCenter/View/3029
Weston	TM Act (strong)	http://www.weston.org/DocumentCenter/View/429
Westwood	Charter	http://ecode360.com/13018704

APPENDIX D: Possible Implementation Sequence and Timeline

Recommendation	Steps	Fiscal Year and Quarter											
		18- Q2	18- Q3	18- Q4	19- Q1	19- Q2	19- Q3	19- Q4	20- Q1	20- Q2	20- Q3	20- Q4	
1. Overarching Findings and Recommendations													
1.1: Strengthen Town Administrator (TA) and Finance Director (FD) positions	Adopt new special act replacing and superseding existing act and relevant bylaws		XX	XX	XX	XX							
1.2: Review the boards and committees	The BoS should initiate a review of boards and committees		XX	XX	XX	XX							
1.3: Consider systemic review of Town structure	Create appointed charter committee (or collect signatures for elected charter commission)									XX	XX	XX	XX
2. Policy-Setting, Goal-Setting, and Long-Term Planning													
2.1: Formally adopt financial policies, including policy on policies	Continue working with the Center to draft first set of financial policies for BoS to approve	XX	XX	XX									
2.2: Transfer more authority to TA. Focus on goal-setting, planning, and policymaking	The transfer could be part of 1.1, and the BoS new focus would be continuous after that		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
3. Annual Operating Budget													
3.1: Rebalance the roles and responsibilities of the major players in the budget process	Update bylaws to bring them more into line with common practices for budget process roles	XX	XX	XX	XX								
3.2: Contemplate the appointing authority of the Finance Committee	The review could be part of 1.2, and the changes could be part of 1.3.		XX	XX	XX	XX				XX	XX	XX	XX
3.3: Begin the annual budget process with a budget summit or tri-board meeting	Host budget summit in the first quarter of FY19 to kick off FY20 budget process				XX								

3.4: Consider developing a budget document that meets GFOA criteria	Attempt to fulfill GFOA criteria for budget document award for FY21 budget								XX	XX	XX	XX
4. Miscellaneous Additional Topics												
4.1: Leave capital planning under Finance Committee for the short term	A review of how capital planning should be handled long-term can be part of the charter discussion								XX	XX	XX	XX
4.2: Consider separating Assistant TA and HR into two separate positions	Reconfiguring these positions and their responsibilities can happen immediately	XX	XX	XX								
4.3: Adopt policy clarifying how individual committee members make requests of Town staff	The BoS should clarify that committee members must act as part of their committees	XX	XX	XX								

DRAFT

APPENDIX E: Maynard Charter (Town Administrator Article, which could be carved into a special act of its own)

Article 4

Town Administrator

Section 4-1: Appointment; Qualification; Term

The board of selectmen shall appoint a town administrator from a list prepared by a screening committee as established in Article 4-6 or by by-law. The board of selectmen shall appoint the town administrator to serve for a renewable term of three (3) years and shall fix the compensation for such person, annually, within the amount appropriated by the town. The town administrator shall be appointed on the basis of educational, executive, and administrative qualifications and experience. A town administrator need not be a resident of town or of the Commonwealth at the time of appointment, nor at any time during the period of such service. The town administrator shall not have served in an elective office in the town government for at least twelve months prior to appointment. The town may from time to time establish, by by-law, such qualifications as seem necessary and appropriate.

The town administrator shall devote full time to the office and shall not hold any other public office, elected or appointive, nor engage in any business or occupation during such service, unless such action is approved in advance by the board of selectmen.

The board of selectmen shall provide for an annual review of the job performance of the town administrator which shall, at least in summary form, be a public record. This review shall reflect the town administrator's performance of duties as listed in Section 4-2.

At the expiration of any three-year term, the board of selectmen shall vote on the reappointment of the Town Administrator. The annual reviews for the three previous years shall be used as a basis for reappointment. The majority vote of the full Board of Selectmen is required to reappoint. If the vote to reappoint fails, the appeal process of Section 4-5 shall not apply.

SECTION 4-2: POWERS AND DUTIES

The town administrator shall be the chief administrative officer of the town, directly responsible to the board of selectmen for the administration of all town affairs for which the offices of town administrator is given responsibility by or under this charter. The powers and duties of the town administrator shall include, but are not intended to be limited to the following:

- a) To supervise, direct and be responsible for the efficient administration of all functions and activities, according to best business practices, for which the office of town administrator is given authority, responsibility or control by this charter, by by-law, by town meeting vote, by vote of the board of selectmen, or otherwise to best serve the citizens of Maynard.
- b) To appoint, subject to the provisions of the civil service law and any other collective bargaining agreements as may be applicable, all department heads, officers, members of boards and commissions and employees for whom no other method of selection is provided by this charter. Such appointments shall become effective on the fifteenth (15th) day following the day on which such notice of the appointment is filed with the board of selectmen, unless the board of selectmen shall, within that period by a majority of all of its members, vote to reject such appointment, or has sooner voted to affirm it. Copies of the notices of all such proposed appointments shall be posted on the town bulletin board when submitted to the board of selectmen.

- c) To be entrusted with the administration of the town personnel system, including, but not limited to personnel policies and procedures, rules, and regulations, including provisions for an annual employee performance review, personnel by-law and collective bargaining agreements entered into by the town. The town administrator shall also prepare and keep current a plan establishing the personnel staffing requirements for each town agency, except the library and school department.
- d) To attend all regular and special meetings of the board of selectmen, unless unavoidable for reasonable cause, and shall have a voice, but no vote, in all of its proceedings.
- e) To assure that full and complete records of the financial and administrative activities of the town are kept and to render as often as may be required by the board of selectmen, but not less than once a year, a full report of all town administrative operations during the period reported on, which report shall be made available to the public.
- f) To keep the board of selectmen fully advised as to the needs of the town and recommend to the board of selectmen and to other elected town officers and agencies for adoption such measures requiring action by them or by the town meeting as the town administrator may deem necessary or expedient.
- g) The town administrator shall be responsible for the maintenance and repair, rental and use, of all town buildings and facilities placed under the town administrator's control by this charter, by by-law, by vote of the town or otherwise.
- h) To prepare and present, in the manner provided in Article 6, an annual operating budget for the town and develop material to furnish to the capital planning committee for the preparation of a proposed capital improvement plan for the five (5) fiscal years next ensuing.
- i) To assure that a full and complete inventory of all property of the town, both real and personal, is kept, including all property under the control of the school committee or library trustees.
- j) To negotiate, on behalf of the board of selectmen, all contracts and collective bargaining agreements involving any subject within the jurisdiction of the office of the town administrator, including contracts with town employees, except employees of the school department and library employees outside collective bargaining control, involving wages, hours and other terms and conditions of employment. All such contracts and agreements shall be subject to the approval of the board of selectmen.
- k) To be the chief procurement officer for the town, in accordance with the provisions of Chapter 30B of the Massachusetts General Laws, and to appoint such assistant procurement officers as provided in Chapter 30B of the Massachusetts General Laws.
- l) To see that the provisions of the general laws, of this charter, town by-laws and other votes of the town meeting and votes of the board of selectmen which require enforcement by the town administrator are faithfully executed, performed or otherwise carried out.
- m) To inquire, at any time, into the conduct and operation of office or performance of duties of any officer or employee, department, board, commission or other town agency.
- n) To attend all sessions of all town meetings and answer questions raised by voters which relate to warrant articles and to matters over which the town administrator exercises any supervision.
- o) To reorganize, consolidate, or abolish, in the manner provided in Article 5, town agencies serving under the supervision of the town administrator, in whole or in part, provide for new town agencies and provide for a reassignment of powers, duties and responsibilities among such agencies so established or existing.
- p) To facilitate activities between and among the following:
- (1) town agencies serving under the office of the town administrator
 - (2) town agencies serving under the of the board of selectmen
 - (3) town agencies under the control of other officers and multiple member bodies elected directly by the voters.

For this purpose, the town administrator shall have authority to require the persons so elected, or their representatives, to meet with the town administrator, at reasonable times, for the purpose of effecting coordination and cooperation among all agencies of the town.

The town administrator shall have the right to attend and speak at any regular meeting of any multiple member body.

q) To seek and review, by initiative or upon request of any town officer, those state, federal, regional and all other grants which may be of benefit to the Town of Maynard.

The town administrator shall be the authority responsible for reviewing all applications for such grants which require the approval of the board of selectmen.

r) To be responsible for any and all dispositions of non-criminal citations issued in the Town of Maynard. The town administrator will be responsible for appointing one or more assistant clerks as required.

s) To be responsible for the publication, maintenance and review of the town by-laws and of any duly authorized revisions, amendments, additions, or other changes pertaining thereto. The review of town by-laws shall be in conjunction with the town counsel, or, by special counsel retained for that purpose. Subsequent to enactment by the town meeting, copies of the revised by-laws shall be forwarded to the attorney general of the Commonwealth for approval, and they shall be otherwise published, all as required by general laws. Copies of the revised by-laws shall be made available for distribution to the public.

t) To perform any other duties as are required to be performed by the town administrator by by-laws, administrative code, votes of the town meeting, or votes of the board of selectmen, or otherwise.

SECTION 4-3: DELEGATION OF AUTHORITY

The town administrator may authorize any subordinate officer or employee to exercise any power or perform any function or duty which is assigned to the office of the town administrator, provided, however, that all acts performed under any such delegation shall at all times be deemed to be the acts of the town administrator. On a form approved by the board of selectmen, the town administrator shall submit a record of any such delegation to the board of selectmen.

SECTION 4-4: ACTING TOWN ADMINISTRATOR

a) Temporary Absence - With the approval of the board of selectmen, the town administrator may designate a qualified town administrative officer or employee to exercise the powers and perform the duties of the town administrator during an absence of the town administrator of not more than fifteen (15) days. Such delegation shall be made by letter filed with the town clerk and the board of selectmen.

b) Vacancy - Any vacancy in the office of town administrator shall be filled as soon as possible by the board of selectmen, but, pending such regular appointment the board of selectmen shall appoint a qualified town administrative officer or employee to perform the duties of the office on an acting basis. Such temporary appointment may not exceed three (3) months but one renewal may be voted by the board of selectmen not to exceed a second three (3) months. Compensation for such person shall be set by the board of selectmen.

c) Powers and Duties - The powers and duties of temporary or acting town administrator, under a) and b) above, shall be limited to matters not admitting of delay and shall include authority to make temporary, emergency appointments or designations to town office or employment but not to make permanent appointments or designations.

SECTION 4-5: SUSPENSION AND REMOVAL FOR CAUSE

The board of selectmen may, by a majority vote of the full board, terminate and remove, or suspend, the town administrator from office in accordance with the following procedure.

a) The board of selectmen shall adopt a preliminary resolution of removal by the affirmative vote of a majority of all its members, which must state the reason or reasons for removal. This preliminary resolution may suspend the town administrator for a period not to exceed forty-five (45) days. A copy of the resolution shall be delivered to the town administrator forthwith.

The town administrator shall continue to receive a salary until the effective date of the final resolution of removal.

b) Within five (5) working days of receipt of the preliminary resolution the town administrator may request a public hearing by filing a written request for such hearing with the board of selectmen. This hearing shall be held at a meeting of the board of selectmen not later than thirty (30) days after the request is filed nor earlier than twenty (20) days. The town moderator shall preside at any public hearing to discuss the suspension or removal of the town administrator. The town administrator may file a written statement responding to the reasons stated in the resolution of removal with the board of selectmen provided the same is received at its office more than forty-eight (48) hours in advance of the public hearing.

c) The board of selectmen may adopt a final resolution of removal, which may be made effective immediately, by the affirmative vote of a majority of all its members not less than ten (10) days nor more than twenty-one (21) days following the date of delivery of a copy of the preliminary resolution to the town administrator, if the town administrator has not requested a public hearing; or, within ten (10) working days following the close of the public hearing if the town administrator has requested one. Failure to adopt a final resolution of removal within the time periods as provided in this section shall nullify the preliminary resolution of removal and the town administrator shall, at the expiration of said time, forthwith resume the duties of the office.

The action of the board of selectmen in suspending or removing the town administrator shall be final, it being the intention of this provision to vest all authority and fix all responsibility for such suspension or removal solely in the board of selectmen.

SECTION 4-6: SELECTING A TOWN ADMINISTRATOR

Forthwith following a vacancy in the office of the Town Administrator, the board of selectmen shall establish a screening committee to review applicants for the position of town administrator. The screening committee is to consist of nine (9) persons, representing as nearly as possible the town demographic and occupational base.

Not more than thirty (30) days following the vacancy in the office of the Town Administrator the nine persons chosen aforesaid shall meet to organize and to plan a process for the selection of the town administrator.

The screening committee shall review all applications received by it, screen all such applicants by checking and verifying work records and other credentials, and provide for interviews to be conducted with such number of candidates it deems to be necessary, desirable, or expedient.

Not more than ninety (90) days following the date on which the committee meets to organize, the committee shall submit to the board of selectmen the names of not less than three (3) nor more than five (5) persons whom it believes to be best suited to perform the duties of the office of town administrator.

Within thirty (30) days following the date the list of nominees is submitted to it, the board of selectmen shall choose by majority vote one of the said nominees to serve as town administrator. In the event the board of selectmen shall fail to make an appointment within the said thirty days, the screening committee shall reopen the screening process to solicit more nominees.

Upon the appointment of a town administrator, the committee established hereunder shall be considered discharged.

APPENDIX F: Framework for considering elected and appointed offices

Below are eight criteria supporting a position or board being elected and eight criteria supporting one being appointed. The criteria are essentially opposites of each other. Where one increases, the other decreases, and vice-versa.

Note that few if any positions or boards will fall entirely in one column or another, and most will fall in the middle on some criteria. The general purpose of this list is to provide a framework for discussing each position or board on its own terms and deciding what is the best fit for the particular community.

Criteria supporting a position or board being ***ELECTED***	Criteria supporting a position or board being ***APPOINTED***
1. It has significant policy-making responsibility.	1. It has minimal policy-making responsibility.
2. It has few ministerial responsibilities and tasks whose performance is guided almost entirely by statute.	2. It has many ministerial responsibilities and tasks whose performance is guided almost entirely by statute.
3. Someone with little training or expertise in its area of work could quickly and easily become effective in the work.	3. Someone with little training or expertise in its area of work would have significant difficulty in performing the work effectively, potentially creating significant risks for the community.
4. Its role and tasks are easily and widely understood by the public.	4. Its role and tasks are complicated and NOT easily and widely understood by the public.
5. The nature of the position or board's role makes it relatively simple for the public to evaluate the performance of its non-policy-making duties (for example, efficient use of resources, etc.).	5. The nature of the position or board's role makes it relatively difficult for the public to evaluate the performance of its non-policy-making duties (for example, efficient use of resources, etc.).
6. The position or board is helpful as a check or balance against another center of power in the community.	6. The position or board is not needed as a check or balance against another center of power in the community.
7. It is not critical to the effective and efficient functioning of the government for this position or board to cooperate regularly with other officials.	7. It is critical to the effective and efficient functioning of the government for this position or board to cooperate regularly with other officials.
8. In the particular community in question, election for the position historically produces a very competitive race between highly-qualified candidates.	8. In the particular community in question, election for the position historically produces little or no competition and few or no highly-qualified candidates.

APPENDIX G: Proposed changes to bylaw to implement budget process rebalancing

Current bylaw on annual operating budget:

§ 19-2 Budget; capital improvement program. [Amended 5-6-1992 ATM by Art. 20]

The Finance Committee shall prepare the omnibus operating budget of the Town and submit it at the annual Town meeting. It shall also prepare and present to the annual Town meeting a five-year capital improvement program for the Town, which shall include the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and landfills) and acquisition of land, equipment and vehicles and other personal property, and shall make recommendations to the appropriate authorities proposing such improvements.

Option 1: Proposed revisions of existing bylaw (changes marked with strikethroughs and yellow highlighting):

§ 19-2 Budget; capital improvement program. [Amended {put amendment information here}]

The Finance Committee shall ~~prepare~~ review the omnibus operating budget of the Town *prepared by the Town Administrator and Finance Director under the direction of the Board of Selectmen* and shall submit it at the annual Town meeting. It shall also prepare, *in collaboration with the Town Administrator and Finance Director*, and present to the annual Town meeting a five-year capital improvement program for the Town, which shall include the construction and reconstruction of capital assets (such as municipal buildings, recreational facilities, roads and landfills) and acquisition of land, equipment and vehicles and other personal property, and shall make recommendations to the appropriate authorities proposing such improvements.

Option 2: Proposed replacement bylaw (modified from Hingham bylaw, Article 14, Part 1, Section 4)

The Finance Committee shall consider the budget proposed for the town for the ensuing fiscal year by the Board of Selectmen. Such budget shall show in detail all estimated income from the proposed tax levy and other sources and all proposed expenditures, including debt service, for the ensuing fiscal year, and shall be arranged to show the actual and estimated income and expenditures for the previous, current and ensuing fiscal years. The Finance Committee shall, after considering such proposed budget, establish the amounts which should, in its opinion, be appropriated for the ensuing fiscal year, shall add thereto such explanations and suggestions as it deems expedient, and shall report to the town meeting, in print or otherwise, such recommendations as it deems best for the interests of the town.

(4-1) New/Modified Position - Conservation Department

POSITION MODIFICATION REQUEST FORM

Department: Conservation

Job Title: Land Manager

Current Status:

Full-time: Part-time: (19 hrs) Temporary:
\$ 438/wk

Requested Status:

Full-time: Part-time: (28 hrs) Temporary:
\$ 645.60/wk

Effective Date Requested: Nov. 1, 2017

Section A: Estimated Costs: (additional costs)

Base Wages	<u>\$ 10,795.20</u>	(\$ 207.60 x 52)
Overtime	<u>—</u>	
Stipends	<u>—</u>	
Clothing Allowance	<u>350.00</u>	
Other (specify)	<u> </u>	

Total Estimated Personnel Related Expenses \$ 11,145.20

NOTE: POSITION WOULD BECOME BENEFITS ELIGIBLE
ADDITIONAL BENEFITS COSTS COULD APPLY.

Section B: Change in Duties to be Performed

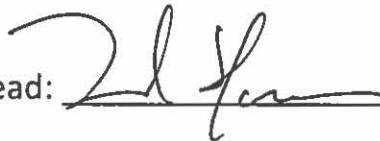
Additional duties assumed since hired:

- 1) Trail maintenance at Mainstone Farm (200 acres)
- 2) Care and maintenance of 246 Old Stonebridge
- 3) Implementing habitat management plan for
a) Cow Common, b.) Heard Farm & c.) Sedgemoor
- 4) Restoration of three newly acquired properties
totalling 18 acres
- 5) oversee maintenance of all mowing equipment
- 6) Supervise Seasonal employees
- 7) Invasive removal of newly identified threatened species habitat.

Section C: Justification for the Request

Brian Harris has proved to be a valuable asset to the Conservation Department. Since starting in December, I have given him more responsibilities and rely on his input and expertise. He has done an excellent job in maintaining Conservation properties but the amount of work is far greater than one part-time employee can accomplish. The conservation department manages approximately 1500 acres of land in Wayland. Seasonal mowing and invasive plant removal kept Brian and three seasonal employees busy all summer and there is still lots more work to be done.

Department Head:



Date: _____

Oversight Board or

TA Approval: _____

Date: _____

(4-2) New/Modified Position - Council on Aging

POSITION MODIFICATION REQUEST FORM

Department: Council On Aging Job Title: Project Coordinator

Current Status:

Full-time: Part-time: 18⁰/wk Temporary:

Requested Status:

Full-time: Part-time: 30 hr/wk Temporary:

Effective Date Requested: July 1, 2018

Section A: Estimated Costs:

Base Wages	<u>+ \$18,575.⁰⁰</u>	\$27,869 40
Overtime	<u>N/A</u>	\$46,444
Stipends	<u>N/A</u>	(if increased 12 ⁰ /wk)
Clothing Allowance	<u>N/A</u>	
Other (specify)	<u> </u>	
Total Estimated Personnel Related Expenses		<u>18,575</u>

NOTE: POSITION WOULD BECOME BENEFITS ELIGIBLE
ADDITIONAL BENEFITS COSTS COULD APPLY.

Section B: Change in Duties to be Performed

Please see attached

Section C: Justification for the Request

Please see attached

Department Head: Julie Record

Date: 9-14-2017

Oversight Board or
TA Approval: _____

Date: _____



COUNCIL ON AGING
TOWN OF WAYLAND

TOWN BUILDING
41 COCHITUATE ROAD
WAYLAND, MA 01778-2697

TEL: (508) 358-2990
FAX: (508) 358-7175

Sept. 14, 2017

Miranda Jones, Chair
Personnel Board

John Senchyshyn, Assistant Town Administrator

Re: Council On Aging: A request for modification to existing position (add minimum 6hr/wk to max 12hr/wk)

The Wayland Council on Aging offers programs and services for older adults, their advocates and families. In addition to providing diverse programs (fitness, educational, travel, cultural), the COA is a guiding resource for older adults who are trying to manage the inevitable changes in their lives ...housing options, nutrition, health insurance, the Medicare maze, etc.

There has been sustained growth in the numbers of elders being served in Wayland. The growing number of condo and rental unit options in Town is also contributing to the surge of older adults contacting the COA. Increasing numbers of residents accessing information and/or services coupled with increasing numbers of residents participating in programs are challenging the infrastructure of the COA department. Staffing and space are both critical. Our "hallway" location is challenging and a need to continually access non-contiguous space just adds further complications.

The COA is a vital resource for older adults. Younger people in Wayland develop a sense of community by networking through the schools. Older adults use the COA as their networking base. It is the COA where seniors come to make new contacts and friendships, problem solve and enrich their lives.

There are 3.2 FTEs for the COA department .. only two positions are full time (Dir and Admin). With ~3750 residents aged 60 years or older (27% of Wayland's population), it is a struggle to offer comprehensive programming.

On Tuesday, Sept. 12, 2017, the COA Board unanimously supported increasing the Project Coordinator's position from 18 hours/week to a minimum 24 hours a week or maximum 30 hours/week. To increase the PC's position to minimum 6 hours/wk would represent a line item increase of \$9287.35 to the COA Personnel line.

It is understood that the Town's preference would be to employ staff less than 20 hours/week. However the very limited office space in the COA and the critical need for continuity is paramount; there are continual changes on a daily basis. The Project Coordinator's position is broad in scope so increasing hours for that position is the most logical. Currently with the PC in only 3 days per week, the remaining staff is needed to take on the added responsibility of trip administration (troubleshooting should a problem arise with the van, the driver or the passengers). The PC position requires specific skills including a comprehensive understanding of departmental function, leadership skills, strong interpersonal dynamics and a controlled, professional demeanor. The Project Coordinator's position also requires excellent communication and writing skills. The PC coordinates the Tax Work Off program with 40 temporary part time employees (identified as such by the IRS), writes grants, continually works to develop enhanced transportation options for Wayland seniors and also initiates partnerships with community organizations. This is a critical position for us and we wish to discuss this urgent need to increase hours. Thank you for your consideration of our request.

Julie Secord, Director
Wayland Council On Aging

(4-3) New/Modified Position - Fire Department

Executive Summary

The Wayland Fire Department is requesting the addition of (2) full time firefighter/ EMT – Paramedic positions for FY 2019. This request is being made as a result of the many changes that have impacted the way we deliver emergency services and the increasing call volume, which are challenging our ability to adequately staff and deliver emergency services to the community. We recognize the fiscal challenges facing the town, but we have reached a point where adding staff is a critical priority, and no firefighter/ EMT positions have been added in over 40 years.

The total call volume handled by the Wayland Fire Department has increased 380% since the last time firefighter positions were added in 1974. Calls for the ambulance have accounted for a significant amount of the increase (+250%). This has resulted in an increase in back to back calls and our reliance on mutual aid resources. In addition to the call volume, significantly more resources are being utilized for state mandated (also unfunded) code compliance and emergency planning. The department also offers a higher level of medical care (EMT – Paramedic) which requires a higher level of training. If these positions are approved, we will be able to provide paramedic coverage on all shifts, compared to 75% of the time with our current full time staff.

It is also important to note that the demographics of the town have changed, which creates additional challenges for the department. Wayland continues to be a highly desirable community and the home prices reflect this appeal. Unfortunately, this has led to the department's inability to maintain a call firefighting staff, and resulted in many of the full time firefighters living a considerable distance from the community. This has reduced the amount of resources available and our ability to effectively utilize full time staff to respond back to the town for coverage and emergency situations

Our department is also facing many other challenges that impact staffing levels. This includes the size, type and complexity of the properties within the community. The average size of a single family home has increased significantly, and the types of buildings in the community are larger and more complex. Some examples include: Town Center commercial area; (3) assisted living facilities; and 40B projects (built and proposed). These larger more complex structures require greater equipment and manpower to properly handle emergency situations.

The town of Wayland has changed over the past 40 years, and these changes have impacted the fire department and its need for staffing. We have seen a dramatic increase in the number of calls we receive for service, and all indications suggest that this trend will continue. The fire department has not increased the level of full time firefighter/EMT staffing for over 40 years. Although we believe that the department has a need for (4) positions (1 for each shift), we are asking for your support to fund (2) positions now and we will look to add (2) more in a future year. We are currently in negotiations with the firefighters union and have a proposal which may allow for more effective utilization of these two new positions. The addition of these two positions will improve our ability to perform our critical mission of life safety and the delivery of fire protection.

	<u>Population</u>	<u>Housing</u>	<u>FF Line Staff</u>	<u>Total</u>	<u>Emergency Calls</u>	<u>Rank</u>	<u>Per Capita</u>	<u>Rank</u>	<u>Calls per Resident</u>	<u>Rank</u>	<u>FF staff per capita</u>	<u>Call staff</u>	<u>Rank</u>	<u>% of pop. Over 65</u>	<u>Rank</u>
Ashland	17,684	6744	21	\$ 2,641,959	1,996	6	\$ 149	8	0.11	7-9	0.0012	Y	9	10.9%	8
Hopkinton	16,978	5698	27	\$ 2,441,509	1,931	8	\$ 144	9	0.11	7-9	0.0016	Y	6	7.9%	9
Duxbury	15,926	6055	21	\$ 2,989,850	2,417	2	\$ 188	6	0.15	4	0.0013	Y	7/8	16.3%	4
Maynard	11,000	4544	20	\$ 2,129,172	1,481	9	\$ 194	5	0.13	5	0.0018	Y	4	12.8%	5
Sudbury	18,897	6221	36	\$ 3,968,743	2,115	5	\$ 210	3	0.11	7-9	0.0019	N	3	12.2%	7
Wayland	14,444	5384	24	\$ 2,690,800	2,368	3	\$ 186	7	0.16	3	0.0017	N	5	16.5%	3
North Reading	15,646	5691	20	\$ 3,115,246	1,937	7	\$ 199	4	0.12	6	0.0013	Y	7/8	12.4%	6
Westwood	16,079	5691	36	\$ 4,048,100	3,176	1	\$ 252	2	0.20	1	0.0022	N	2	18.2%	1
Weston	12,111	3959	28	\$ 3,245,446	2,151	4	\$ 268	1	0.18	2	0.0023	Y	1	17.8%	2

Housing Units	Number of housing units taken from most recent census data 2011 - 2015
FF line staff -	Number of firefighter/EMT's on the line staff
Total -	Total fire related budgets
Emergency calls -	Total number of emergency calls in calendar year 2016
Rank -	ranks communities from highest to lowest number
Per Capita -	population divided by total budget column
Calls per resident-	total calls divided by number of residents. Gives indication of frequency of calls by resident.
FF Staff per capita-	Total line staff divided by total population
Call staff -	Indicates if department has supplemental call firefighting staff
% of pop. over 65 -	% of population over 65 based upon census data (2010)
Adding Staff -	Department is currently in the process of trying to add fire department staff



Wayland Fire Department

Staffing request
October 18, 2017

Changes impacting the Wayland Fire Department

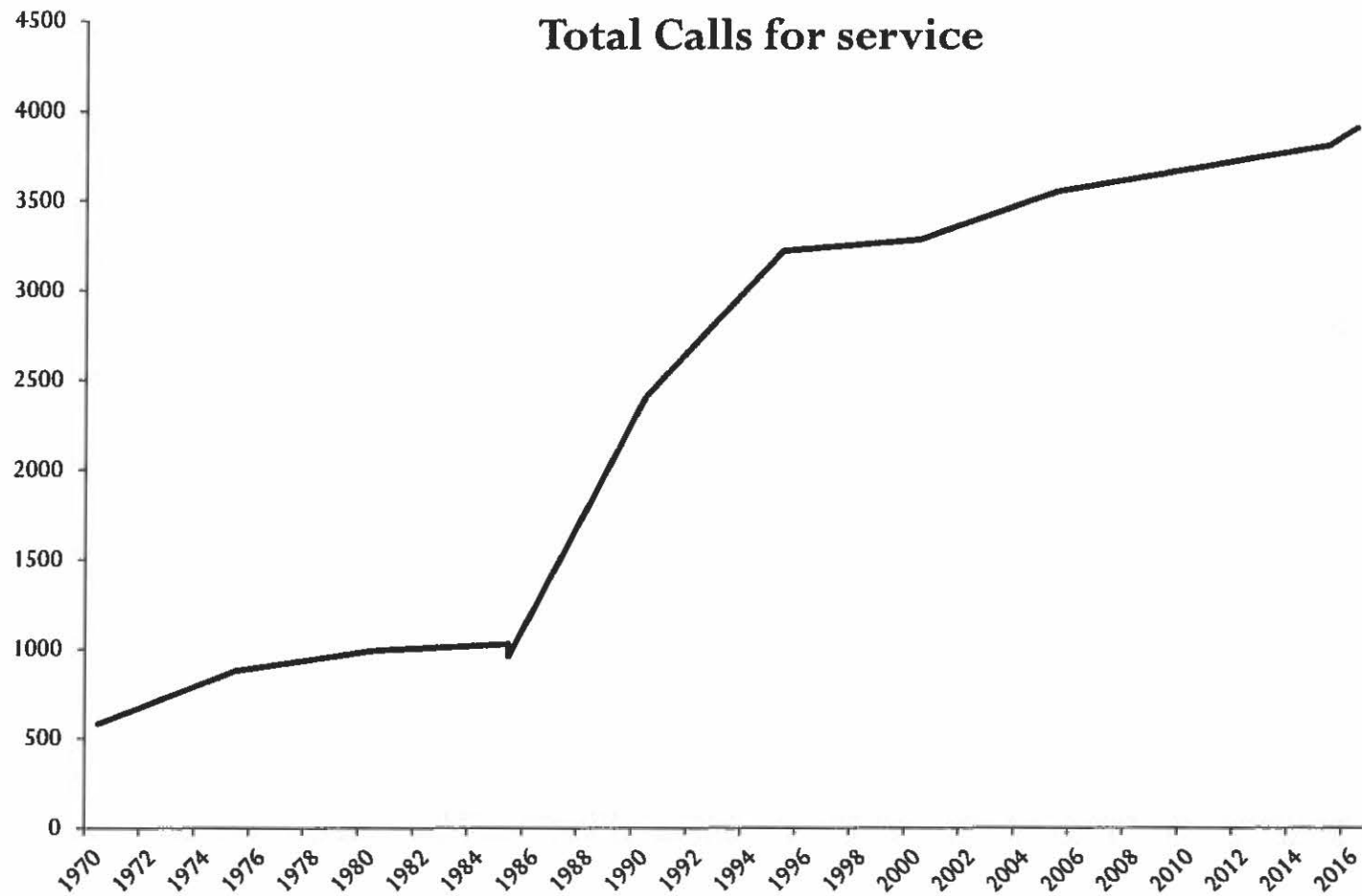
- Demographics
- Requests for service (call volume)
- Staffing trends
- Delivery of services
- Fire service related

Demographics

- Change in community demographics
 - Average income
 - Home Price
 - Cost of living
- Change in the size and type of exposures
 - Residential homes
 - Assisted Living facilities (3)
 - 40B projects –(Rivers Edge, Mahoney's property)
 - Increase in commercial space – Town Center



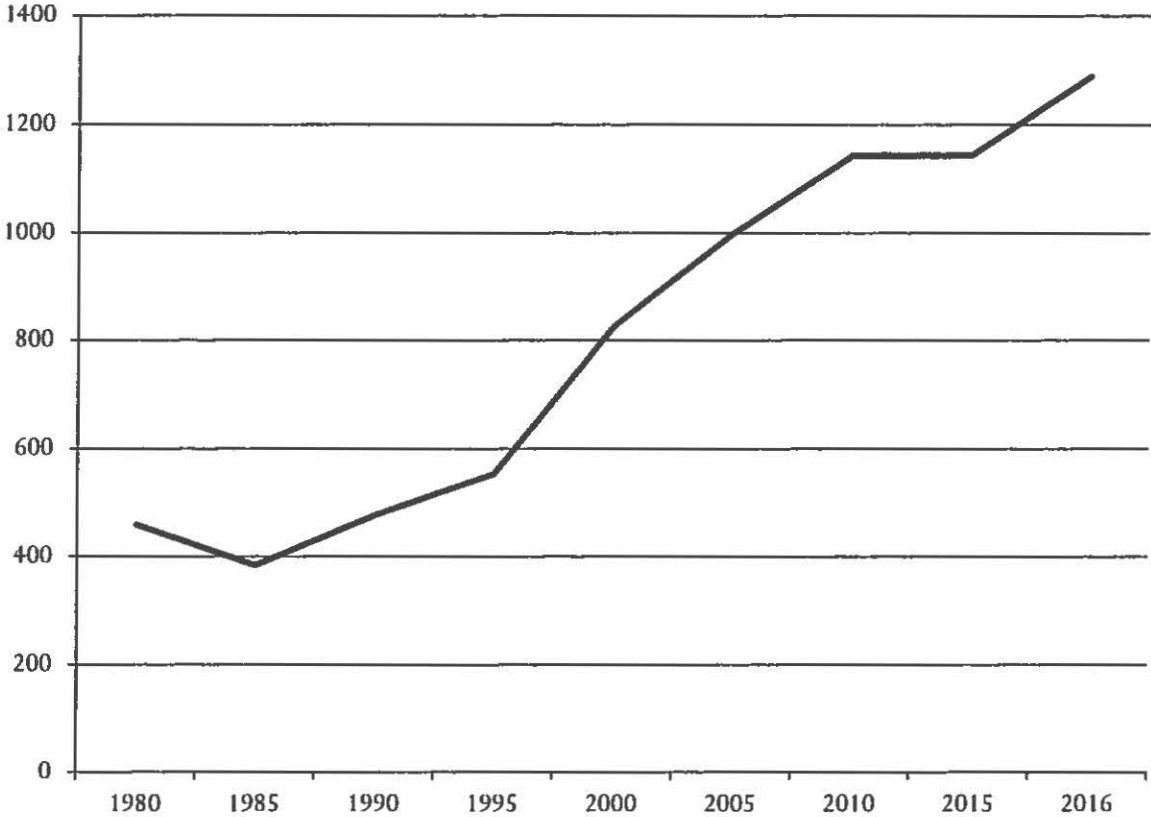
Request for services



(FY 1975 to FY 2016)

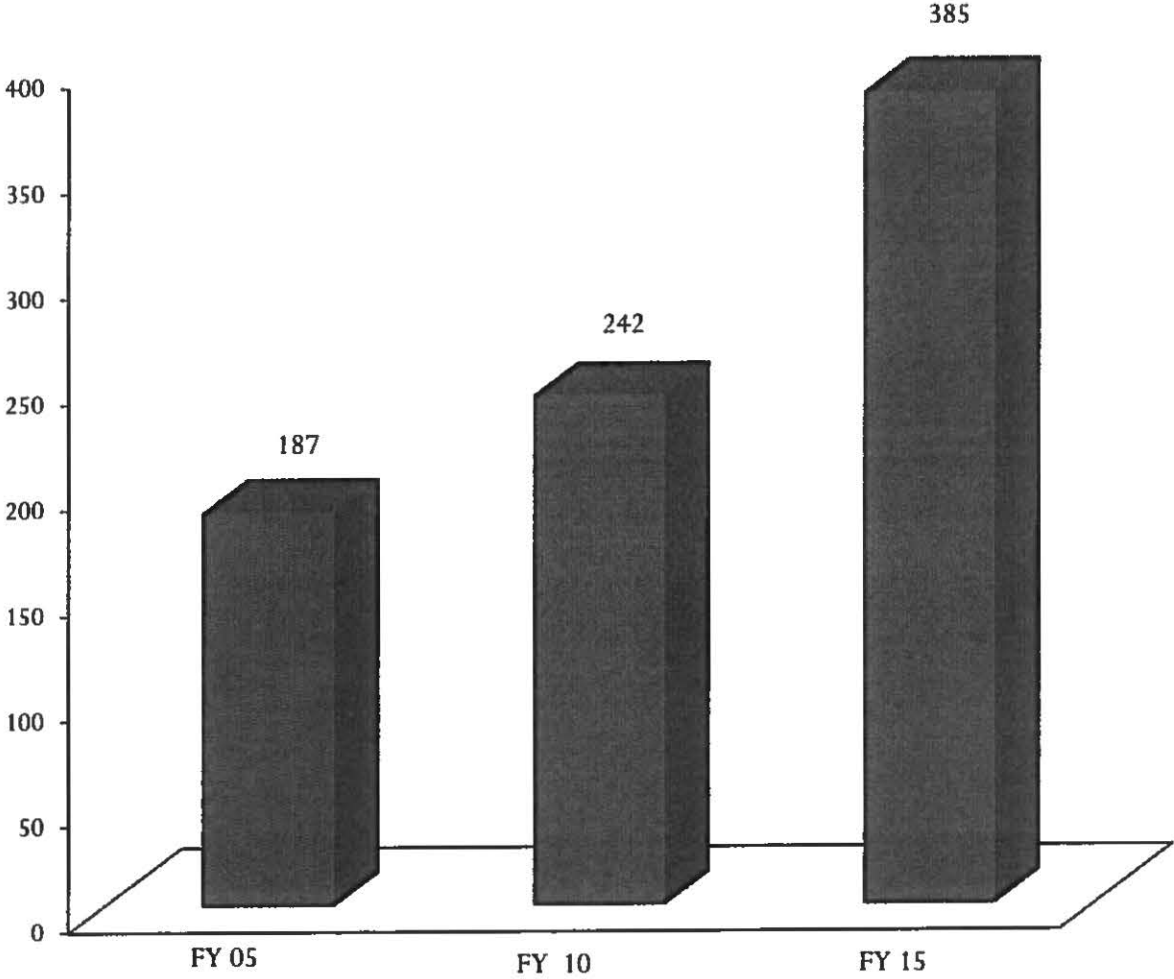
Request for services

EMS Responses



(FY 1980 – FY 2016)

Back to Back calls (multiple calls received)



Staffing trends

- Inability to staff call department
- Proximity of staff – shift from majority of staff living in town, to majority living outside of town.
 - Wayland – 2
 - Natick – 4
 - Framingham – 6
- Decreased number and significant delay of staff responding to call backs or large incidents
- Mutual aid communities also experiencing resource constraints which is decreasing mutual aid capabilities and increasing response times. (Wayland received mutual aid 136 times last fiscal year.)

Delivery of services

- State Code compliance/Fire Prevention Inspections
- Public Education (Pre-school to elderly)
- Emergency Planning & Exercises (Elderly/Assisted living Facilities, Schools)
- Elderly services (28% of Wayland population) - Lift assists, well being checks
- Lock outs (car & house)
- General assistance



Delivery of Services

- Paramedic service (started 2009)
 - Allows for highest level treatment and drug administration
 - 3 of 4 shifts staffed with paramedics
 - OEMS regulations
 - Significant Training requirements
 - Allows town to bill at higher rate for advanced life support treatment



Fire Service related

- Changing hazards
 - Building construction
 - Solar Panels
 - Electric cars
- Training requirements
- Federal, State regulations and NFP



Why is more staff needed now?

- Inadequate staffing to handle the current call volume and fire related activities which impacts our ability and effectiveness in providing emergency services.
- Call volume is expected to increase due to development and growth (River's Edge, Mahoney's).
- Decrease in reliability of third party paramedic services.
- Increase in firefighter on the job injuries due to increased workloads.
- Request for additional staff has been a longstanding issue for the department.



Exhibits

Exhibit – Wayland Fire Department Call Volume

	<u>1970</u>	<u>1975</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>2016</u>
Total calls	582	878	990	1029	960	2407	3221	3284	3549	3810	4148
EMS			459	384	477	553	826	999	1143	1143	1135
Inspections			173	335	306	643	839	798	921	744	841
Training						101	86	154	112	160	224
Public education							37	54	42	63	65

Numbers are based on Fiscal Year data from annual reports

Exhibit

Fire Department staffing comparison

	Emergency	Total	Shift	Total	Call
	<u>Calls*</u>	<u>Staffing</u>	<u>Size</u>	<u>Respond</u>	<u>staff</u>
Maynard	1,481	21	5	20	Y
Hopkinton	1,931	28	8/5	27	Y
North Reading	1,937	22	5	20	Y
Ashland	1,996	22	5	21	Y
Sudbury	2,115	38	9	36	N
Weston	2,151	30	7	28	Y
Wayland	2,368	26	6	24	N
Duxbury	2,417	25	5	21	Y
Westwood	3,176	38	9	36	N

*Calendar year 2016 data

Option #1

Add (4) full time firefighters (one per shift)

- Advantages
 - Added fire & EMS response capability
 - Paramedic service 24/7
 - Ability to staff (2) ambulances
 - Significant reduction of ACB overtime
 - Potential impact ISO rating
 - Decreased reliance on third party ALS vendors and surrounding communities
 - Improved firefighter safety
- Disadvantages
 - Cost of personnel

Option #2

Multi year plan - add (2) firefighters

- Advantages

- Added Fire & EMS response capability (2 shifts)
- Paramedic service 24/7 (majority of time)
- Ability to staff (2) ambulances (50% of time)
- Reduction of ACB overtime

- Disadvantages

- Increased personnel cost
- Paramedic service not 24/7
- Minimal impact on ISO rating
- Unequal shift staffing

Exhibit - Paramedic Training requirements

- **Paramedic Training requirements**
- **Paramedic Certification**
 - Must take accredited paramedic Course
 - 1-3 years depending on the institution
 - Pass written and practical exams to obtain credentials
- **Continuing Education**
 - Minimum of 60 hours continuing education per certification cycle
 - Must be approved by OEMS or region
 - No more than 1/3 of continuing education can be through distributive (online) courses
- **State required courses**
 - Advanced Cardiac Life support (ACLS) every 2 years
 - 12 Lead competency (every 2 years)
 - ALS/BLS interface class (every 2 years)
- **Recommended Courses**
 - Pediatric Advanced Life support (PALS)
 - Basic Trauma Life Support (BTLS)
- Must also obtain and/maintain all certifications and requirements for Level 1/11 Firefighter

Fire safety programs

- Public Education
 - Teach safety classes to Preschool through 5th grade
 - Teach safety to senior citizens
- Smoke Detector and Carbon Monoxide Detector installation
 - We work with Council on Aging to install detectors to todays code and educate the senior citizen residents about important fire and CO safety
- Fire Drills
 - Provide fire drills and education to all preschools in town
- C.E.R.T.
 - Provide Fire, EMS, and Rescue training to Wayland's C.E.R.T.
- Fire Station Tours
 - Provide tours and education classes to various town organizations
 - Preschools, day cares, Boy Scouts

NEW POSITION REQUEST FORM

Department: Fire

Job Title: Firefighter-Paramedic (A Shift)

Full-time: XX

Part-time: _____

If Part-time; # hours/week: _____

Estimated

Hourly Rate: F1E-S1 \$26.14

Estimated

Annual Rate: \$ 68,400

Effective Date Requested: July 1, 2017

Section A: Estimated Annual Costs:

Base Wages	\$ 55,862.00	
Overtime	\$ -	
Stipends	\$ 7,575.00	
Clothing Allowance	\$ 900.00	
Other:		
Holidays	\$ 5,416.00	
Subtotal Estimated Personnel Expense		\$ 69,753.00
Additive @ 40% (Insurances, retirement, etc.)	\$ 27,901.20	
Total Estimated Personnel Related Expenses		\$ 97,654.20
Non Personnel Related Costs		
Personal Protective Equipment (First Year Only)	\$ 3,000.00	
Total Estimated Related Expenses		\$100,654.20

Section B: Duties to be Performed (attach supplemental page if needed):

All duties and responsibilities of a Firefighter – Paramedic working one of the 4 work groups.

Section C: Justification for the Request (attach supplemental page if needed):

Please see Attached

Department Head: 

Date: 10/3/17

Oversight Board or
TA Approval: _____

Date: _____

Personnel Board Recommendation:

Recommended: _____ Not Recommended: _____

Vote: _____

Date: _____

NEW POSITION REQUEST FORM

Department: Fire

Job Title: Firefighter-Paramedic (B Shift)

Full-time: XX

Part-time: _____

If Part-time; # hours/week: _____

Estimated

Hourly Rate: F1E-S1 \$26.14

Estimated

Annual Rate: \$ 68,400

Effective Date Requested: July 1, 2017

Section A: Estimated Annual Costs:

Base Wages	\$ 55,862.00	
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Section B: Duties to be Performed (attach supplemental page if needed):

All duties and responsibilities of a Firefighter – Paramedic working one of the 4 work groups.

Section C: Justification for the Request (attach supplemental page if needed):

Please see Attached

Department Head: David Wright

Date: 10/3/17

Oversight Board or
TA Approval: _____

Date: _____

Personnel Board Recommendation:

Recommended: _____ Not Recommended: _____

Vote: _____

Date: _____



WAYLAND POLICE DEPARTMENT

WAYLAND, MASSACHUSETTS 01778



Memorandum

ROBERT IRVING
CHIEF OF POLICE

8/17/2017

To: Ms. Nan Balmer, Town Administrator, Mr. John Senchyshyn, Human Resources Director

From: Robert Irving, Chief of Police

Subject: Authorized Strength of Police Department

In January of 2001, the authorized staffing level for fulltime police officers on the police department was 23. Over the past 16 years the town has grown in both population and in the number of residences and businesses. The most significant development has been the construction of the Town Center, which is now nearly complete. Today, the staffing level for the police department remains at 23 sworn officers, despite a significant increase in call volume. In 2003 there were a total of 10,634 logged incidents. This year that number is projected to increase by 57% to 16,685. In the last fiscal year, 214 incidents were generated from the Town Center alone.

Wayland is also on the verge of building significant new housing with River's Edge and the proposed 40b development at the old Mahoney's site. These two large scale complexes alone will generate significant new demand for police services.

As the attached chart indicates, the Wayland Police Department has fallen behind the state averages, and most area towns of similar size, in the number of officers per one thousand population. Over the past several years, the overall strength in several area towns has increased while Wayland has remained at the same level for more than a decade.

Documentation from consultants for the Town Center project and the town's consultant, state that the department was understaffed as far back as April of 2006 and October of 2007.

"Our estimate of Wayland's current public safety deficit is approximately \$388,865, assuming the state average of 1.9 officers per 1,000 population and 2.1 career (paid) firefighters per 1,000 population.

Wayland does not meet either of these standards. The total cost estimate represents 2.8 police officers (plus employee benefits) and an additional police cruiser, and 3.4 firefighters (with benefits), both multiplied by an entry-level salary assumption and a factor for supplies (see below)."
Judith Barrett, Project Manager, Community Opportunities Group Inc.

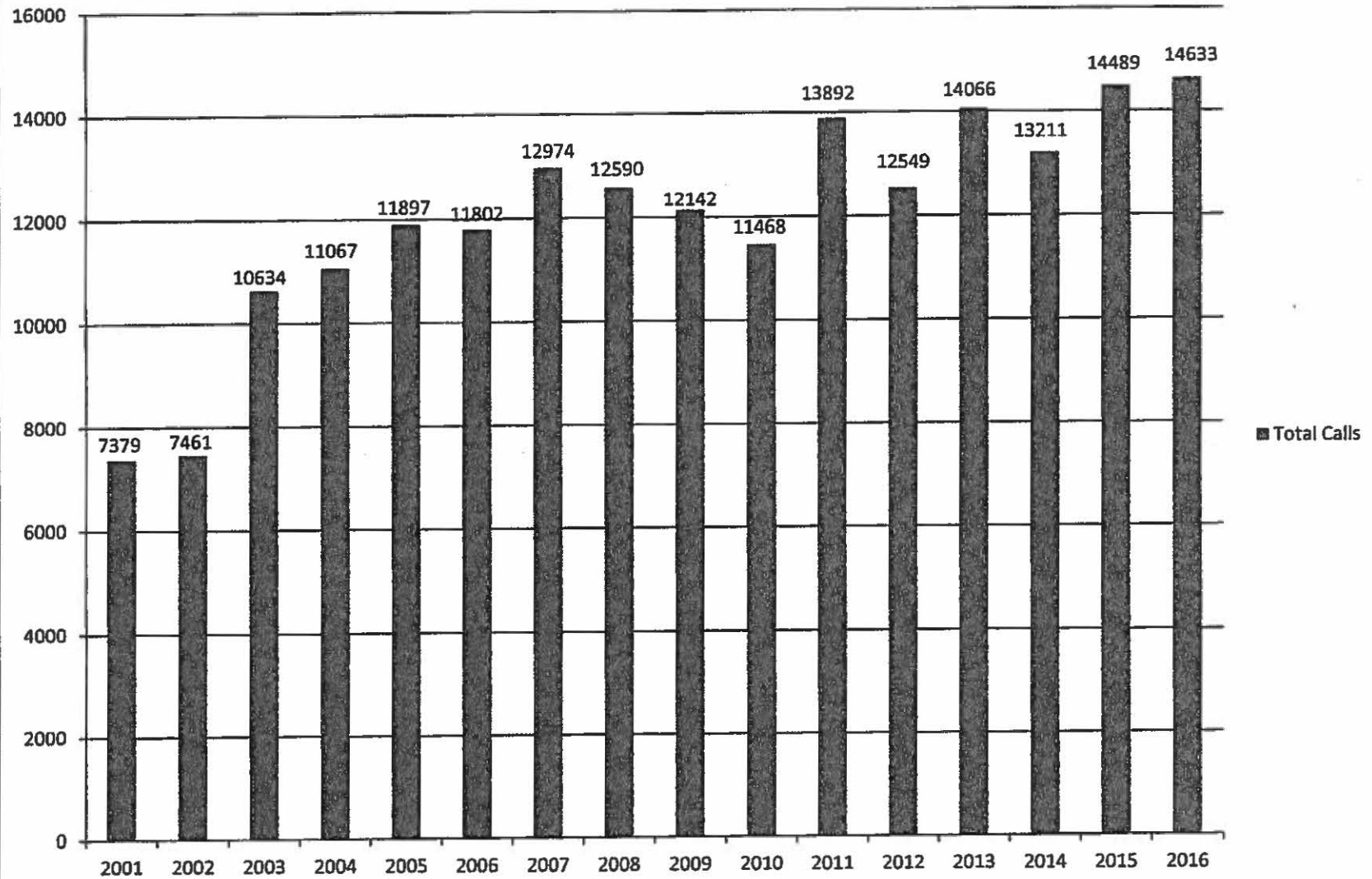
"In our view the Wayland Police Department and Fire Departments as well as the Dispatch Center, are currently understaffed. They are understaffed when compared to national, regional or statewide standards and in comparison to contiguous communities. The Wayland Town Center project by itself will have no significant impact on public safety services. We recommend that the Town consider the opportunity that is presented by creation of new tax revenue and make appropriate staffing adjustments in the Police and Fire Departments and the Dispatch Center." Fiscal Benefit and Service Demand Analysis:
Wayland Town Center, Wayland, MA Prepared for Twenty Wayland, LLC by Municipal Resources, Inc. October 2007.

It would be the intention of the police department to use this position as an officer on patrol that would be focused mainly on the many traffic related issues and concerns that the police department deals with on a daily basis. The primary complaint of our citizens is the speed and volume of traffic, especially on residential roads. The addition of the twenty-fourth officer will increase the enforcement of motor vehicle laws and improve the overall safety of both vehicles and pedestrians on our roads.

It is anticipated that the addition of the 24th officer will have an impact in the police department's annual overtime budget. The replacement cost of officers on vacation, sick leave, injured on duty or training assignments is expected to be reduced by approximately \$11,000 per year. At the same time, the cost for overtime associated with the 24th officer will increase by approximately \$5,000 to account for training, court time, late shifts and replacement. I would roughly estimate a \$6,000 savings in overtime cost per year.

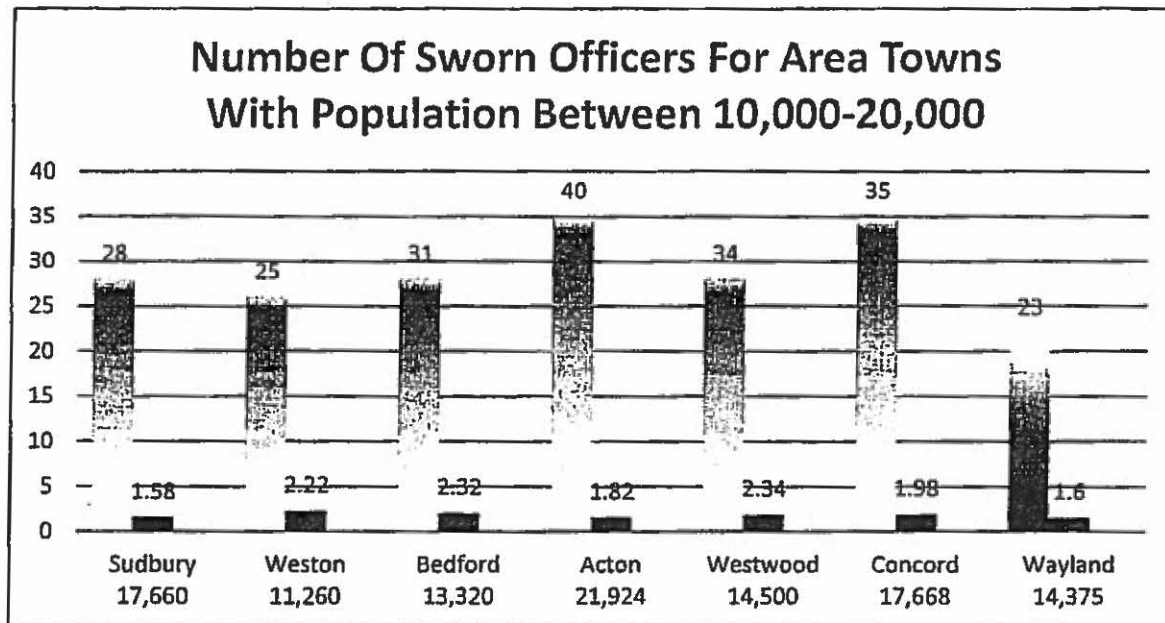
I believe that now is the right time to expand the police force by one position to bring the total authorized strength of the department to twenty-four sworn.

Police Calls For Service



Officers Per Thousand Comparisons

The following is a chart showing the comparative numbers of Sworn Officers for communities similar to the Town of Wayland. The current average for all the Area Cities and Towns with a Population between 10,000 and 20,000 is 1.83 Officer's Per Thousand. The Massachusetts average is 2.18 Officer's Per Thousand. The Town Of Wayland is significantly lower than these averages.



Massachusetts PD -- Police Officer Task Survey Analysis
Police Officer Essential Tasks:

COMMONWEALTH OF MASSACHUSETTS POLICE OFFICER TASK LIST
A. PATROL AND INCIDENT RESPONSE
Provide back-up to other police personnel.
In response to a report of child abuse, observe and evaluate the physical or mental condition of the child, notify the appropriate agencies, and/or place the child in protective custody to protect the child from physical or mental harm.
Respond to a crime in progress and secure the area to effect an arrest.
When confronted with victim(s), conduct patient assessment and administer immediate care to prevent further injury, trauma, or death.
Communicate/negotiate with a hostage taker to reduce his/her anxiety and prevent the loss of life pending arrival of hostage negotiator.
Appraise the situation, separate individuals, and discuss the grievances to restore order at a domestic dispute.
Use communications equipment (e.g., radio, computer, telephone) to exchange information relative to official duties (e.g., reporting status and location to dispatcher, maintaining contact with other agencies).
Operate a Department vehicle at a high rate of speed, using emergency lights and siren and maintaining public safety, to respond to emergency calls for service.
Request assistance from other police personnel.
Respond to an alarm, secure area, and inspect for entry to protect life and property and apprehend the violator or violators.
Participate in a large scale coordinated search for one or more persons (e.g., escapees, mental patients, lost people, etc) to locate or apprehend the person(s).
Separate individuals in a fight or disturbance (not a domestic dispute) to restore order and minimize injury to those individuals or property.
Operate a Department vehicle under non-emergency conditions within a specific geographic area to observe and detect unusual activities or circumstances, or violations of the law in order to deter crime and provide service to the public.
Protect one or more persons (confidential sources, witnesses, etc.) to provide for the safety and security of the person(s) and the public.
Respond to incidents requiring your presence as specified in Departmental policies.
Maintain current information such as names, faces, and previous arrest records of known criminals believed to be in the area.
Observe and check entrances to buildings and premises to maintain security of property.
Identify a person as disturbed (e.g., mentally, emotionally) or incapacitated (e.g., drunk, epileptic) and detain that person in order to provide for placement.
Erect physical barriers, bodily serve as a barrier, issue verbal commands, and/or utilize the necessary degree of authority to effect the safe, peaceful, and orderly flow of a crowd of people.
Patrol a specific geographic area on foot to observe and detect unusual activities or circumstances, or violations of the law.
Serve on special details to help maintain peace (e.g., abortion demonstrations, animal rights).
B. TRAFFIC ENFORCEMENT
When outside of vehicle (e.g., making a traffic stop), monitor pedestrian or vehicular traffic to reduce risk of injury to self or others and take evasive action when necessary.
Conduct field sobriety tests to determine probable cause for breath or blood test and/or arrest for alcohol or drug use.
Protect an accident scene to allow for a determination of the facts of the accident.

Massachusetts PD -- Police Officer Task Survey Analysis

Police Officer Essential Tasks:

Determine applicability of Miranda when arresting and detaining suspects.
Signal a felon to stop (e.g., emergency light, siren, P.A.) in order to effect an arrest or contain the felon and await backup.
Make judgments about probable cause for warrantless searches.
Operate a Department vehicle at a high rate of speed, maintaining public safety and in compliance with Departmental pursuit policy, to pursue and apprehend one or more violators.
Determine whether suspects require medical attention.
Physically restrain or control a non-violent individual or arrestee to protect self, the person being restrained, and the public, or to effect custody of an arrestee.
Ensure prisoners are held and detained in compliance with Departmental policy and applicable statutes.
Legally force entry into building to apprehend suspect and/or evidence.
Record the arrest of an individual (e.g., fill out forms, photograph) to document that arrest and possible detention.
Pursue a suspect or violator on foot.
Review computer and/or booking sheet to obtain information about booked suspects (e.g., criminal history, outstanding warrants).
Make recommendations for strip or body cavity search.
Transport person(s) (e.g., witness, victim), maintaining safety, for some official purpose.
E. EVIDENCE/PROPERTY MANAGEMENT
Ensure the secure storage of evidence and property in the designated location.
Ensure the maintenance of chain of custody for evidence.
Release property or evidence to authorized individuals.
F. RECORD AND REPORT MANAGEMENT
Write narrative reports (e.g., incident reports, intelligence reports) providing complete, accurate and consistent information.
Summarize in writing the statements of witnesses and complainants.
Fill in forms requiring specific information accurately and completely.
Record information required by Department guidelines in proper logs.
Document incoming communications (e.g., requests for information, training) and communicate that information to other personnel as necessary.
Maintain logs (written and/or computerized) of activities occurring during the shift (e.g., accidents, significant incidents) to maintain a record.
G. COURT
Appear and testify as a witness in an official proceeding (e.g., traffic court, trial, Civil Service hearing) to assist in fulfilling the Department's role in the judicial and administrative process.
Review search and arrest warrants prior to presentation to judge or prosecutor for signing.
Review and discuss the details of a specific investigation with prosecutor to plan investigatory strategy, prepare for a court presentation, etc.
Prepare search or arrest warrants.
H. COMMUNITY RELATIONS
Communicate with neighborhood youths to facilitate police-community relationships and deter criminal behavior.
Participate in cooperative operations (e.g., Task Forces, executing warrants) to address community conditions and crime.
Contact the immediate family of an individual (in person) or notify uniformed personnel to provide information to the family concerning that person's injury or death.

Section B: Duties to be Performed (attach supplemental page if needed):

Assigned as a patrol officer to cover a split shift of 7:00 A.M. – 3:00 P.M. and 3:00 P.M. – 11:00 P.M. This will bring the manpower level for both the day shift and the evening shift to three officers per shift. Duties as per the attached job description and Massachusetts Police Officer Task Survey Analysis.

Section C: Justification for the Request (attach supplemental page if needed):

*It is anticipated that the addition of this position will result in annual overtime savings of approximately \$6,000.00

Please see attached documentation.

Department Head: Robert Irving, Chief of Police

Date: 8/17/2017

Oversight Board or
TA Approval:



Date: 10/5/2017

Personnel Board Recommendation:

(5) Town Office Organization

DATE: OCTOBER 10, 2017
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: TOWN ADMINISTRATOR'S OFFICE ORGANIZATION

PROVIDE DIRECTION ON THE TOWN ADMINISTRATOR'S PROPOSED REQUEST TO THE PERSONNEL BOARD TO CREATE THE NEW STAND-ALONE POSITION OF ASSISTANT TOWN ADMINISTRATOR

UPDATE

At the September 5th meeting, the Board reviewed the reorganization plan for the Town Administrator's Office. The memorandum to the Board from this date is attached and the content will not be repeated below. Since September 5th:

- **Human Resources Director:** The Personnel Board approved the stand-alone position of Human Resources Director. The position has been advertised. The hiring timetable will allow for a two week orientation period with Mr. Senchyshyn. The new position will include increased emphasis on professional development and performance evaluation for all employees. Additional funds are requested in FY 19 for Labor Counsel to offset the loss of significant institutional knowledge with Mr. Senchyshyn's retirement.
- **Executive Assistant:** David Porter began work with the town October 2nd. The Executive Assistant position description was recently updated and emphasizes responsibilities as Public Records Access Officer, Town Meeting logistics, communications, volunteer training, documentation of office procedures, document management, maintenance of a library of legal opinions, and development of board policy. David staffs 40 B meetings and will play a role with the Land Use Team as time permits.

ASSISTANT TOWN ADMINISTRATOR

At the September 5th meeting, I asked the Board to delay consideration of the creation of a stand-alone Assistant Town Administrator position until a future meeting.

The Assistant Town Administrator position would be funded by the promotion of Elizabeth Doucette from the position of Financial Administrator, which would become vacant. The Board had two questions about the creation of this position and leaving the Financial Administrator position vacant, answered below:

1. Since Ms. Doucette is fully engaged in her work as a Financial Administrator, how will she be able to take on new duties required of an Assistant Town Administrator?

Wayland's "flat" organization requires the Town Administrator to over-see 18 functions of government. An Assistant Town Administrator must be empowered, and must have sufficient time, to provide independent oversight / trouble shooting and liaison to specific departments or groups of departments as needed. Since September 5th, Beth Doucette and I more carefully reviewed her day to day activities and work load to see how lower skilled work could be distributed to other staff. We also discussed Beth's understanding of the role of Assistant Town Administrator and Beth's willingness to be committed to the position for at least two years if she were hired for this job.

We concluded the following:

- One third of the Financial Administrator's work is devoted to the management and development of the public procurement system. Some of the day to day procurement work will be transferred to the newly hired assistant to the Facilities Director who was hired with increased hours.
 - The Financial Administrator position is unique to Wayland in that it is placed in the Town Administrator's Office rather than the Finance Office. The Financial Administrator provides significant support to employees with accounting issues that would be better addressed in the Finance office which is adequately staffed.
 - Much of Beth's work already fits the job description for Assistant Town Administrator. The work would, however be more effectively done if provided within the more empowered context of the Assistant Town Administrator position.
2. How does the creation of the Assistant Town Administrator position fit into the financial management structure that will be proposed by the Collins Center?

John Senchyshyn and I spent considerable time talking with Mr. Ward and Mr. Kingsley of the Collins Center about the Town's financial management structure. We concluded that an empowered Assistant Town Administrator position is important to Wayland, common to towns the size of Wayland and smaller and consistent with current and future needs of the Town.

I look forward further discussion with the Board in this time of organizational change. Thank you for your consideration.

DATE: SEPTEMBER 5, 2017
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: TOWN ADMINISTRATOR'S OFFICE ORGANIZATION

PROVIDE DIRECTION ON THE TOWN ADMINISTRATOR'S PROPOSED REQUEST TO THE PERSONNEL BOARD TO CREATE THE NEW STAND-ALONE POSITIONS OF HUMAN RESOURCE DIRECTOR AND ASSISTANT TOWN ADMINISTRATOR

SUMMARY

Assistant Town Administrator / HR Director John Senchyshyn will retire in February 2018 and Executive Assistant Mary Ann DiNapoli will retire at the end of September 2017. John and Mary Ann are highly valued and long serving employees with 16 and 18 years of service to Wayland respectively. Below is a plan for reorganization of the Town Administrator's Office and an effective transition. The plan below advises the Selectmen Board about how the position of Executive Assistant will be filled and requests the Selectmen to approve a request to the Personnel Board to classify and approve job descriptions for the new stand-alone positions of Human Resources Director and Assistant Town Administrator. The cost to implement the plan will be less than or equal to the cost of current staffing. This may include additional costs for Labor Counsel to support a new Human Resources Director.

EXECUTIVE ASSISTANT:

The position of Executive Assistant will be filled by David R. Porter. David has a Master's Degree from Harvard's Kennedy School of Government and has worked as a management and communications consultant for several years. David's ambition is to become a Town Administrator and he plans to commit at least 18 months to the Executive Assistant position. The position of Executive Assistant is an excellent way to learn how town government operates and is an excellent opportunity for the Town to improve communications with our residents and volunteers. David voluntarily prepared and will present a Wayland Communications Plan to the Board on September 18th and seek your input to guide his work.

David is available to begin transitioning on a part time basis beginning September 11th and will begin full time October 2nd. David is excited about and understands the detailed nature of the position. David will also provide support to the Zoning Board through the 40 B Hearings beginning September 7th. The Executive Assistant job description was recently updated and includes new or increased duties for website development, communications and volunteer training. As time permits, there will be increased emphasis on documentation of office

procedures, document management, maintenance of a library of legal opinions, and development of board policy with the Assistant Town Administrator.

HUMAN RESOURCES DIRECTOR

John Senchyshyn has served as the Town's Human Resources Director for 16 years in the position of Assistant Town Administrator / Human Resources Director. Among John's achievements are the development of consistent labor and employment contract terms and adherence to job classification plans, making day to day town administration easier and bolstering employee morale through John's efforts to promote fairness. This year, John negotiated the Town's withdrawal from police civil service. John played a key role in the Metro-West region as a member of the West Suburban Health Group Steering Committee, greatly benefitting the Town through a series of health care cost reductions. I believe John's expertise has kept employment litigation and labor counsel costs to a minimum.

➤ Town Administrator's Recommendation to Board of Selectmen:

I recommend to the Selectmen that the Personnel Board be asked to approve and classify the stand alone position of Human Resources Director including all human resource job duties in the existing ATA / HR job description. The Human Resources Director would also administer the Town's risk management and property, liability, workers compensation and other insurances. Our objective will be to begin advertisement for a Human Resources Director in early to middle October to fill the position in January 2018 allowing for a transition prior to John's retirement.

The position of Human Resources Director is referenced in Chapter 60.2.3 of the Town Code which states:

60.2.3 The Town Administrator shall have the power and authority to..... (b) Appoint on the basis of merit and fitness alone, subject to ratification by a majority vote of the full membership of the Board of Selectmen then serving and evaluate, discipline and, for cause remove without the ratification of the Board of Selectmen, a Human Resources Director.

Although John's institutional knowledge cannot be replaced, the effects of his departure can be mitigated through: 1) increasing the FY 19 operating budget request for Labor Counsel and, 2) increasing the role of the Town Administrator in the human resource function. John and I enjoy a strong collegial relationship; a new Human Resources director will require and expect more direction from the Town Administrator to be successful. The Town is fortunate to have the expertise of labor attorneys on its Personnel Board to support the transition.

FY 18 – 19 priorities for a new Human Resource Director will be to:

- Complete contract negotiations with the support of the Town Administrator and Labor Counsel and approval of the Personnel Board and Board of Selectmen,
- Maintain consistency in labor agreements and contracts,
- Maintain a strong, pro-active approach to the administration of employee benefits / health insurance,
- Implement staff development and employee evaluation programs for all departments,
- Evaluate and improve time and attendance system
- Develop increased opportunities for inter-departmental meetings, training and communication at all levels especially around increasing resident satisfaction with town services , and
- Maximization of use of MUNIS or another human resource database.

ASSISTANT TOWN ADMINISTRATOR

Assistant Town Administrator: Role in Most Towns:

The most significant part of the ATA job is to share the workload of the Town Administrator generated by the priorities of the Board of Selectmen. The role of Assistant Town Administrator is especially important within Wayland’s decentralized governance structure through which departments, boards and committees generate projects and policy initiatives independent of the priorities set by the Board of Selectmen.

Most towns employ one or more Assistant Town Administrators (“ATA”). These positions are structured in various ways to provide both general support to the Town Administrator and oversight of departmental groups (For example: Land Use, Finance, or Community Services are common groupings). Depending on the needs of the Town at any given time, the ATA job may include specific responsibility for a combination of public procurement and contracting, IT, human resources, special projects including financial analysis and and the development of operating and capital budgets. In some towns, the ATA attends all meetings of the Board of Selectmen and provides a report.

The ATA may also serve as Acting Town Administrator during the Town Administrator’s absence due to vacation or short term illness. For longer term absences of the Town Administrator, Selectmen generally assess whether to appoint the Assistant Town Administrator or an outside Interim Town Administrator to fulfill the role of Acting Town Administrator. It is rarely assumed that an Assistant Town Administrator will step into the job of Town Administrator on a permanent basis. Unlike the position of HR Director, the position of Assistant Town Administrator is not referenced in the Town Code and an appointment to the position does not require ratification of the Board of Selectmen.

Assistant Town Administrator Accomplishments: Since 2014:

During the past three years in Wayland, the ATA provided logistical support for town meetings, established a new system for compliance with the Public Records requests, served as point person on the Sudbury / Wayland Inter-Municipal Agreement, provided leadership to the Finance Team in implementing the first Collins Center Report, negotiated an interdepartmental agreement on maintenance of recreational facilities, served as Acting Treasurer and solved day to day operational problems.

Role of the Financial Administrator:

The Town of Wayland also employs Elizabeth Doucette as Financial Administrator with duties that are usually included by Towns in the jobs of Assistant Town Administrator, Finance Director or Town Administrator. Since 2014, these duties and projects have included acting as procurement / contracting officer including development of the procurement system, development of detailed and consistent operating budgets for all departments resulting in a strong business decision-making tool for management, provision of oversight of the IT Department during reorganization, including project management of technical projects, system stabilization and cyber-security training, development of a low cost approach to adopt of electronic board packets, and problem solving around finance issues including development and implementation of the Revolving Fund By-law.

The position of Financial Administrator was originally called Financial Analyst and was intended to provide analytical support to both the town and schools. Responsibility for public procurement, requiring state certification was added to the job description upon the retirement of John Moynihan, former Facilities Director and comprises 50% of the job. Due to the needs of the Town and Elizabeth's skills, Elizabeth's responsibilities increased beyond the original job description.

➤ Town Administrator's Recommendation to Board of Selectmen:

I recommend to the Selectmen that the Personnel Board be asked to approve and classify the position and job description for Assistant Town Administrator, combining the non HR duties of the existing Assistant Town Administrator with the procurement function and special projects included in the Financial Administrator position. Priority projects for the ATA position for FY 18 – 19 include:

- Continued development of procurement and purchase order system / Real estate transactions / Surplus property
- Preparation of detailed operating, revolving / enterprise fund and capital budgets
- Development of a comprehensive, documented departmental fee schedule
- Board policy development in collaboration with the Executive Assistant

- Departmental oversight where required including Information Technology, Finance Team and Land Use Team in order to provide resources and assistance to keep projects moving forward including land use software / customer service, Collins Center financial procedures, cyber-security training
- Special projects including providing staff support for Cable Committee during negotiations with Comcast and Verizon

My intent would be to ask Elizabeth Doucette to fill the position of Assistant Town Administrator. The position of Financial Administrator would not be filled.

Elizabeth Doucette's credentials exceed the credentials of the current ATA position and include:

- 12 years of municipal experience, including procurement, finance, payroll integration and customization, community development and business systems analysis
- Bachelor of Science in Business Administration from Boston University
- Graduate level course work in Business, IT and Urban Planning
- Certified Massachusetts Public Procurement Officer
- Certified Federal Grant Administrator
- 20+ years' experience as Principal Software Engineer, including project management of large and small project teams distributed geographically
- Supervisory experience

I look forward to the Board's discussion and direction. Thank you for your consideration.

(6) FY19 Budget

DATE: OCTOBER 10, 2017
TO: BOARD OF SELECTION
FROM: ELIZABETH DOUCETTE, FINANCIAL ADMINISTRATOR
RE: FISCAL YEAR 2019 DRAFT OPERATING BUDGET FOR DEPARTMENTS UNDER JURISDICTION OF BOARD OF SELECTMEN

REQUESTED ACTION:

Review and recommend Fiscal Year 2019 Operating Budgets for departments under jurisdiction of Board or Selectmen. Vote to approve is anticipated on October 16.

BACKGROUND:

Fiscal Year 2019 DRAFT operating budget detail, for departments under the jurisdiction of the Board of Selectmen, is attached for your review and input. Summary pages provided for each department list FY2016 Actual, FY2017 Actual, FY2018 Approved and year-to-date and FY2019 Requests. These are preliminary budgets and are subject to revision throughout the approval process.

The Town Administrator and I have reviewed and vetted the departmental budget requests and are providing them for your review and recommendation. A Board of Selectmen vote to approve is anticipated on October 16.

Please note the following status of these detailed budgets:

- Newly requested personnel and increased personnel hours are included though they are subject to further approval. These are clearly noted. The Personnel Board is expected to consider new personnel and increased personnel hours on October 16.
- Salary increases that may be approved at the upcoming Special Town Meeting in November are not included. Revisions to the detailed budgets will be made upon approval.
- In FY2019 the Surveyor budget items are moved to the Information Technology and Department of Public Works budgets. These are clearly noted.
- Clothing allowances specified in personnel collective bargaining agreements are included under Personnel Services.

PROCESS:

- The Personnel Board plans to meet on October 16 to consider for approval new personnel and increased personnel hours,
- Once approved by their respective boards, Town departmental operating budgets are entered into the Munis General Ledger System in preparation for the Finance Committee review and approval process.

SELECTMEN - 1220

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10122002	52:EXPENSES:PURCHASE OF SERVICES							
	52100 CONTRACTUAL SERVICES		\$4,443	\$14,017	\$5,000	\$0	\$25,000	\$25,000
	52110 MEETINGS & CONFERENCES				\$1,000	\$0	\$1,000	\$1,000
	52112 TRAINING & EDUCATION		\$10,844	\$6,308	\$2,000	\$0	\$2,000	\$2,000
	52113 TRAVEL				\$1,000	\$0	\$1,000	\$1,000
	52114 DUES, SUBSCRIPTIONS, MEMBERSHIPS		\$10,377	\$5,829	\$16,000	\$4,291	\$16,000	\$16,000
	SUBTOTAL		\$25,664	\$26,154	\$24,000	\$4,291	\$45,000	\$45,000
	54:EXPENSES:SUPPLIES							
	54100 SUPPLIES		-\$4,086	\$853		\$0	\$0	\$0
	54116 BEAUTIFICATION		\$256	\$0		\$0	\$0	\$0
	SUBTOTAL		-\$3,830	\$853		\$0	\$0	\$0
	54:EXPENSES:SUPPLIES							
	54500 SMALL EQUIPMENT						\$6,000	\$6,000
	SUBTOTAL						\$6,000	\$6,000
	EXPENSES TOTAL		\$21,834	\$27,007	\$25,000	\$4,291	\$51,000	\$51,000
	DEPARTMENT TOTAL		\$21,834	\$27,007	\$25,000	\$4,291	\$51,000	\$51,000

TOWN OFFICE - 1230

		FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
		ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10123001	51:PERSONNEL SERVICES						
	51001 SALARIES	\$452,833	\$460,582	\$467,977	\$120,702	\$474,996 *	\$474,996
	51200 STIPEND			\$9,875	\$0	\$10,500	\$10,500
	PERSONNEL SERVICES TOTAL	\$452,833	\$460,582	\$477,852	\$120,702	\$485,496	\$485,496
10123002	52: EXPENSES:PURCHASE OF SERVICES						
	52100 CONTRACTUAL SERVICES	\$7,137	\$3,948	\$5,000	\$1,927	\$5,000	\$5,000
	52110 MEETINGS & CONFERENCES			\$2,000	\$0	\$2,000	\$2,000
	52112 TRAINING & EDUCATION	\$75	\$200	\$1,500	\$400	\$20,000	\$20,000
	52113 TRAVEL	\$0	\$50	\$1,000	\$0	\$1,000	\$1,000
	52116 EQUIPMENT REPAIR	\$0	\$98	\$0	\$0	\$0	\$0
	52130 PRINTING	\$5,158	\$365	\$3,000	\$0	\$3,000	\$3,000
	52158 ADVERTISING LEGAL			\$1,000	\$13	\$1,000	\$1,000
	52159 ADVERTISING CLASSIFIED			\$500	\$0	\$500	\$500
	SUBTOTAL	\$12,370	\$4,662	\$14,000	\$2,340	\$32,500	\$32,500
	54:EXPENSES:SUPPLIES						
	54100 SUPPLIES	\$32,234	\$32,203	\$1,000	\$0	\$1,000	\$1,000
	54118 OFFICE SUPPLIES			\$26,000	\$4,034	\$26,000	\$26,000
	54121 POSTAGE	\$26,263	\$28,228	\$26,000	\$5,430	\$26,000	\$26,000
	SUBTOTAL	\$58,497	\$60,431	\$53,000	\$9,464	\$53,000	\$53,000
	EXPENSES TOTAL	\$70,868	\$65,092	\$67,000	\$11,804	\$85,500	\$85,500
DEPARTMENT TOTAL		\$523,701	\$525,674	\$544,852	\$132,506	\$570,996	\$570,996
* Organization of Selectmen's Office positions is under review at this time and is subject to revision.							

TOWN OFFICE - 1230
FY19 BUDGET DETAIL

(Based on 52 weeks)

10123001	51:PERSONNEL SERVICES										
	51001	SALARIES									\$474,996 *
		BALMER, NANETTE		TOWN ADMINISTRATOR					\$158,000		
		N15	95.4945	HRLY							
		VACANT		ASST TOWN ADMINISTRATOR/HR DIR					\$122,240		
		N13-STEP	10	HRLY							
		ELIZABETH DOUCETTE		FINANCIAL ADMINISTRATOR					\$81,421		
		N8-STEP	9	HRLY							
		PORTER, DAVID		EXEC ASSTISTANT-TOWN ADM					\$63,355		
		N5 - STEP 10	34.8106	HRLY							
		TOWER-MOORE, MARIANNE		HR ASSISTANT					\$49,980		
		N3 - STEP	8	HRLY							
	51200	STIPEND									\$10,500
		BALMER, NANETTE		Travel					\$3,000		
		O'BRIEN, KATELYN		(BoS meeting minutes)					\$7,500		
		PERSONNEL SERVICES TOTAL									\$485,496
10123002	52:EXPENSES:PURCHASE OF SERVICES										\$32,500
	52100	CONTRACTUAL SERVICES									\$5,000
		Other			5000						
	52110	MEETINGS & CONFERENCES									\$2,000
	52112	TRAINING & EDUCATION									\$20,000
		Professional Development			\$20,000						
	52113	TRAVEL									\$1,000
	52116	EQUIPMENT REPAIRS & MAINTENANCE									\$0
	52130	PRINTING									\$3,000
	52158	ADVERTISING LEGAL									\$1,000
	52159	ADVERTISING CLASSIFIED									\$500
	54:EXPENSES:SUPPLIES										\$53,000
	54100	SUPPLIES									\$1,000
	54118	OFFICE SUPPLIES									\$26,000
	54121	POSTAGE									\$26,000
		EXPENSES TOTAL									\$85,500
		DEPARTMENT TOTAL									\$570,996
		* Organization of Selectmen's Office positions is under review at this time and is subject to revision.									

FINANCE - 1350							
FY19 BUDGET DETAIL							
<i>(Based on 52 weeks)</i>							
10135001	51: PERSONNEL SERVICES					SALARY	
	51001	SALARIES					
		KEVENY, BRIAN		FINANCE DIRECTOR/TOWN ACCT		\$122,240	
		N13 - STEP 10		67.1647 HRLY			
		TERRELL, ANA		ACCOUNTANT		\$73,618	
		G6 - STEP 10		40.4493 HRLY			
		LEMOYNE, DONNA		BENEFITS MANAGER		\$57,701	
		N4 - STEP 10		31.7036 HRLY			
		STAHL, GAYLE		FINANCE ASSISTANT		\$53,099	
		C15 - STEP 10		29.1754 HRLY			
		BEN-CHERQUI, RITA		FINANCE ASSISTANT		\$42,479	
		C15 - STEP 10		29.1754 HRLY	x 28 hrs/wk	\$349,137	
	51140	OVERTIME				\$1,500	
	51200	STIPEND				\$6,750	
		O'BRIEN, KATELYN					
		(FinComm meeting minutes 7.5 hrs @ \$30/mtg for 30 mtgs)					
		PERSONNEL SERVICES TOTAL					\$357,387
10135002	52:EXPENSES:PURCHASE OF SERVICES					\$95,115	
	52100	CONTRACTUAL SERVICES			\$92,250		
		Audit & CAFR Review		\$50,000			
		CAFR Filing GFAO		\$1,000			
		CLEARGOV		\$5,250			
	*	Payroll Services		\$36,000			
	52110	MEETINGS & CONFERENCES			\$200		
		MMAAA (B. Keveny)		\$200			

TREASURER - 1450
FY19 BUDGET DETAIL

(Based on 52 weeks)

10145001	51: PERSONNEL SERVICES								SALARY			
	51001 SALARIES											
		PIERCE, ZOE				TREASURER/COLLECTOR			\$83,261.00			
		G9 - STEP	6	45.7478	HRLY							
		VACANT				ASSISTANT TREASURE/COLLECTOR			\$53,099.23			
		C15	10	29.1754	HRLY							
		PORTER, JUDY				DEPARTMENT ASSISTANT			\$32,575.67			
		C14	8	26.1023	HRLY	x 24 hrs/wk				\$168,935.89		
	51003 P/T SALARIES											
		DEPASQUALE, LILLIAN				DEPARTMENT ASSISTANT			\$25,041.85	\$25,041.85		
		C14	7	25.3460	HRLY	x 19 hrs/wk						
		PERSONNEL SERVICES TOTAL									\$193,978	
10145002	52:EXPENSES:PURCHASE OF SERVICES								\$50,600			
	52100 CONTRACTUAL SERVICES							\$250				
		EMMA Reporting fee					\$250					
	52101 PROFESSIONAL SERVICES							\$30,000				
		Unibank Fin. Advisor (additional services)					\$15,000					
		Tax Taking/Foreclosure Expenses					\$15,000					
	52110 MEETINGS & CONFERENCES							\$300				
		Meetings (6 @ \$50)					\$300					
	52112 TRAINING & EDUCATION							\$400				
	52113 TRAVEL							\$3,550				
		UMass (2)					\$1,500					
		Cape Conference (2)					\$1,750					
		Mileage to meetings (4)					\$300					

	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS				\$100					
			Dues (2 @ \$50)			\$100					
	52129	LOCKBOX SERVICES				\$15,000					
	52158	ADVERTISING LEGAL				\$1,000					
	54:EXPENSES:SUPPLIES							\$20,200			
	54100	SUPPLIES				\$200					
	54121	POSTAGE				\$20,000					
		Kelly & Ryan, Fedex (tax bills)									
	EXPENSES TOTAL					\$70,800				\$70,800	
DEPARTMENT TOTAL										\$264,778	

LEGAL - 1510

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10151002	52:EXPENSES:PURCHASE OF SERVICES							
	52108 LEGAL SERVICES TOWN COUNSEL	\$160,818	\$167,659	\$140,000	\$25,133	\$154,000	\$154,000	
	52145 LEGAL SERVICES SPECIAL COUNSEL			\$40,000	\$16,744	\$50,000	\$50,000	
	52146 LEGAL SERVICES LABOR COUNSEL			\$20,000	\$4,360	\$40,000	\$40,000	
	SUBTOTAL	\$160,818	\$167,659	\$200,000	\$46,236	\$244,000	\$244,000	
	EXPENSES TOTAL	\$160,818	\$167,659	\$200,000	\$46,236	\$244,000	\$244,000	
	DEPARTMENT TOTAL	\$160,818	\$167,659	\$200,000	\$46,236	\$244,000	\$244,000	

LEGAL - 1510

FY19 BUDGET DETAIL

10151002	52:EXPENSES:PURCHASE OF SERVICES										\$244,000	
	52108	LEGAL SERVICES TOWN COUNSEL									\$154,000 (1)	
		KPLaw Retainer					\$70,000					
		KPLaw General					\$84,000					
		Estimate of \$7,000/month for non-retainer matters										
	52145	LEGAL SERVICES SPECIAL COUNSEL									\$50,000 (2)	
		River's Edge					\$30,000					
		Other projects					\$20,000					
	52146	LEGAL SERVICES LABOR COUNSEL									\$40,000 (3)	
	EXPENSES TOTAL										\$244,000	
DEPARTMENT TOTAL											\$244,000	
		(1)	Town Counsel expects several large matters to come to a close by FY19, however two 40B projects are very active and could result in appeals. Several other matters are expected to be active. In addition, construction of new library could require legal services for current library property.									
		(2)	River's Edge project due diligence and closing process require legal services.									
		(3)	Retirement of current HR Director expected to require additional Labor Counsel services.									

INFORMATION TECHNOLOGY - 1550

		FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
		ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10155001	51:PERSONNEL SERVICES						
	51001 SALARIES	\$86,451	\$234,634	\$291,024	\$72,158	\$378,026	\$378,026
	51007 CLOTHING				\$0	\$355	\$355
	PERSONNEL SERVICES TOTAL	\$86,451	\$234,634	\$291,024	\$72,158	\$378,381	\$378,381
TOWN							
10155002	52:EXPENSES:PURCHASE OF SERVICES						
	52100 CONTRACTUAL SERVICES	\$62,578	\$14,716	\$2,510	\$8,841	\$2,510	\$2,510
	52101 PROFESSIONAL SERVICES	\$0	\$3,687	\$10,000	\$6,705	\$10,000	\$10,000
	52110 MEETINGS & CONFERENCES				\$0	\$2,000	\$2,000
	52112 TRAINING & EDUCATION	\$5,770	\$22,955	\$30,780	\$2,760	\$32,660	\$32,660
	52113 TRAVEL	\$0	\$0	\$500	\$0	\$2,500	\$2,500
	52114 DUES, SUBSCRIPTIONS, MEMBERSHIPS	\$0	\$100	\$3,000	\$0	\$3,290	\$3,290
	SUBTOTAL	\$68,348	\$41,459	\$46,790	\$18,306	\$52,960	\$52,960
	54:EXPENSES:SUPPLIES						
	54100 SUPPLIES	\$0	\$0	\$500	\$0	\$1,500	\$1,500
	54102 COMPUTER SUPPLIES	\$4,763	\$5,581	\$1,000	\$0	\$1,000	\$1,000
	54124 SOFTWARE	\$4,026	\$0	\$0	\$0	\$0	\$0
	54125 HARDWARE	\$41,662	\$60,821	\$35,000	\$2,426	\$35,000	\$35,000
	54126 HARDWARE AGREE & MAINT	\$217	\$0	\$7,500	\$0	\$7,500	\$7,500
	54127 COMPUTER ACCESSORIES	\$74	\$40	\$500	\$0	\$500	\$500
	54128 SOFTWARE LICENSING	\$76,946	\$98,012	\$78,000	\$13,636	\$123,400	\$123,400
	54500 SMALL EQUIPMENT	\$2,714	\$3,476	\$15,000	\$173	\$15,000	\$15,000
	SUBTOTAL	\$130,401	\$167,930	\$137,500	\$16,235	\$183,900	\$183,900
	TOWN EXPENSES TOTAL	\$198,749	\$209,388	\$184,290	\$34,541	\$236,860	\$236,860
DATA CENTER							
10155003	52:EXPENSES:PURCHASE OF SERVICES						
	52100 CONTRACTUAL SERVICES	\$69,619	\$46,970	\$72,827	\$0	\$72,827	\$72,827
	52112 TRAINING & EDUCATION	\$2,986	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL	\$72,605	\$46,970	\$72,827	\$0	\$72,827	\$72,827
	54:EXPENSES:SUPPLIES						
	54124 SOFTWARE	\$8,336	\$8,509	\$12,000	\$0	\$12,000	\$12,000
	54125 HARDWARE	\$29,594	\$52,959	\$100,000	\$0	\$70,000*	\$70,000

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
	54126	HARDWARE AGREE & MAINT	\$7,268	\$15,050	\$57,000	\$0	\$57,000	\$57,000
	54128	SOFTWARE LICENSING	\$57,770	\$113,066	\$151,500	\$33,999	\$142,508	\$142,508
	SUBTOTAL		\$102,968	\$189,584	\$320,500	\$33,999	\$281,508	\$281,508
		DATA CENTER EXPENSES TOTAL	\$175,572	\$236,554	\$393,327	\$33,999	\$354,335	\$354,335
		DEPARTMENT TOTAL	\$460,772	\$680,577	\$868,641	\$140,698	\$969,576	\$969,576
		NOTE: Costs previously in Surveyor Budget total =	\$95,393					
		* Includes \$70,000 PSB Datacenter (CIP)						

INFORMATION TECHNOLOGY - 1550

FY19 BUDGET DETAIL

(Based on 52 weeks)

10155001	51:PERSONNEL SERVICES								
	51001	SALARIES							\$378,025.65
		PAZOS, JORGE		IT DIRECTOR			\$122,240		
		N13	10	67.1647	HRLY-35				
		SAMS-LYNCH, GWENDOLYN		IT MANAGER			\$87,669		
		N3		48.1697	HRLY-35				
		SHERIFI, JORGJETA		BUS SYS ANALYST			\$87,669		
		G8	10	48.1697	HRLY-35				
		DECKER, BRENDAN		GIS ADMINISTRATOR			\$80,448		
		G7	10	44.2023	HRLY-35				
	51007	CLOTHING		1 @ \$355				\$355	
	PERSONNEL SERVICES TOTAL								\$378,381
<u>TOWN</u>									
10155002	52:EXPENSES:PURCHASE OF SERVICES								\$52,960
	52100	CONTRACTUAL SERVICES				\$2,510			
		e-Fax Service							
	52101	PROFESSIONAL SERVICES				\$10,000			
		Application support (PSB Implementation)							
	52110	MEETINGS & CONFERENCES				\$2,000			
		GIS/ESRI User			\$1,295				
		GIS/NACIS			\$705				
	52112	TRAINING & EDUCATION				\$32,660			
		Town Staff Security Training			\$2,760				
		Town Staff General Training			\$3,400				
		Town & IT Staff Technical Training			\$25,000				
		(includes Cisco, Juniper, Microsoft)							
		GIS/ESRI Training			\$1,500				
	52113	TRAVEL				\$2,500			
		General			\$500				
		GIS Conference			\$2,000				
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS				\$3,290			
		MGISA (4 @ \$250)			\$1,000				

54124	SOFTWARE				\$12,000				
	Server Management Tool								
54125	HARDWARE				\$70,000				
	PSB Datacenter (also requested in CIP) *			\$70,000					
54126	HARDWARE AGREE & MAINT				\$57,000				
	Firewall			\$27,000					
	Heat LANREV			\$30,000					
54128	SOFTWARE LICENSING				\$142,508				
	Munis			\$99,992					
	VMWare			\$14,900					
	Antivirus			\$6,490					
	Server Software Support (5-yr)			\$21,126					
	DATA CENTER EXPENSES TOTAL							\$354,335	
	DEPARTMENT TOTAL								\$969,576
	NOTE: Costs previously in Surveyor Budget tota			\$95,393					
	* Includes \$70,000 PSB Datacenter (CIP)								

CONSERVATION - 1710										
FY19 BUDGET DETAIL										
<i>(Based on 52 weeks)</i>										
10171001	51: PERSONNEL SERVICES								SALARY	
	51001	SALARIES								
		HANSEN, LINDA			CONSERVATION ADMIN				\$87,669	
		G8 - STEP	10	48.1698	HRLY-35					
		THOMSON, NICOLE			DEPARTMENT ASSISTANT				\$44,793	
		C14	6	24.6115	HRLY-35				\$132,462	
	51003	P/T SALARIES								
		HARRIS, BRIAN			CONSERVATION LAND MGR				\$36,594	
		N3A	5	25.1330	HRLY	x 28 hrs/wk			\$36,594	
		A request was received to increase from 19 to 28 hrs/wk.								
	51007	CLOTHING							\$355	
		1 @ \$355								
	55399	TEMPORARY SEASONAL								
				14.1600	HRLY-35	2 X 20 weeks			\$19,824	
									\$19,824	
	51140	OVERTIME			Meeting Minutes				\$3,500	\$3,500
		PERSONNEL SERVICES SUBTOTAL								\$192,735
10171002	52:EXPENSES:PURCHASE OF SERVICES								\$36,780	
	52100	CONTRACTUAL SERVICES							\$22,780	
		Mowing							\$5,000	
		Portalet rental							\$1,000	
		Plowing Garden							\$600	
		Tree removal							\$5,000	
		Signs per Open Space Plan							\$2,500	
		Plowing							\$1,600	
		Gates							\$5,000	
		Waste disposal at Greenways & Heard Farm							\$2,080	

			52 wks @ \$40/wk						
	52101	PROFESSIONAL SERVICES				\$7,500			
		Surveying				\$5,000			
		Environmental				\$2,500			
	52110	MEETINGS & CONFERENCES				\$0			
	52112	TRAINING & EDUCATION				\$1,000			
	52113	TRAVEL				\$100			
	52116	EQUIPMENT REPAIRS & MAINTENANCE				\$4,400			
	52130	PRINTING				\$0			
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS				\$800			
		MACC							
	52158	MILEAGE REIMBURSEMENT				\$0			
	52159	ADVERTISING LEGAL				\$200			
	54:EXPENSES:SUPPLIES						\$10,690		
	54100	SUPPLIES				\$10,240			
		Hay Bales				700			
		Stakes, flags, tools, bird houses, etc.				3200			
		Equipment	mower, blades, batteries			4000			
		Signs				660			
		Town of Wayland	(water)			680			
		Concrete boundary markers				1000			
	54121	POSTAGE				\$0			
	54115	UNIFORMS				\$450			
	EXPENSES SUBTOTAL							\$47,470	
	DEPARTMENT TOTAL							\$240,205	

FACILITIES - 1920

		FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
		ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10192001	51:PERSONNEL SERVICES						
	51001 SALARIES	\$263,340	\$260,726	\$254,198	\$64,357	\$239,329	\$239,329
	51003 SALARIES P/T				\$0	\$16,424	\$16,424
	51140 OVERTIME	\$2,265	\$5,220	\$12,000	\$858	\$12,000	\$12,000
	PERSONNEL SERVICES TOTAL	\$265,606	\$265,946	\$266,198	\$65,216	\$267,753	\$267,753
10192002	52:EXPENSES:PURCHASE OF SERVICES						
	52100 CONTRACTUAL SERVICES	\$93,914	\$104,307	\$37,000	\$15,820	\$39,000	\$39,000
	52101 PROFESSIONAL SERVICES		\$0	\$3,000	\$1,600	\$3,000	\$3,000
	52110 MEETINGS & CONFERENCES		\$0	\$500	\$0	\$500	\$500
	52112 TRAINING & EDUCATION	\$2,420	\$400	\$3,000	\$0	\$2,000	\$2,000
	52113 TRAVEL	\$183	\$116	\$1,000	\$0	\$1,000	\$1,000
	52114 DUES, SUBSCRIPTIONS, MEMBERSHIPS		\$0	\$0	\$0	\$0	\$0
	52115 BUILDING REPAIR	\$65,290	\$39,271	\$75,000	\$3,361	\$75,000	\$75,000
	52117 VEHICLE REPAIR	\$6,208	\$3,959	\$3,000	\$0	\$3,000	\$3,000
	52121 DISPOSAL	\$17,500	\$16,670	\$16,500	\$2,675	\$19,000	\$19,000
	52131 ELEVATOR REPAIR	\$5,062	\$12,205	\$9,000	\$500	\$9,000	\$9,000
	52132 ELECTRICAL REPAIR	\$23,736	\$29,426	\$25,000	\$3,126	\$25,000	\$25,000
	52133 HVAC REPAIR	\$38,978	\$57,604	\$45,000	\$4,522	\$57,000	\$57,000
	52158 ADVERTISING LEGAL		\$0	\$1,000	\$121	\$1,000	\$1,000
	SUBTOTAL	\$253,291	\$263,958	\$219,000	\$31,724	\$234,500	\$234,500
	54:EXPENSES:SUPPLIES						
	54100 SUPPLIES			\$3,000	\$0	\$3,000	\$3,000
	54103 COPIER LEASE			\$51,000	\$10,337	\$55,500	\$55,500
	54121 POSTAGE			\$100	\$76	\$500	\$500
	54128 SOFTWARE LICENSING			\$7,800	\$0	\$7,800	\$7,800
	SUBTOTAL			\$61,900	\$10,413	\$66,800	\$66,800
	EXPENSES TOTAL	\$253,291	\$263,958	\$280,900	\$42,137	\$301,300	\$301,300
	DEPARTMENT TOTAL	\$518,897	\$529,903	\$547,098	\$107,353	\$569,053	\$569,053

FACILITIES SUPPLIES - 1919

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA	
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED	
10191902	54:EXPENSES:SUPPLIES								
	54105 CUSTODIAL SUPPLIES		\$16,085	\$15,454	\$20,000	\$3,519	\$20,000		\$20,000
	54111 VEHICLE GASOLINE		\$2,796	\$2,393	\$5,000	\$883	\$4,000		\$4,000
	54500 SMALL EQUIPMENT		\$7,533	\$5,545	\$8,000	\$3,518	\$8,000		\$8,000
	SUBTOTAL		\$26,414	\$23,392	\$33,000	\$7,920	\$32,000		\$32,000
	EXPENSES TOTAL		\$26,414	\$23,392	\$33,000	\$7,920	\$32,000		\$32,000
	DEPARTMENT TOTAL		\$26,414	\$23,392	\$33,000	\$7,920	\$32,000		\$32,000

FACILITIES UTILITIES - 1918

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10191802	53:EXPENSES:UTILITIES							
	53101	HEAT OIL	\$3,176	\$0	\$0	\$0	\$0	\$0
	53102	NATURAL GAS	\$90,796	\$89,781	\$105,000	\$1,717	\$110,000	\$110,000
	53103	ELECTRICITY	\$262,351	\$235,530	\$243,000	\$41,792	\$255,000	\$255,000
	53104	PHONE	\$64,210	\$71,162	\$69,000	\$17,928	\$69,000	\$69,000
	53105	WATER	\$9,269	\$12,340	\$18,000	\$414	\$15,000	\$15,000
	53106	WASTEWATER	\$19,014	\$25,617	\$36,000	\$5,355	\$30,000	\$30,000
	53114	MOBILE	\$0	\$0	\$16,000	\$0	\$16,000	\$16,000
	SUBTOTAL		\$448,815	\$434,430	\$487,000	\$67,205	\$495,000	\$495,000
	EXPENSES TOTAL		\$448,815	\$434,430	\$487,000	\$67,205	\$495,000	\$495,000
	DEPARTMENT TOTAL		\$448,815	\$434,430	\$487,000	\$67,205	\$495,000	\$495,000

FACILITIES UTILITIES - 1918

FY19 BUDGET DETAIL

10191802	53:EXPENSES:UTILITIES								\$495,000
	53101	HEAT OIL				\$0			
	53102	NATURAL GAS				\$110,000			
	53103	ELECTRICITY				\$255,000			
	53104	PHONE				\$69,000			
	53105	WATER				\$15,000			
	53106	WASTEWATER				\$30,000			
	53114	MOBILE				\$16,000			
	EXPENSES TOTAL								\$495,000
DEPARTMENT TOTAL									\$495,000

POLICE - 2100

				FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
				ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10210001	51:PERSONNEL SERVICES								
	51001	SALARIES		\$2,030,887	\$2,127,206	\$2,081,316	\$576,437	\$1,706,816	\$1,706,816
	51003	SALARIES P/T		\$0	\$0	\$65,168	\$0	\$65,168	\$65,168
	51005	ON DUTY HOLIDAY		\$0	\$0	\$106,401	\$0	\$106,740	\$106,740
	51007	CLOTHING		\$0	\$0	\$0	\$0	\$27,600	\$27,600
	51140	POLICE O/T		\$229,302	\$222,853	\$225,000	\$48,948	\$225,000	\$225,000
	51200	STIPEND				\$0	\$0	\$395,428	\$395,428
	PERSONNEL SERVICES TOTAL			\$2,260,189	\$2,127,206	\$2,477,885	\$625,384	\$2,526,752	\$2,526,752 *
10210002	52:EXPENSES:PURCHASE OF SERVICES								
	52100	CONTRACTUAL SERVICES		\$32,453	\$29,679	\$10,486	\$2,378	\$10,486	\$10,486
	52110	MEETINGS & CONFERENCES		\$0	\$0	\$0	\$0	\$0	\$0
	52111	PHYSICALS		\$2,450	\$4,550	\$5,250	\$2,000	\$5,250	\$5,250
	52112	TRAINING & EDUCATION		\$22,975	\$26,997	\$20,000	\$5,124	\$20,000	\$20,000
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS			\$0	\$6,350	\$150	\$6,350	\$6,350
	52116	EQUIPMENT REPAIR		\$3,757	\$6,465	\$7,800	\$0	\$7,800	\$7,800
	52117	VEHICULAR REPAIRS		\$14,300	\$18,743	\$21,100	\$3,554	\$21,100	\$21,100
	52127	TRAFFIC CONTROL		\$46,755	\$31,613	\$40,000	\$4,337	\$40,000	\$40,000
	52139	SPECIAL SERVICES		\$4,550	\$5,235	\$5,100	\$922	\$5,100	\$5,100
	SUBTOTAL			\$127,239	\$123,282	\$116,086	\$18,466	\$116,086	\$116,086
	53:EXPENSES:UTILITIES								
	53114	CELLULAR / MOBILE		\$0	\$0	\$500	\$0	\$500	\$500
	SUBTOTAL			\$0	\$0	\$500	\$0	\$500	\$500
	54:EXPENSES:SUPPLIES								
	54100	SUPPLIES		\$15,016	\$14,030	\$15,000	\$3,110	\$15,000	\$15,000
	54103	COPIER LEASE		\$0	\$0	\$1,750	\$314	\$1,900	\$1,900
	54111	VEHICLE GAS		\$33,313	\$31,112	\$44,000	\$6,140	\$44,000	\$44,000
	54115	UNIFORMS		\$11,435	\$8,719	\$11,400	\$1,196	\$11,400	\$11,400
	54128	SOFTWARE LICENSING		\$0	\$0	\$18,100	\$14,213	\$19,650	\$19,650
	54500	SMALL EQUIPMENT		\$974	\$1,000	\$1,000	-\$3,220	\$1,000	\$1,000
	54503	VEHICLES		\$88,358	\$89,664	\$90,000	\$0	\$90,000	\$90,000
	SUBTOTAL			\$149,096	\$144,525	\$181,250	\$21,753	\$182,950	\$182,950
	EXPENSES TOTAL			\$276,336	\$267,807	\$297,836	\$40,219	\$299,536	\$299,536
	DEPARTMENT TOTAL			\$2,536,524	\$2,395,012	\$2,775,721	\$665,604	\$2,826,288	\$2,826,288
	*	Includes one new officer (not yet approved)							

POLICE - 2100
FY19 BUDGET DETAIL

(Based on 52 weeks)

10210001	51:PERSONNEL SERVICES														
	51001 SALARIES F/T	EDUC	IFF/SPC		OT RATE	BASE	TOTAL STIP	STIP	EDUC	DIFF/SPC	CIVIL	DFIB/CLO	TOTAL		
	SWANICK, PATRICI				POLICE CHIEF	\$133,845.08	\$34,061.27						\$167,906		
	N14	10	25%	0%	\$68.6385 HRLY - 37.5	\$102.56		HOL	\$33,461.27			\$600			
	VACANT				POLICE LIEUTENANT	\$96,960.05	\$24,840.01						\$121,800		
	N9	10	25%	0%	\$49.7231 HRLY - 37.5	\$74.30	OT	HOL	\$24,240.01			\$600			
	AKINS, CHARLES				SERGEANT	\$75,356.97	\$15,757.12						\$91,114		
	P2	4	10%	6%	\$38.6446 HRLY - 37.5	\$61.52	OT	HOL	\$7,535.70	\$4,521.42	\$2,500	\$1,200			
	BERGER, JAMIE				DETECTIVE SERGEANT	\$75,356.97	\$27,060.66						\$102,418		
	P2	4	25%	6%	\$38.6446 HRLY - 37.5	\$61.52	OT	HOL	\$18,839.24	\$4,521.42	\$2,500	\$1,200			
	GIBBONS, SEAN				ADMINISTRATIVE SERGEANT	\$75,356.97	\$27,810.66						\$103,168		
	P2	4	25%	6%	\$38.6446 HRLY - 37.5	\$62.09	OT	HOL	\$18,839.24	\$4,521.42	\$2,500	\$1,200			
							\$750.00	TR VEH							
	SMITH, WILLIAM				SERGEANT	\$75,356.97	\$18,017.82						\$93,375		
	P2	4	12.5%	6.5%	\$38.6446 HRLY - 37.5	\$61.80	OT	HOL	\$9,419.62	\$4,898.20	\$2,500	\$1,200			
	WALSH, REDMOND				SERGEANT	\$75,356.97	\$11,235.70						\$86,593		
	P2	4	10%	0%	\$38.6446 HRLY - 37.5	\$58.05	OT	HOL	\$7,535.70	\$0.00	\$2,500	\$1,200			
	ORDWAY, JENNIFER				SERGEANT	\$75,356.97	\$24,046.38						\$99,403		
	P2	4	20%	7%	\$38.6446 HRLY - 37.5	\$62.09	OT	HOL	\$15,071.39	\$5,274.99	\$2,500	\$1,200			
	BOWLES, SHANE				YOUTH OFFICER	\$61,777.95	\$13,584.48						\$75,362		
	P1	6	10%	6%	\$31.6810 HRLY - 37.5	\$50.49	OT	HOL	\$6,177.80	\$3,706.68	\$2,500	\$1,200			
	CASTAGNO, TYLER				PATROLMAN	\$61,777.95	\$19,762.27						\$81,540		
	P1	6	20%	6%	\$31.6810 HRLY - 37.5	\$50.49	OT	HOL	\$12,355.59	\$3,706.68	\$2,500	\$1,200			
	COHEN, CHRISTOPHER				INVESTIGATOR	\$61,777.95	\$13,584.47						\$75,362		
	P1	6	10%	6%	\$31.6810 HRLY - 37.5	\$50.49	OT	HOL	\$6,177.80	\$3,706.68	\$2,500	\$1,200			
	LOMBARDO, SEANNA				DETECTIVE	\$61,777.95	\$22,851.16						\$84,629		
	P1	6	25%	6%	\$31.6810 HRLY - 37.5	\$50.49	OT	HOL	\$15,444.49	\$3,706.68	\$2,500	\$1,200			
	51001 SALARIES F/T	EDUC	IFF/SPC		OT RATE	BASE	TOTAL STIP	STIP	EDUC	DIFF/SPC	CIVIL	DFIB/CLO	TOTAL		
	FITZGERALD, SEAN				PATROLMAN	\$61,777.95	\$22,851.16						\$84,629		

		P1	6	25%	6%	\$31.6810	HRLY - 37.5	\$50.49	OT	\$403.92	HOL	\$15,444.49	\$3,706.68	\$2,500	\$1,200	
		HANLON, CHRISTOPHER				PATROLMAN			\$61,777.95	\$14,202.25						\$75,980
		P1	6	10%	7%	\$31.6810	HRLY - 37.5	\$50.96	OT	\$407.68	HOL	\$6,177.80	\$4,324.46	\$2,500	\$1,200	
		HEBERT, MARK				PATROLMAN			\$61,777.95	\$13,555.59						\$75,334
		P1	6	20%	0%	\$31.6810	HRLY - 37.5	\$47.65	OT	\$381.20	HOL	\$12,355.59	\$0.00		\$1,200	
		KULLICH, JARROD				PATROLMAN			\$61,777.95	\$14,202.25						\$75,980
		P1	6	10%	7%	\$31.6810	HRLY - 37.5	\$50.96	OT	\$407.68	HOL	\$6,177.80	\$4,324.46	\$2,500	\$1,200	
		BARBERIO LYNNET				PATROLMAN			\$61,777.95	\$7,377.80						\$69,156
		P1	6	10%	0%	\$31.6810	HRLY - 37.5	\$47.65	OT	\$381.20	HOL	\$6,177.80	\$0.00		\$1,200	
		WILKINS, MARK				COMMUNITY SERVICES OFFICER			\$61,777.95	\$22,233.39						\$84,011
		P1	6	25%	0%	\$31.6810	HRLY - 37.5	\$50.01	OT	\$400.08	HOL	\$15,444.49	\$0.00	\$2,500	\$1,200	
										\$3,088.90	COMP					
		CUSTODIE, CHRISTOPHER				PATROLMAN			\$61,777.95	\$21,101.16						\$82,879
		P1	6	25%	6%	\$31.6810	HRLY - 37.5	\$51.06	OT	\$408.48	HOL	\$15,444.49	\$3,706.68		\$1,200	
										\$750.00	TR VEH					
		HENDERSON, TIMOTHY				PATROLMAN			\$59,839.07	\$17,356.55						\$77,196
		P1	4	20%	7%	\$30.6867	HRLY - 37.5	\$49.37	OT	\$394.96	HOL	\$11,967.81	\$4,188.73		\$1,200	
		FITZPATRICK, COLIN				PATROLMAN			\$56,988.95	\$12,597.79						\$69,587
		P1	3	20%	0%	\$29.2251	HRLY - 37.5	\$43.98	OT	\$351.84	HOL	\$11,397.79	\$0.00		\$1,200	
		KAZAN, JUSTEN				PATROLMAN			\$56,988.95	\$16,017.13						\$73,006
		P1	3	20%	6%	\$29.2251	HRLY - 37.5	\$46.60	OT	\$372.80	HOL	\$11,397.79	\$3,419.34		\$1,200	
		DAVIS, KENNETH				PATROLMAN			\$56,988.95	\$4,619.34						\$61,608
		P1	3	0%	6%	\$29.2251	HRLY - 37.5	\$46.60	OT	\$372.80	HOL		\$3,419.34		\$1,200	
		NEW OFFICER				PATROLMAN			\$51,690.99	\$4,301.46						\$55,992
		P1	3	0%	6%	\$26.5082	HRLY - 37.5	\$42.29	OT	\$338.32	HOL		\$3,101.46		\$1,200	
		TOTAL OFFICER SALARY														\$2,068,029
		DANA, LISA				ADMIN ASSISTANT			\$61,815.00							
		N4	10	0%		\$31.7000	HRLY - 37.5									
		TOTAL ADMIN SALARY														\$61,815
		TOTAL F/T SALARY														\$2,129,844
	51001	TOTAL BASE PAY														\$1,706,816.28

JOINT COMMUNICATIONS CENTER - 2110

		FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA		
		ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED		
10211001	51:PERSONNEL SERVICES								
	51001 SALARIES	\$423,291	\$415,438	\$401,112	\$100,070	\$413,559	\$413,559		
	51140 POLICE O/T	\$55,519	\$67,298	\$76,000	\$16,395	\$76,000	\$76,000		
	51005 ON DUTY HOLIDAY	\$0	\$0	\$29,509	\$0	\$29,674	\$29,674		
	PERSONNEL SERVICES TOTAL	\$478,809	\$482,735	\$506,621	\$116,465	\$519,233	\$519,233		
10211002	52:EXPENSES:PURCHASE OF SERVICES								
	52100 CONTRACTUAL SERVICES	\$6,778	\$7,629	\$1,500	\$0	\$1,500	\$1,500		
	52112 TRAINING & EDUCATION	\$3,501	\$241	\$1,000	\$112	\$1,000	\$1,000		
	52116 EQUIPMENT REPAIR	\$192	\$1,057	\$2,600	\$1,216	\$2,600	\$2,600		
	SUBTOTAL	\$10,470	\$8,926	\$5,100	\$1,328	\$5,100	\$5,100		
	53:EXPENSES:UTILITIES								
	53104 PHONE	\$11,945	\$12,357	\$2,500	\$2,004	\$2,500	\$2,500		
	53114 CELLULAR / MOBILE	\$0	\$0	\$0	\$0	\$12,000	\$12,000		
	SUBTOTAL	\$11,945	\$12,357	\$2,500	\$2,004	\$14,500	\$14,500		
	54:EXPENSES:SUPPLIES								
	54100 SUPPLIES	\$2,768	\$2,833	\$12,000	\$1,980	\$2,500	\$2,500		
	54115 UNIFORMS	\$1,690	\$2,883	\$3,000	\$678	\$3,000	\$3,000		
	54128 SOFTWARE LICENSING	\$0	\$0	\$6,500	\$6,998	\$6,500	\$6,500		
	SUBTOTAL	\$4,458	\$5,716	\$21,500	\$9,656	\$12,000	\$12,000		
	EXPENSES TOTAL	\$26,874	\$26,999	\$29,100	\$12,988	\$31,600	\$31,600		
DEPARTMENT TOTAL		\$505,683	\$509,735	\$535,721	\$129,453	\$550,833	\$550,833		

JOINT COMMUNICATIONS CENTER - 2110

FY19 BUDGET DETAIL

(Based on 52 weeks)

10211001	51:PERSONNEL SERVICES							OT RATE	BASE	TOTAL STIP	STIP	DIFF	TOTAL	
	51001	SALARIES												
		FRENI, RICHARD		JCC DISPATCHER COORDINATOR				\$55,714.04	\$2,399.00				\$58,113.04	
		CD	7	\$28.5713	HRLY - 37.5	\$42.86	OT	\$342.88	HOL	\$2,399.00				
		SANTILLO, ALANA		JCC DISPATCHER				\$51,263.94	\$0.00				\$51,263.94	
		CD	7	\$26.2892	HRLY - 37.5	\$39.43	OT	\$315.44	HOL	\$0.00				
		HUFF, GREGORY		JCC DISPATCHER				\$51,263.94	\$0.00				\$51,263.94	
		CD	7	\$26.2892	HRLY - 37.5	\$39.43	OT	\$315.44	HOL	\$0.00				
		REED, WILLIAM		JCC DISPATCHER				\$50,868.09	\$2,190.00				\$53,058.09	
		CD	6	\$26.0862	HRLY - 37.5	\$39.13	OT	\$313.04	HOL	\$2,190.00				
		PHILBRICK, COURTNEY		JCC DISPATCHER				\$50,868.09	\$2,190.00				\$53,058.09	
		CD	6	\$26.0862	HRLY - 37.5	\$39.13	OT	\$313.04	HOL	\$2,190.00				
		GENNARO, JESSICA		JCC DISPATCHER				\$46,852.07	\$0.00				\$46,852.07	
		CD	5	\$24.0267	HRLY - 37.5	\$36.04	OT	\$288.32	HOL	\$0.00				
		COSGROVE, KRYSTAL		JCC DISPATCHER				\$47,499.08	\$2,476.00				\$49,975.08	
		CD	4	\$24.3585	HRLY - 37.5	\$36.54	OT	\$292.32	HOL	\$2,476.00				
		SKERRY, PHILIP		JCC DISPATCHER				\$47,499.08	\$2,476.00				\$49,975.08	
		CD	4	\$24.3585	HRLY - 37.5	\$36.54	OT	\$292.32	HOL	\$2,476.00				
		SALARIES TOTAL											\$413,559	
	51001	HOLIDAY PAY												\$29,674
		8 OFFICERS @ OT RATE @ 12 HOLIDAYS												
		<i>(Actual will be lower since all officers do not work all holidays)</i>												
	51140	OVERTIME												\$76,000
	PERSONNEL SERVICES TOTAL												\$519,233	

EMERGENCY MANAGEMENT - 2120

				FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA
				ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED
10212002	52:EXPENSES:PURCHASE OF SERVICES								
	52100	CONTRACTUAL SERVICES		\$9,730	\$9,415	\$10,000	\$3,815	\$10,000	\$10,000
	52112	TRAINING & EDUCATION		\$5,654	\$4,438	\$6,000	\$968	\$6,000	\$6,000
	SUBTOTAL			\$15,384	\$13,853	\$16,000	\$4,783	\$16,000	\$16,000
	54:EXPENSES:SUPPLIES								
	54100	SUPPLIES		\$7,238	\$2,588	\$7,000	\$8,200	\$7,000	\$7,000
	SUBTOTAL			\$7,238	\$2,588	\$7,000	\$8,200	\$7,000	\$7,000
	EXPENSES TOTAL			\$22,622	\$16,442	\$23,000	\$12,983	\$23,000	\$23,000
DEPARTMENT TOTAL				\$22,622	\$16,442	\$23,000	\$12,983	\$23,000	\$23,000

FIRE DEPARTMENT - 2200

			FY16	FY17	FY18	FY18 YTD	FY19	FY19 TA	
			ACTUAL	ACTUAL	BUDGET	9/30/2017	DEPT REQUESTED	RECOMMENDED	
10220001	51:PERSONNEL SERVICES								
	51001	SALARIES	\$1,952,857	\$2,021,849	\$1,932,993	\$497,050	\$2,075,364	\$2,075,364	
	51003	SALARIES P/T		\$0	\$22,679	0	\$22,593	\$22,593	
	51005	ON DUTY HOLIDAY PAY			\$80,800	\$9,835	\$87,533	\$87,533	
	51006	OFF DUTY HOLIDAY PAY			\$47,150	\$8,083	\$51,133	\$51,133	
	51128	ALS SALARIES	\$20,604	\$1,308	0	\$0	0	0	
	51140	OVERTIME	\$277,751	\$322,812	\$354,000	\$99,564	\$380,714	\$380,714	
	PERSONNEL SERVICES TOTAL		\$2,251,212	\$2,345,969	\$2,437,622	\$614,532	\$2,617,336	\$2,617,336	*
10220002	52:EXPENSES:PURCHASE OF SERVICES								
	52100	CONTRACTUAL SERVICES	\$47,127	\$50,216	\$39,000	\$28,787	\$39,000	\$39,000	
	52111	PHYSICALS	\$0	\$0	\$500	\$0	\$500	\$500	
	52112	TRAINING & EDUCATION	\$15,966	\$11,741	\$9,000	\$327	\$10,000	\$10,000	
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS		\$0	\$11,300	\$495	\$14,500	\$14,500	
	52118	EQUIPMENT RENTAL	\$0	\$0	\$500	\$0	\$500	\$500	
	52171	PARAMEDIC TRAINING	\$2,205	\$4,490	\$3,000	\$750	\$5,000	\$5,000	
	SUBTOTAL		\$65,298	\$66,447	\$63,300	\$30,359	\$69,500	\$69,500	
	53:EXPENSES:UTILITIES								
	53114	MOBILE		\$0	\$750	\$146	\$800	\$800	
	SUBTOTAL			\$0	\$750	\$146	\$800	\$800	
	54:EXPENSES:SUPPLIES								
	54100	SUPPLIES		\$78	\$7,000	-\$158	\$7,500	\$7,500	
	54110	VEHICLE PARTS	\$11,431	\$15,024	\$15,000	\$1,829	\$15,000	\$15,000	
	54111	VEHICLE GAS	\$17,222	\$21,073	\$20,000	\$3,507	\$23,000	\$23,000	
	54115	UNIFORMS	\$28,913	\$31,128	\$33,000	\$700	\$35,000	\$35,000	
	52118	OFFICE SUPPLIES	\$4,278	\$3,820	\$5,000	\$1,932	\$5,000	\$5,000	
	54119	MEDICAL SUPPLIES	\$31,100	\$30,889	\$32,200	\$6,766	\$35,000	\$35,000	
	54120	AMBULANCE SUPPLIES	\$110	\$100	\$0	\$0	\$0	\$0	
	54122	VEHICLE REPAIR	\$31,848	\$38,287	\$32,000	\$10,566	\$32,000	\$32,000	
	54123	MISCELLANEOUS	\$9,329	\$8,070	\$0	\$0	\$0	\$0	
	54128	SOFTWARE LICENSING		\$0	\$12,550	\$0	\$12,550	\$12,550	
	54500	SMALL EQUIPMENT	\$29,099	\$34,897	\$30,000	\$7,610	\$30,000	\$30,000	
	54501	FIRE ALARM EQUIPMENT	\$4,248	\$8,720	\$3,000	\$739	\$3,500	\$3,500	
	SUBTOTAL		\$167,578	\$192,085	\$189,750	\$33,490	\$198,550	\$198,550	
	EXPENSES TOTAL		\$232,876	\$258,532	\$253,800	\$63,996	\$268,850	\$268,850	
DEPARTMENT TOTAL			\$2,484,088	\$2,604,501	\$2,691,422	\$678,528	\$2,886,186	\$2,886,186	
* Includes two new Firefighters (not yet approved)									

FIRE DEPARTMENT - 2200

FY19 BUDGET DETAIL

(Based on 52 weeks)

10220001	51:PERSONNEL SERVICES													
	51001	SALARIES F/T					FY18 BASE	TOT STIP	CLOTH	EDUC	MEDIC	CERT	TOTAL	
		HOUGHTON, DAVID					\$127,264						\$128,164	
		N13	10											
			\$69.9253	HRLY - 35			\$104.89	OT (1 1/2)	\$900	\$900				
		MCPHERSON, NEIL					\$96,960						\$101,735	
		N9	10											
			\$53.2747	HRLY - 35			\$79.91	OT (1 1/2)	\$4,775	\$900	\$3,375	\$500		
		HOLLAND, ANDREW					\$83,508						\$87,283	
		F6E	4											
			\$38.2362	HRLY - 42			\$38.24	Hourly OT*	\$3,775	\$900	\$2,875			
		DOREY, ROBERT					\$77,202						\$82,252	
		F5E	4											
			\$35.3489	HRLY - 42			\$35.35	Hourly OT	\$5,050	\$900	\$3,750	\$400		
		GEMELLI, JAMES					\$77,202						\$79,902	
		F5E	4											
			\$35.3489	HRLY - 42			\$35.35	Hourly OT	\$2,700	\$900	\$1,600	\$200		
		BUENTELLO, DANIEL					\$77,202						\$81,577	
		F5E	4											
			\$35.3489	HRLY - 42			\$35.35	Hourly OT	\$4,375	\$900	\$3,375	\$100		
		HALFPENNY, GREGORY					\$70,956						\$71,956	
		F4E	4											
			\$32.4888	HRLY - 42			\$32.49	Hourly OT	\$1,000	\$900		\$100		
		KNOX, ROBERT					\$70,956						\$75,331	
		F4E	4											
			\$32.4888	HRLY - 42			\$32.49	Hourly OT	\$4,375	\$900	\$3,375	\$100		
		MCGUIRE, KENNETH					\$70,956						\$71,956	
		F4E	4											
			\$32.4888	HRLY - 42			\$32.49	Hourly OT	\$1,000	\$900		\$100		

	51001	SALARIES F/T						FY18 BASE	TOT STIP	CLOTH	EDUC	MEDIC	CERT	TOTAL
		WILLIAMS, DOUGLAS				FIRE LIEUTENANT		\$70,956						\$71,956
		F4E	4											
			\$32.4888	HRLY - 42		\$32.49	Hourly OT		\$1,000	\$900			\$100	
		SPURLING, DANIEL				FIRE PREVENTION INSPEC		\$67,544						\$72,644
		F3E	4											
			\$30.9269	HRLY - 42		\$32.85	Hourly OT		\$5,100	\$900		\$4,200		
		CASALI, DEAN				FIRE MECHANIC		\$67,544						\$72,119
		F3E	4											
			\$30.9269	HRLY - 42		\$30.93	Hourly OT		\$4,575	\$900	\$3,375		\$300	
		VACANT				FIRE FIGHTER		\$61,463						\$70,138
		F1E	4											
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,675	\$900	\$3,375	\$4,200	\$200	
		LEONE, WILLIAM				FIRE FIGHTER		\$61,463						\$62,463
		F1E	4											
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$1,000	\$900			\$100	
		MCLEOD, JEFFREY				FIRE FIGHTER		\$61,463						\$62,363
		F1E	4											
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$900	\$900				
		PIERCE-DURANT, DEBRA				FIRE FIGHTER		\$61,463						\$65,338
		F1E	4											
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$3,875	\$900	\$2,875		\$100	
		WHEELER, ALEXISS				FIRE FIGHTER		\$61,463						\$70,238
		F1E	4											
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,775	\$900	\$3,375	\$4,200	\$300	
								\$200	CPR					
		WINNER, TODD				FIRE FIGHTER		\$61,463						\$62,463
		F1E	4											
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$1,000	\$900			\$100	
		ASH, WILLIAM				FIRE FIGHTER		\$61,463						\$62,463
		F1E	4											
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$1,000	\$900			\$100	

	51001	SALARIES F/T						FY18 BASE	TOT STIP	CLOTH	EDUC	MEDIC	CERT	TOTAL	
		DEMPSEY, TIMOTHY				FIRE FIGHTER		\$61,463						\$65,338	
		FIE	4												
			\$28.1426	HRLY - 42		\$28.14	Hourly OT		\$3,875	\$900	\$2,875		\$100		
		BOYES, MICHAEL				FIRE FIGHTER		\$61,463						\$70,038	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,575	\$900	\$3,375	\$4,200	\$100		
		TYREE, WILLIAM				FIRE FIGHTER		\$61,463						\$69,638	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,175	\$900	\$2,875	\$4,200	\$200		
		WALKINSHAW, PATRICK				FIRE FIGHTER		\$61,463						\$66,663	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$5,200	\$900		\$4,200	\$100		
		VACANT				FIRE FIGHTER		\$61,463						\$70,138	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,675	\$900	\$3,375	\$4,200	\$200		
		RICHARDSON, COLIN				FIRE FIGHTER		\$61,463						\$66,563	
		FIE	4	STEP 2 \$40,474.34											
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$5,100	\$900		\$4,200			
		DAVID, JOSIAH				FIRE FIGHTER		\$61,463						\$68,363	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$6,900	\$900	\$1,600	\$4,200	\$200		
		NEW POSITION 1				FIRE FIGHTER		\$61,463						\$70,138	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,675	\$900	\$3,375	\$4,200	\$200		
		NEW POSITION 2				FIRE FIGHTER		\$61,463						\$70,138	
		FIE	4												
			\$28.1426	HRLY - 42		\$30.07	Hourly OT		\$8,675	\$900	\$3,375	\$4,200	\$200		
		FIREFIGHTER/TECHNICAL SUPPORT SPECIALIST												\$3,000	
		FIREFIGHTER PARAMEDIC/EMERGENCY MEDICAL SERVICES COORDINATOR SPECIALIST												\$3,000	
		TOTAL F/T SALARY												\$2,075,364	*
		* Hourly OT is straight-time hourly rate; when time and 1/2 is earned this must be calculated													
	51003	SALARIES P/T													
		MALONEY, SHARON				SECRETARY				\$22,593					

		N1	5			\$22,593							
			\$22.8670	HRLY - 19	\$34.30	OT = time and 1/2							
			TOTAL P/T SALARY										\$22,593
	51140			OVERTIME									\$380,714
				ON-DUTY HOLIDAY PAY									\$87,533
				OFF-DUTY HOLIDAY PAY									\$51,133
				31.17		overall average							
				36.07		average captain							
				32.49		average lieutenant							
				29.62		average firefighter							
				31.17		shift-weighted average (1 captain, 1 lieutenant, 4 firefighters)							
				* Hourly OT is straight-time hourly rate, for those times when time and 1/2 is earned this must be calculated									
				OT = rate plus Medic ??									
				PERSONNEL SERVICES TOTAL									\$2,617,336
10220002	52:EXPENSES:PURCHASE OF SERVICES												
	52100	CONTRACTUAL SERVICES				\$39,000							
		Girard, Imagetrend, Groom, Physio, Longfellows Club											
	52111	PHYSICALS				\$500							
	52112	TRAINING & EDUCATION (Fire Tech & Safety)				\$10,000							
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS				\$14,500							
		Fire Chief's Assoc, Comm of MA, International, District 14											
	52118	EQUIPMENT RENTAL				\$500							
	52171	PARA TRAIN				\$5,000							
		SUBTOTAL								\$69,500			
	53:EXPENSES:UTILITIES												
	53114	CELLULAR PHONES / MOBILE DATA				\$800							
		SUBTOTAL								\$800			
	54:EXPENSES:SUPPLIES												
	54100	SUPPLIES				\$7,500							
		Drugs, medical supplies, bandaids, EMS-related, EZ-Pass											
	54110	VEHICLE PARTS				\$15,000							
	54111	VEHICLE GAS				\$23,000							
	54115	UNIFORMS				\$35,000							
		Personal Protective Equipment (new and replacement)											
	52118	OFFICE SUPPLIES				\$5,000							
	54119	MEDICAL SUPPLIES				\$35,000							
	54120	AMBULANCE SUPPLIES				\$0							
	54122	VEHICLE REPAIR				\$32,000							
	54123	MISCELLANEOUS				\$0							

	54128	SOFTWARE LICENSING				\$12,550							
		Virtual, PAMET											
	54500	SMALL EQUIPMENT				\$30,000							
	54501	FIRE ALARM EQUIPMENT				\$3,500							
	SUBTOTAL							\$198,550					
	EXPENSES TOTAL											\$268,850	
	DEPARTMENT TOTAL												\$2,886,186
	NOTE: Step increases apply through Step 4												
	* Includes two new Firefighters (not yet approved)												

COUNCIL ON AGING - 5460

FY19 BUDGET DETAIL

<i>(Based on 52 weeks)</i>									
10546001	51: PERSONNEL SERVICES								SALARY
	51001 SALARIES								
		SECORD, JULIE			COUNCIL ON AGING DIRECTOR			\$84,057.97	
		G7B	10	46.1857	HRLY-35				
		HATTON, SUSAN			OUTREACH COORDINATOR			\$43,936.33	
		N3	10	29.1355	HRLY-29				
		GREENWOOD, NANCY			DEPARTMENT ASSISTANT			\$51,135.08	\$179,129.39
		C14	10	28.0962	HRLY-35				
	51003 P/T SALARIES								
		LEVINE, SHAWNA			PROJECT COORDINATOR			\$27,269.80	\$27,269.80
		N3A	10	29.1344	HRLY	x 18 hrs/wk			
	PERSONNEL SERVICES TOTAL								\$206,399.19
10546002	52: EXPENSES: PURCHASE OF SERVICES								
	52100	CONTRACTUAL SERVICES					\$400		
	52110	MEETINGS & CONFERENCES					\$400		
	52112	TRAINING & EDUCATION					\$100		
	52113	TRAVEL					\$0		
	52114	DUES, SUBSCRIPTIONS, MEMBERSHIPS					\$1,430		
	52116	EQUIPMENT REPAIR					\$0		
	52130	PRINTING					\$0		
	52136	TRANSPORTATION					\$14,700		
	52149	TAX WORKOFF					\$28,600		
	SUBTOTAL						\$45,630		
	54: EXPENSES: SUPPLIES								
	54100	SUPPLIES					\$6,000		
	54118	OFFICE SUPPLIES					\$0		
	54121	POSTAGE					\$6,600		
	54149	SMALL EQUIPMENT					\$550		

(7) Special Town Meeting Articles

DATE: OCTOBER 10, 2017
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: SPECIAL TOWN MEETING ARTICLES

REQUESTED ACTIONS:

VOTE TO INSERT ARTICLES INTO THE WARRANT AND TAKE POSITIONS

VOTE TO ORDER ARTICLES

BACKGROUND:

➤ **ARTICLE ACTIONS:**

The Board has yet to take action on 5 articles:

- **Article I: Library**
 - The MA Board of library Commissioners voted to extend the timetable for the Town to take action to fund the Library project to April Town Meeting.
- **Article J: High School Stadium Complex**
- **Article K: Synthetic Turf Field: Loker**
- **Article M: Aqueduct Pedestrian Crossings**
 - See attached update from Conservation Administrator.
 - The Police Chief will be available to discuss public safety.
 - Town Counsel is reviewing eligibility of the project for CPA funds. I will have this information Monday.
- **Article O: CPA: Stone Pillars – Castle Gate Road and West Plain**

Article List with Board of Selectmen and Finance Committee positions is attached.

➤ **ARTICLE ORDER:**

The Chair provides the attached suggested order for your consideration.

ARTICLE LIST FOR NOVEMBER 14, 2017 SPECIAL TOWN MEETING

Article	November 2017 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
A	Pay Previous Fiscal Years Unpaid Bills	Board of Selectmen	L. Anderson	G. Uveges	5-0-0	
B	Current Year Transfers	Board of Selectmen	C. Karlson	G. Uveges	5-0-0	
C	Accept Gifts of Land at Town Center	Board of Selectmen	C. Karlson	S. Correia	5-0-0	
D	Change Filing Deadline for Circuit Breaker Match Program	Board of Selectmen	C. Karlson	G. Uveges	5-0-0	
E	Compensation for Town Clerk	Board of Selectmen	L. Anderson	S. Correia	5-0-0	
F	Personnel Bylaws and Wage and Classification Plan	Personnel Board	L. Anderson	B. Steinberg	5-0-0	7-0-0
G	Initial Year Funding of Town Successor Collective Bargaining Agreements	Personnel Board	L. Anderson	B. Steinberg	5-0-0	7-0-0
H	All School Personnel Bargaining Agreements 2017-2020	School Committee	C. Karlson	C. Martin	5-0-0	
I	Appropriate Funds to Construct New Library Building	Board of Library Trustees	D. Levine	J. Gorke		
J	High School Stadium Complex Renovation Design Fees	School Committee and Recreation Commission	L. Jurist	K. Shigley		

ARTICLE LIST FOR NOVEMBER 15, 2016 SPECIAL TOWN MEETING

Article	November 2017 Article Name	Sponsor	Assignee Selectmen	Assignee FinCom	Position Selectmen	Position FinCom
K	Synthetic Turf Field at Loker Conservation and Recreation Area	Recreation Commission	L. Jurist	B. Steinberg		
L	107 Old Sudbury Road Demolition	Board of Public Works	D. Levine	C. Martin	5-0-0	
M	Appropriate Funds to Install Weston Aqueduct Pedestrian Crossings	Conservation Commission	M. Antes	S. Correia		
N	Non-Medical/Recreational Marijuana Six Month Moratorium – Zoning Bylaw Amendment	Youth Advisory Committee	L. Jurist	S. Correia	5-0-0	
O	Appropriate Funds to Restore/Preserve Stone Pillars at Castle Gate Road and West Plain Street	Community Preservation Committee	M. Antes	C. Martin	5-0-0	
P	Appropriate Funds for Design of Part 2 of the High School Athletic Preferred Improvement Plan	Community Preservation Committee and School Committee	D. Levine	K. Shigley		

DRAFT FOR DISCUSSION OCT 10, 2017

Proposed STM 2017 Article Order

* Asterisk indicates articles proposed for abbreviated presentation procedure; scheduled at 5 minutes each.

<u>#</u>	<u>Letter</u>	<u>Name</u>	<u>Sponsor</u>	<u>Est Time</u>	<u>Length of Mtg</u> <u>Date</u>	<u>Minutes</u>	<u>Hours</u>	<u>End Time</u>
<u>TUESDAY 1</u>		<u>7:00PM START</u>						
1	A*	Previous Years Bills	BoS	5				
2	B*	Current Year Transfer	BoS	5				
3	F*	Personnel Bylaws	PersBd	5				
4	E*	Compensation for Town Clerk	BoS	5				
5	G	Town Union CBA	PersBd	10				
6	H	School Union CBA	Schools	10				
7	D*	Circuit Breaker	BoS	5				
8	C	Gifts of Land	BoS	30				
9	N	Marijuana Moratorium Bylaw	YAC	30				
10	O	CPC Castle Gate	CPC	15				
11	M	Aqueduct Crossings	ConCom	20				
12	L	Demo 106 Old Sudbury	BoPW	20				
13	J	HS Athletic Complex	Schools/Rec	45	Tues 11/14	205	3.4	10:20pm
14	P	CPC HS Athletic Plan	CPC/Schools	15				
15	K	Loker Turf Field	Rec	45	Wed 11/15	60	1.0	8:00pm
					Total	265	4.4	11:15pm

WEDNESDAY 2 **7:00PM START**

Pulled	I	Library Grant	Library	Extension granted for consideration at ATM.
---------------	----------	---------------	---------	---



TOWN OF WAYLAND
MASSACHUSETTS
01778
CONSERVATION COMMISSION

TOWN BUILDING
41 COCHITUATE ROAD
TELEPHONE: (508) 358-3669
FAX: (508) 358-3606

DATE: October 4, 2017
TO: Nan Balmer
FROM: Linda Hansen, Conservation Administrator *LH*
SUBJECT: Weston Aqueduct Pedestrian Crossings

As requested, attached is a copy of the signed Massachusetts Water Resources Authority 8(m) permit with the Town of Wayland granting permission for passive recreational use of Weston Aqueduct. Special condition number 6 (page 6) states that the Town shall be responsible for street crossing enhancements. MWRA will not officially open the aqueduct trail until these crossings are installed.

Also attached is the cost estimate by TEC for the three crossings located at Old Connecticut Path, Pine Brook, and Stonebridge Road. Photos of the pedestrian crossing at Elm Street in Framingham, similar to the one proposed at Stonebridge Road, is also attached. Opening the aqueduct trail in Wayland would connect with the aqueduct trail in Weston and Framingham (after crossing the historic 'hot dog' bridge over the Sudbury River). I have included a map of the aqueduct trail in Wayland for your reference.



MASSACHUSETTS WATER RESOURCES AUTHORITY

8(m) PERMIT

TOWN OF WAYLAND

**Permit No. 16-1784
Weston Aqueduct**

May 2016

TO: Nan Balmer, Town Administrator
Town of Wayland
41 Cochituate Road
Wayland, MA 01778-2614

Pursuant to Section 8(m) of Chapter 372 of the Acts of 1984, the Town of Wayland (hereinafter referred to as "Permittee") is hereby granted permission to use certain portions of land in the Town of Wayland to the extent that they are under the care, custody, and control of the Massachusetts Water Resources Authority ("MWRA" or the "Authority") for the purpose set forth below.

The land is described as follows:

Those portions of the Weston Aqueduct located within the Town of Wayland, Massachusetts shown in yellow on plans entitled "Figure 1 - "Weston Aqueduct Public Access Path - Town of Wayland, Massachusetts - 8(m) permit no. 16-1784", and "Figure 2 - Weston Aqueduct Public Access Path - Town of Wayland, Massachusetts - 8(m) permit no. 16-1784" attached hereto and incorporated herein (hereinafter referred to as the "Permitted Property" or "Premises").

Permittee may use the land for the purpose of:

Establishing, operating and maintaining passive recreational trails.



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

TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

RECEIVED

JUN 01 2016

WAYLAND COLLEGE LIBRARY

BOARD OF SELECTMEN

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

June 1, 2016

Marianne Connolly
Senior Program Manager
MWRA
100 First Avenue Building 39
Charlestown MA 02129

RE: Signed 8 (m) Permit #16-1784

Dear Ms. Connolly:

Enclosed is the signed MWRA 8 (m) permit for the Town of Wayland, authorizing public access along the Weston Aqueduct.

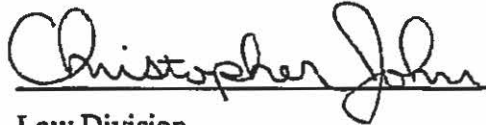
Sincerely,

MaryAnn DiNapoli
Executive Assistant
Board of Selectmen

cc: Brian Monahan, Conservation Administrator
/enc

MWRA 8(m) Permit No. 16-1784
Weston Aqueduct
Public Access Path
Town of Wayland, Massachusetts

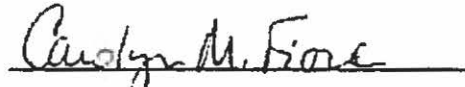
Approved as to Form:
Massachusetts Water Resources Authority,



Law Division

Dated:

Approved:
Massachusetts Water Resources Authority,

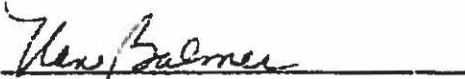


Deputy Chief Operating Officer

Dated: 5/26/16

This permit is subject to the 8(m) Permit Terms and Conditions, and the 8(m) Permit Special Terms and Conditions, if any, attached hereto and made a part hereof. Permittee agrees that it shall be bound by, and shall comply with, said Terms and Conditions.

Town of Wayland,



Nan Balmer
Town Administrator

Dated: 5/31/16

This permit shall have no effect until such time as the Authority receives two (2) fully executed originals of this permit. Please return the fully executed originals to:

Massachusetts Water Resources Authority
100 First Avenue, Building 39-3
Charlestown, MA 02129
Attn: Marianne Connolly
Public Affairs



MWRA 8(m) Permit No. 16-1784
Weston Aqueduct
Public Access Path
Town of Wayland, Massachusetts

8(m) PERMIT TERMS AND CONDITIONS

1. This permit supersedes any other previous documents between the Authority and the Permittee that pertain to the use of the Permitted Property. **This permit may not be assigned or transferred. The Authority may revoke this permit at any time.**
2. Permittee's use of the Permitted Property shall at no time interfere with the Authority's activities or operations on the Permitted Property or on the adjacent property under the Authority's care, custody, and control.
3. **All work allowed by this permit shall be limited to surface work intended to operate a passive recreational trail while protecting the subsurface infrastructure operated by the Authority. No vehicles, equipment, or material shall be parked, stationed, set up or stored directly above the Authority's Weston Aqueduct or infrastructure.**
4. **Any proposed work beyond the scope of this Permit must have the prior written approval of the Authority. The Permittee must submit an 8(m) permit application, plans, and specifications in advance of any planned improvements to the Permitted Property to the Authority for review and approval.**
5. The granting of this permit shall in no way interfere with the rights of the Authority to exercise its existing rights in or over the Permitted Property. Permittee acknowledges that the Authority may enter upon the location at any time in order to carry out the inspection, maintenance, repair, and replacement of its property.
6. The Permittee may not perform any work that may impact or affect the integrity or operability of the subsurface infrastructure operated by the Authority including blasting or drilling without express prior written approval of the Authority. Permittee will monitor the use of the Permitted Property and take measures to prevent any negative impacts including, but not limited to, the erosion of soils.
7. **In case of Emergency, the Permittee or its designee shall contact MWRA Water Operations Command Center (617) 305-5950.**
8. The Authority plans to maintain the Permitted Property in a similar manner as it does upon the date of the granting of this 8(m) Permit. To the extent that the Permittee desires any additional maintenance, the Permittee may conduct said additional maintenance subject to the approval of the Authority and shall be solely responsible for that additional maintenance of the Premises at no cost to the Authority.
9. The Permittee shall remove, at its own expense, within three (3) months of the date of written notice from the Authority, any or all signs, structures and appurtenances installed by the Permittee on the Permitted Property under this permit if, in the Authority's sole discretion, such removal is necessary for the operation, maintenance or replacement of

MWRA 8(m) Permit No. 16-1784
Weston Aqueduct
Public Access Path
Town of Wayland, Massachusetts

the Authority's infrastructure.

10. The Permittee recognizes and acknowledges the applicability of M.G.L. Chapter 21 Section 17C to Permittee's use of the Permitted Property allowed hereunder. The Permittee shall not charge any fee or accept any compensation or consideration for the use of the Permitted Property by any member of the public, shall not engage in any conduct, nor maintain any condition upon the Permitted Property which could be deemed to constitute willful, wanton or reckless conduct under Section 17C of M.G.L. Chapter 21 and shall otherwise conduct itself and its agents, employees, contractors, and invitees in a manner that will preserve the Authority's, and the Commonwealth of Massachusetts' immunity from liability to those coming onto the Permitted Property.
11. To the extent permitted by law, the Permittee and its consultants, employees, contractors, agents, invitees, successors and assigns shall indemnify, hold harmless and defend the Authority and its directors, employees, agents, successors and assigns from all damages and/or claims arising from the acts or omissions of the Permittee on the Permitted Property or of anyone acting by, or through the Permittee. The Permittee's obligations under this paragraph shall include payment to the Authority of all costs to repair all such damage caused to the Authority's property.
12. In consideration of the issuance of this permit, Permittee releases the Authority and its directors, employees, agents, and the Commonwealth of Massachusetts from any and all claims, suits, and causes of actions of any kind or description to the extent caused by, arising out of or related to any work or activity by Permittee or its consultants, contractors, employees, agents or invitees under this permit, including without limitation those for loss, damage or destruction of property, for personal injury or death of any consultant, contractor, employee, agent or invitee of either Permittee or any entity acting by or through it hereunder, and from any and all damages arising out of any such claims including any direct, indirect or consequential damages, economic loss or loss of profits, together with all attorneys' fees and any related costs and expenses. This paragraph shall not apply to any claim, suit, cause of action or damage which arises solely out of the act or omission of the MWRA or any officer, employee, agent or representative of the MWRA.

Notwithstanding the foregoing, the Authority shall be responsible for any claims, liabilities, losses, damages or costs that arise from or relate to its gross negligence or willful misconduct to the extent that the gross negligence or willful misconduct of the Authority or its officers, agents, contractors, employees, or invitees is a proximate cause of death, personal injury or property damage.
13. The Authority does not warrant that title to the Permitted Property is held by the Authority or the Commonwealth of Massachusetts and does not warrant or represent that this permit will be recognized by third parties as effective to grant the rights intended by the Authority.

MWRA 8(m) Permit No. 16-1784
Weston Aqueduct
Public Access Path
Town of Wayland, Massachusetts

14. By the grant of this permit, the Authority does not warrant that Permittee will have exclusive and uninterrupted use of the Permitted Property to the Permittee. Permittee acknowledges that the Authority may not be granting all rights of access or use of the Permitted Property necessary for the implementation of the Permittee's intended use, that other persons or entities may hold or claim interests in portions of the property covered by this permit, and that the Authority may not have the ability, or authority, to grant such rights throughout the entirety of the property. The Authority shall notify the Permittee in writing of any such interest, or claim of such interest, by other persons or entities of which the Authority is aware, or becomes aware, during the term of this permit and the Permittee shall notify the Authority in writing of any such interest, or claim of such interest, by other persons or entities of which the Permittee is aware, or becomes aware, during the term of this permit.
15. The Authority shall not be responsible for curing or removing any encroachments upon the Permitted Property which may interfere with Permittee's use. The Authority shall also not be responsible for litigating or otherwise resolving any adverse claims regarding rights to the Permitted Property whether or not such adverse rights interfere with the Permittee's proposed use.
16. Should it be determined that legislation is required for the implementation and/or continuation of the Permittee's proposed use of the Permitted Property, the Authority shall cooperate with any effort to obtain such legislation but neither the Authority nor the Commonwealth of Massachusetts can guarantee that such legislation can be obtained.
17. If, at any time that this permit is in effect, the Authority decides to surplus its care, custody, and control of the Permitted Property and the property rights associated with it, this permit will immediately terminate and notice of such termination will be given to Permittee. Permittee agrees that such determination to surplus the property is in the sole discretion of the Authority.
18. The Authority and Permittee shall be independently responsible for undertaking response actions for the remediation of oil and/or hazardous materials, in accordance with G.L. c. 21E, which are the direct and sole result of their own activities, respectively, on the Permitted Property. As between the Authority and Permittee, neither shall be responsible for indemnifying the other or for undertaking such response actions which result from incidents or releases for which the other is deemed to be responsible or which: (i) result from the presence of oil and/or hazardous materials that existed on the Permitted Property prior to the Authority's and Permittee's, respectively, having acquired any rights to occupy any part of the Permitted Property, (ii) result from the activities of third parties, or (iii) result from the migration of oil or hazardous material onto the Permitted Property from any abutting property.

MWRA 8(m) Permit No. 16-1784
Weston Aqueduct
Public Access Path
Town of Wayland, Massachusetts

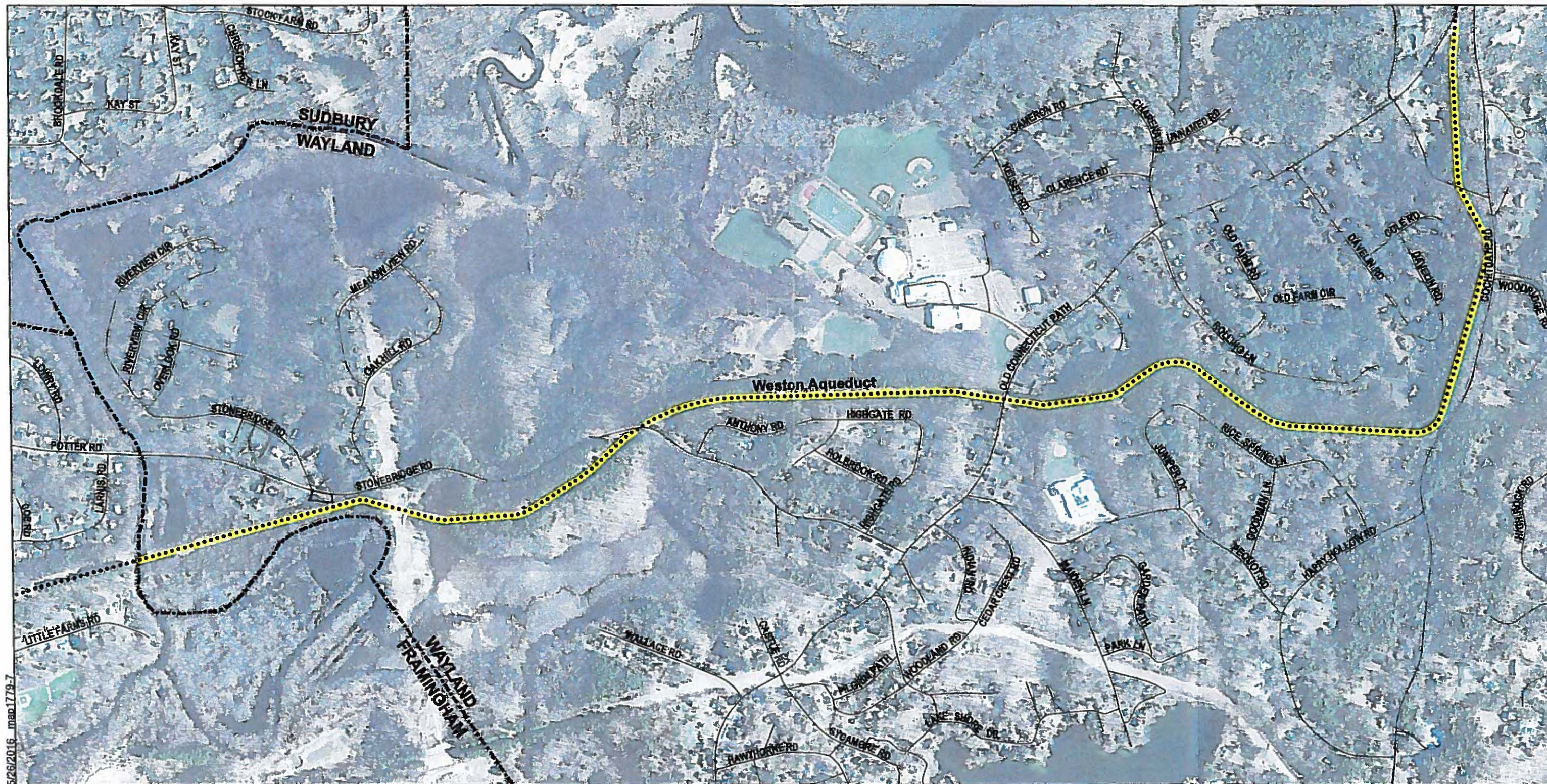
8(m) PERMIT SPECIAL TERMS AND CONDITIONS

1. Permittee shall develop a Safety and Emergency Response Plan in conjunction with the Wayland Police, Fire and Emergency Services Departments.
2. Permittee shall be responsible for taking any actions reasonable and necessary for the development and operation of the passive recreational trail system permitted hereunder and the mitigation of the impacts of such trail system on abutting property. The Authority will not be responsible for any mitigation of impacts of the trail system to abutting property.
3. Permittee shall be responsible for monitoring and managing the control of litter, including dog waste on the Permitted Property. Permittee shall institute a "Carry In/Carry Out" policy and monitor compliance with such regulation. Should the "Carry-In/Carry Out" not be successful, the Permittee, with the approval of the Authority, shall install trash receptacles and establish a dog waste program, including the installation of mutt mitt dispensers and trash receptacles at approved locations. Should trash receptacles be installed, Permittee shall empty the receptacles on a regular basis.
4. No motor vehicles (e.g., dirt bikes, ATVs) shall be allowed on the Premises. The Permittee, in conjunction with local police, shall be responsible for the enforcement of these restrictions.
5. Permittee shall give the Authority thirty (30) days notice prior to commencing operations pursuant to this permit.
6. Permittee shall be responsible for any street crossing enhancements deemed necessary by local, state, and federal authorities, including but not limited to the striping of crosswalks and signage in order to insure the safety of the users of the trail and the general public.
7. Permittee shall submit drafts of trail signs to the Authority for approval prior to posting.
8. Permittee may form a citizen's advisory group to monitor, support and provide information to the general public on the rules, regulations and location of the trail, subject to the terms of this permit.
9. The Authority may close the Permitted Property to the public at any time for emergency maintenance or repairs or in response to a water infrastructure security threat.
10. The Authority may also temporarily close the Permitted Property, or portions thereof, to safely perform necessary maintenance activities. If such temporary closures are necessary, the Authority will provide advance notice to the Permittee.



Figure 1
Weston Aqueduct Public Access Path
Town of Wayland, Massachusetts

Massachusetts Water Resources Authority 8(m) Permit May, 2016



5/26/2016 map1779-7

0 350 700 1,400 Feet

— Weston Aqueduct Public Access Path - - - - Weston Aqueduct

Total length of Public Access Path on this map: 2.4 miles
Total length of Public Access Path in Wayland: 4.2 miles

Map for Reference Only
This dataset/map is for convenience only. There are no warranties as to the accuracy and/or use.

1 inch = 700 feet



Figure 2 Weston Aqueduct Public Access Path Town of Wayland, Massachusetts


Massachusetts Water Resources Authority 8(m) Permit May, 2016



5/26/2016 map.1779-8

0 350 700 1,400 Feet

1 inch = 700 feet

 Weston Aqueduct Public Access Path

Total length of Public Access Path on this map: 1.8 miles
Total length of Public Access Path in Wayland: 4.2 miles

 Weston Aqueduct

Map for Reference Only

This dataset/map is for convenience only. There are no warranties to the accuracy and/or use.

CONSTRUCTION COST ESTIMATE

DATE: 7/11/2017

DESCRIPTION: WAYLAND AQUEDUCT CROSSINGS AT OLD CONNECTICUT PATH AND PINE BROOK RD
 LOCATION: WAYLAND, MA
 ESTIMATOR: KRP

TEC PROJ. #: T0558.18
 DESIGN STAGE: Construction
 CHECKED BY: PFE

SPEC	ITEM	DESCRIPTION	UNIT	QTY	UNIT PRICE	AMOUNT
	102.1	TREE TRIMMING	FT	400	\$15.00	\$6,000.00
*	102.51	INDIVIDUAL TREE PROTECTION	EA	10	\$200.00	\$2,000.00
*	102.52	TEMPORARY TREE PROTECTION FENCE	FT	133	\$5.00	\$665.00
	120.1	UNCLASSIFIED EXCAVATION	CY	30	\$25.00	\$750.00
	151.	GRAVEL BORROW	CY	38	\$30.00	\$1,140.00
	170.	FINE GRADING AND COMPACTING	SY	270	\$3.50	\$945.00
*	622.101	WOOD SAFETY RAIL	FT	165	\$35.00	\$5,775.00
	701.2	CEMENT CONCRETE WHEELCHAIR RAMP	SY	38	\$75.00	\$2,850.00
*	704.	STONE DUST WALKS	TON	8	\$120.00	\$960.00
*	707.8	REMOVABLE BOLLARD	EA	4	\$425.00	\$1,700.00
	751.	LOAM BORROW	CY	16	\$45.00	\$720.00
	765.	SEEDING	SY	112	\$2.50	\$280.00
	832.	WARNING-REGULATORY AND ROUTE MARKER - ALUM. PANEL (TYPE A)	SF	145	\$11.00	\$1,595.00
	847.1	SIGN SUP (N/GUIDE)+RTE MKR W/1 BRKWAY POST ASSEMBLY - STEEL	EA	17	\$110.00	\$1,870.00
	852	SAFETY SIGNING FOR TRAFFIC MANAGEMENT	SF	94	\$15.00	\$1,410.00
	859	REFLECTORIZED DRUM	DAY	40	\$0.25	\$10.00
	860.112	12 INCH REFLECTORIZED WHITE LINE (PAINTED)	FT	250	\$1.00	\$250.00
	864.04	PAVEMENT ARROWS AND LEGENDS REFL. WHITE (THERMOPLASTIC)	SF	80	\$5.00	\$400.00
*	874.2	TRAFFIC SIGN REMOVED AND RESET	EA	6	\$100.00	\$600.00
*	874.4	TRAFFIC SIGN REMOVED AND STACKED	EA	6	\$40.00	\$240.00
SUBTOTAL =						\$30,160.00
15% CONTINGENCY & CONSTRUCTION ENGINEERING =						\$4,524.00
POLICE DETAIL ALLOWANCE =						\$10,000.00
TOTAL =						\$44,684.00

CONSTRUCTION COST ESTIMATE

DATE: 7/11/2017

DESCRIPTION: WAYLAND AQUEDUCT CROSSINGS AT STONEBRIDGE RD

LOCATION: WAYLAND, MA

ESTIMATOR: KRP

TEC PROJ. #: T0558.18

DESIGN STAGE: Construction

CHECKED BY: PFE

SPEC	ITEM	DESCRIPTION	UNIT	QTY	UNIT PRICE	AMOUNT
	102.1	TREE TRIMMING	FT	200	\$15.00	\$3,000.00
*	102.51	INDIVIDUAL TREE PROTECTION	EA	5	\$200.00	\$1,000.00
*	102.52	TEMPORARY TREE PROTECTION FENCE	FT	67	\$5.00	\$335.00
	120.1	UNCLASSIFIED EXCAVATION	CY	10	\$25.00	\$250.00
	151.	GRAVEL BORROW	CY	12	\$30.00	\$360.00
	170.	FINE GRADING AND COMPACTING	SY	80	\$3.50	\$280.00
*	622.101	WOOD SAFETY RAIL	FT	45	\$35.00	\$1,575.00
	701.2	CEMENT CONCRETE WHEELCHAIR RAMP	SY	27	\$75.00	\$2,025.00
*	704.	STONE DUST WALKS	TON	2	\$120.00	\$240.00
*	707.8	REMOVABLE BOLLARD	EA	2	\$425.00	\$850.00
	751.	LOAM BORROW	CY	9	\$45.00	\$405.00
	765.	SEEDING	SY	58	\$2.50	\$145.00
*	824.21	RECTANGULAR RAPID FLASHING BEACON	EA	2	\$10,000.00	\$20,000.00
	832.	WARNING-REGULATORY AND ROUTE MARKER - ALUM. PANEL (TYPE A)	SF	120	\$11.00	\$1,320.00
	847.1	SIGN SUP (N/GUIDE)+RTE MKR W/1 BRKWAY POST ASSEMBLY - STEEL	EA	10	\$110.00	\$1,100.00
	852	SAFETY SIGNING FOR TRAFFIC MANAGEMENT	SF	46	\$15.00	\$690.00
	859	REFLECTORIZED DRUM	DAY	40	\$0.25	\$10.00
	860.112	12 INCH REFLECTORIZED WHITE LINE (PAINTED)	FT	100	\$1.00	\$100.00
	864.04	PAVEMENT ARROWS AND LEGENDS REFL. WHITE (THERMOPLASTIC)	SF	40	\$5.00	\$200.00
*	874.2	TRAFFIC SIGN REMOVED AND RESET	EA	4	\$100.00	\$400.00
*	874.4	TRAFFIC SIGN REMOVED AND STACKED	EA	4	\$40.00	\$160.00
SUBTOTAL =						\$34,445.00
15% CONTINGENCY & CONSTRUCTION ENGINEERING =						\$5,166.75
POLICE DETAIL ALLOWANCE =						\$5,000.00
TOTAL =						\$44,611.75

Weston Aqueduct Pedestrian Crossing at Elm Street, Framingham



Weston Aqueduct Pedestrian Signage at Elm Street, Framingham



Weston Aqueduct Sudbury River crossing



(12) Report of the Town Administrator

TOWN ADMINISTRATOR'S REPORT WEEK ENDING OCTOBER 10, 2017

1. CORRESPONDENCE

No comments.

2. 2018 ANNUAL TOWN MEETING SCHEDULE

The 2018 Annual Town Meeting Schedule is attached and has been updated to include references to Town Code and MA General Law. The document was reviewed by the Town Clerk, Finance Committee Chair and Town Counsel and will be posted on the website.

3. PRIVATE ROADS

The Board of Selectmen is legally responsible for maintaining and adopting the list of private roads open to the public. The Board of Public Works will suggest at the 10/16/17 Selectmen's meeting a Private Roads Policy governing town service to private roads that can be defined under the law as open for public use. Implementation of the Private Roads Policy will result in cessation of plowing at 14 locations for about 45 residences. The Selectmen may wish to discuss the timing of the adoption of the policy, the timing of its implementation and the means of notification to the residents abutting these roads --- Notification could, for example, be by certified mail, return response requested.

4. MARIJUANA MORATORIUM BY-LAW

The Board voted both a positive position and to insert this article in the Special town Meeting Warrant. The Planning Board held its advertised public hearing on 10/3/17 and also voted to support the article and issue the Planning board report.

2018

ANNUAL TOWN ELECTION/ANNUAL TOWN MEETING SCHEDULE

2017

- Mon Dec 4* Board of Selectmen votes to open warrants for the Annual Town Meeting Town Election.
- Mon Dec 4* Planning Board has preliminary meeting with Board of Selectman on Zoning and Planning Board articles, if required.
- Wed Dec 6* Notice of the opening of the warrant shall be sent to all Town boards and committees. Per Town Code 36-2 and 36-3, notice of the closing date of the Warrant will be posted at the Town Building and at the public library in Wayland Center, at the Cochituate Fire Station or Cochituate Post Office and at the Happy Hollow School.

2018

- Thurs Jan 4* Nomination papers are available from the Town Clerk for the Town Election.
- Mon Jan 8* Petitioners' Workshop with Selectmen
- Mon Jan 8* Planning Board Public Hearing on Zoning Articles; Hearing to be continued or closed - Planning Board will vote and submit articles by Jan 16.
- Mon Jan 8* Selectmen will vote to submit any remaining warrant articles it will propose.
- Mon Jan 15* **Martin Luther King Jr, Day**
- Tues Jan 16* Deadline for submission of warrant articles at 4:30 p.m to Board of Selectmen through Town Administrator's Office . (per Town Code Sec. 36-3) Articles will be stamped with date and time of receipt. No article, other than one submitted by the Moderator, Town Clerk, or the requisite number of petitioners, shall be inserted in the warrant for any Town Meeting unless so voted and submitted by a board, commission, committee, or other governmental body of the Town of Wayland by 4:30 p.m. on the date fixed by the Board of Selectmen for closing of the warrant for such meeting. (Town Code 36-3C)
- Tues Jan 16* Articles are draft ordered by Town Administrator and distributed to Moderator, each member of the Finance Committee, Selectmen, Town Counsel and Town Clerk. Zoning by-law articles may be referred back to the Planning Board under MGL c. 40A s.5 . Articles will be included in the final warrant at the discretion of the Selectmen.

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

Tues Jan 16

The Finance Committee and other boards and committees are asked to make written requests to the Board of Selectmen to approve placement of a Proposition 2 ½ Override Ballot Question or Exclusion Ballot Question on the Election Warrant at least two weeks prior to the Board's vote, which the Board will consider at its January 29, 2018 meeting.

It is the Selectmen's policy that the Board of Selectmen and other Boards and Committees request the Finance Committee's recommendation on whether to place any Proposition 2 ½ Questions. The Finance Committee's recommendation and its presentation will be made at the Selectmen's meeting on January 29, 2018. (Earliest date of action – Last legal date for Selectmen to vote on ballot questions is February 20, 2018.)

Tues Jan 16

Pursuant to Town Code § 36-1, the Selectmen shall cause notice of the time and place of the Annual Town Meeting and Election to be published in a newspaper of general circulation no later than the date fixed by them for closing the warrant pursuant to § 36-3.

Mon Jan 22

Finance Committee ATM Article Workshop. This fulfills Town Code 19-3, that the Finance Committee shall meet with the party or parties that proposed the article and concurrently with others who want to comment thereon, and shall publicly post notice thereof on the Town's principal official bulletin board at least 48 hours, including Saturdays but not Sundays and legal holidays, prior to such meeting.

Mon Jan 29

Selectmen meet with Planning Board on Town Meeting articles, if necessary. (See MGL 40 A Section, 5)

Finance Committee makes presentation to Board of Selectmen on all Proposition 2 ½ questions. (See Board Policy for Finance Committee presentation requirements).

Board of Selectmen votes to place Proposition 2 ½ Override or Exclusion Question on Election Ballot. Under MGL 54, 42 C, the Town Clerk must receive the written notice of the question being placed on the ballot 35 days before the Election or by February 20, 2018.

Following a vote to approve a Proposition 2 ½ Question, the Selectmen and Finance Committee will provide public notice and convene a meeting for public comment on proposed Proposition 2 ½ Question(s).

Tues Feb 6

Board considers opening of STM Warrant (within Annual Town Meeting) for the period Tuesday 2/6 through Tuesday 2/13 at 4:30 pm and sets all related STM dates at that time. Last date to set STM within ATM is 45 days before ATM or 2/16/18. The warrant for any Special Town Meeting shall remain open for at least seven days after it is called by the Board of Selectmen. Within 48 hours after calling any Town Meeting, the Selectmen shall post notice of the warrant closing date at the locations specified in Town Code § 36-2.

- Tues Feb 6** Last day for submission by 5:00 pm of nomination papers to the Board of Registrars of Voters for certification for Town Election. (49 days before Election) GL c53, sec. 7
- Mon Feb 12** Selectmen determine the final order of ATM warrant articles.
- By this date, any changes that an article sponsor or petitioner requests to make to the article text (excluding the comments and pro's and con's which are the responsibility of the Finance Committee) shall be submitted to the Town Administrator for approval by Town Counsel after which they will be forwarded back to the article sponsor or petitioner, and also to the the Chair of the Board of Selectmen and the Chair of the Finance Committee for distribution to the members.
- Tues Feb 13** Planning Board discusses and votes Planning Board Reports on zoning articles (may be earlier). See MGL 40 A Section 5.
- Fri Feb 16** Articles are put in final form by Town Counsel.
- Mon Feb 19 – 23** **President's Day and School Vacation week**
- Tues Feb 20** Selectmen accept public comment; discuss wording and vote on ballot questions. (if any)
- Tues Feb 20** Last day for Selectmen to submit ballot question to Town Clerk by 5pm.. (35 days before election) MGL 54, 42C
- Tues Feb 20** Last day for filing certified nomination papers with the Town Clerk. (35 days before election) G.L. c. 53, sec. 10 (May be confusing to candidates)
- Wed Feb 21** **Deadline: Finance Committee article comments (with supporting charts and appendices) and Planning Board articles due to Board of Selectmen Town Administrator and Executive Secretary - No changes accepted after this date.**
- Thurs Feb 22** Last day to object to nomination papers or to withdraw nomination for Town Election. GL c 53, sec. 11; GL c. 55B, sec. 7
- February 23 or later --Town Clerk sends ballot to printer if no objections filed. MGL 55 B, sec. 7
- February 27 or later --Town Clerk sends ballot to printer if objections filed. (MGL Sec 55 B, sec.7)
- Thurs March 1** Compilation of warrant completed and all changes made; Warrant to printer.
- Wed March 7** Last day to register to vote prior to Town Election / Town Meeting. (20 days prior) GL c 51 sec 26, 28
- Mon March 12** Motions for articles completed by Town Counsel and provided to Moderator and Town Clerk; Pre-Town Meeting to Review Motions this week.

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

- Mon March 12** Final copy of Warrant delivered to Selectmen, Moderator, Finance Committee, Town Clerk, Town Counsel and Finance Director.
- Mon March 12** Selectmen vote and sign warrants for posting.
- Tues March 13** Notice of the time and place of Annual Town Meeting and Election per Town Code Sec. 36-1 posted on town sign boards no later than 2 weeks before Town Election and Town Meeting and remains posted until election is held and Town Meeting is concluded.
- Thurs March 15** Postal delivery of warrants (Town Code 36-2A, MGL c. 39, s10)
- Thurs March 15** Draft motions for articles are posted at Town Building and Library.
- March 19** If Special Town Meeting called for April 2nd, warrant for Special Town Meeting must be posted 14 days prior to Special Town Meeting. G.L. c. 39 § 10.
- Tues March 13** Town Clerk post warrants for Town Meeting and Election at the Town Building and at the public library in Wayland Center, at the Cochituate Fire Station or Cochituate Post Office and at the Happy Hollow School per Town Code Sec. 36-2A, MGL c. 39, s10 (at least 7 days prior to Annual Town Meeting or Annual or Special Election and at least 14 days prior to Special Town Meeting).
- March 23** If Special Town Meeting is called for April 2nd, last day to register to vote prior to Special Town Meeting (10 days prior) GL c 51 sec 26.
- TBD** Candidates Night - League of Women Voters
- TBD** Moderator's Forum
- TBD** Town Counsel, Moderator and Chairs of Selectmen Finance Committee review motions.
- TBD** Board of Selectmen and Finance Committee conduct public meeting on Proposition 2 ½ Ballot Questions.
- Mon March 26** Selectmen conduct ATM Warrant Hearing at 7:15 p.m.
- Mon March 26** Last day for Selectmen to review proposed motions and vote positions on Annual Town Meeting Warrant articles.
- Mon March 26** Last date for vehicle descriptions (valued at least \$10,000 from Parks, Recreation, Highway and Water only) prepared by procurement officer to be filed with Town Clerk per Town Code Sec. 19-7 (at least 7 days prior to Annual Town Meeting and 14 days prior to Special Town Meeting).
- Tues March 27** **ANNUAL TOWN ELECTION**
- Fri March 30** Prepare and print final errata sheets. Email errata to town clerk, Moderator's instructions to Town Clerk, , and Planning Board reports (if necessary) for distribution at Town Meeting.

Except for Town Meeting and Election, dates required by Town Code / State Law and dates for final submission of warrant articles, this schedule is subject to change.

Fri March 30

Warrants and lists delivered to Town Meeting site. List of non-resident employees provided to Moderator and Town Clerk. Any amendments, errata should be emailed to Moderator and Town Clerk prior to ATM

Mon Apr 2

ANNUAL TOWN MEETING (Monday at 7:00 p.m.)

*April 3, 5, 9
(T & TH, M)*

Adjourned sessions of Annual Town Meeting (Tuesday, Thursday and Monday at 7:00 p.m. as necessary).

10/5/17



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
DOUGLAS A. LEVINE

BOARD OF SELECTMEN

Monday, October 10, 2017
Wayland Town Building
Selectmen's Meeting Room
41 Cochituate Road Wayland

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 River's Edge Special Counsel Anderson & Krieger LLP, dated September 29, 2017, for legal services rendered through August 31, 2017, Reference # 122787/5415-001: \$18,073.72
3. Vote the question of approving the invoice for KP Law, dated September 27, 2017, for legal services rendered through August 31, 2017, Invoice No. 113252: \$351.19
4. Vote the question of approving the invoice for KP Law, dated September 29, 2017, for legal services rendered through August 31, 2017, Invoice No. 113396: \$24,001.28
5. Vote the question of approving a one-day liquor license for Russell's Garden Center for a beer tasting event at their Annual Fall Festival to be held on Saturday, October 14, 2017
6. Vote the question of approving the placement of two temporary sandwich board signs from October 20 through November 5, 2017, at the intersection of Old Connecticut Path and Routes 126 and 27, and Route 20 at the Weston Town Line advertising the Fall Book and Bake Sale sponsored by the Friends of the Wayland Public Library

Attorney/Paralegal Summary

Name	Hours	Rate	Amount
Stephen D. Anderson	0.10	320.00	61.94
Deborah H. Andrews	5.70	150.00	1,451.61
Stephanie B. Dubanowitz	12.00	270.00	6,270.96
Colin Van Dyke	12.20	270.00	6,375.48
David Wiener	6.20	320.00	3,840.01

Additional Charges

			Amount
8/16/2017	Conference call	Premiere Global Services	18.27
8/22/2017	Conference call	Premiere Global Services	30.83
8/22/2017	Conference call	Premiere Global Services	14.79
8/23/2017	Conference call	Premiere Global Services	9.83
Sub-total Expenses:			<u>73.72</u>

Payments

8/25/2017	Payment	CK#427654	6,300.07
Sub-total Payments:			<u>6,300.07</u>

Total Current Billing:	<u>18,073.72</u>
Previous Balance Due:	10,370.06
Total Now Due:	<u>28,443.78</u>

PLEASE NOTE: ALL BALANCES DUE WITHIN 30 DAYS

KP LAW, P.C.

101 ARCH STREET
BOSTON, MA 02110

(617) 556-0007

INVOICE NO. 113252

MS. NAN BALMER
TOWN ADMINISTRATOR
WAYLAND TAX
WAYLAND TOWN HALL
41 COCHITUATE ROAD
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICES THROUGH AUGUST 31, 2017

SEPTEMBER 27, 2017

TOTAL FEES:	342.25
TOTAL COSTS:	<u>8.94</u>
BALANCE DUE:	<u>351.19</u>

DATE: OCTOBER 10, 2017
 TO: NAN BALMER
 FROM: ELIZABETH DOUCETTE, FINANCIAL ADMINISTRATOR
 RE: TOWN COUNSEL SERVICES AUGUST 2017

The Town Counsel legal services agreement includes a \$65,000.00 retainer for specific general legal services. Once the retainer amount is satisfied for the fiscal year there are no further charges for these specific services. Amounts detailed by matter and the retainer status and are provided below.

AUGUST AMOUNTS BY MATTER

<u>MATTER</u>	<u>AMT BILLED</u>	<u>AMT CREDIT TOWARD RETAINER</u>
General Legal	\$3,293.00	\$3,293.00
Contracts	888.00	888.00
Town Meeting	1,628.00	1,628.00
Real Estate	277.50	277.50
Bernstein v. Planning Board	1,757.50	
Appelate Tax Board	259.00	
Town Center/Twenty Wayland	3,478.00	
150 Main Street	1,369.00	
Halliwell v. Greenaway	74.00	
Library Project	592.00	
Stonebridge (Habitat) Easement	185.00	
Comprehensive Permits	425.50	
Wayland Meadows	1,628.00	
Wayland /Windsor Place 40B	2,386.50	
Wayland-Cascade Wayland 40B	1,591.00	
Wayland v. Achambault	536.50	
Loker/Dow Conservation	1,369.00	
Affordable Housing **	1,461.50	
Disbursements	802.28	
Total Not Covered under Retainer	\$17,914.78	
Total Covered under Retainer		\$6,086.50
TOTAL AMOUNT BILLED	\$24,001.28	

RETAINER CREDIT STATUS

<u>SERVICE PERIOD</u>	<u>AMT CREDIT TOWARD RETAINER</u>
FY18 Retainer Cap of \$65,000	\$65,000.00
July 2017 Retainer Credit	-9,805.00
August 2017 Retainer Credit	-6,086.50
REMAINING RETAINER CREDIT FY18	\$49,108.50

** Affordable Housing Trust will fund this cost

KP LAW, P.C.

101 Arch Street
Boston, MA 02110
(617) 556-0007

INVOICE NO: 113396

WAYLAND TOWN HALL
41 COCHITUATE ROAD
WAYLAND, MA 01778

IN REFERENCE TO: PROFESSIONAL SERVICE THROUGH August 31, 2017
September 29, 2017

TOTAL FEES:	\$23,199.00
TOTAL COSTS:	<u>\$802.28</u>
BALANCE DUE:	<u>\$24,001.28</u>



RECEIVED

SEP 15 2017

Board of Selectmen
Town of Wayland

September 7, 2017

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 beer tasting as one of the activities of our Annual Fall Festival event which will take place here at Russell's Garden Center on Saturday October 14, 2017 from 11 am-3 pm. This is primarily a shopping event, customers come and go and do not stay for the entire four hours. Over the course of this four hour period we estimate, on the basis of sale transactions, that close to 500 people are in attendance. 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



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

TEL. (508) 358-7755
www.wayland.ma.us

APPLICATION FOR ONE DAY LIQUOR LICENSE

CHECK ONE

- Application by a manager for a one-day liquor license for the sale or service of BEER & WINE to be drunk on the premises
- Application by a manager of a nonprofit organization for a one-day liquor license for the sale or service of ALL ALCOHOLIC BEVERAGES OR BEER & WINE to be drunk on the premises

DATE OF EVENT BEING APPLIED FOR: SATURDAY OCT. 14, 2017
 Exact times of the license: FROM 12 ~~am~~/pm TO 4 ~~am~~/pm

The undersigned hereby applies for a License for a One Day Liquor License in accordance with the provisions of the Statutes relating thereto:

Full name, address, phone(s), and email of the organization making this application:

RUSSELL'S GARDEN CENTER
397 BOSTON POST ROAD WAYLAND, MA 01778
508 358-2283
info@russellsgardencenter.com

Full name, address, phone (s), and email of the manager who shall be responsible for this license:

MARIE WINTER 508 358-2283 x394
RUSSELL'S GARDEN CENTER
397 BOSTON POST ROAD
WAYLAND, MA. 01778 mariew@russellsgardencenter.com

Is the Applicant or Caterer TIPS Certified? Yes No If yes, please attach documentation.

Description of Event: FALL FESTIVAL

Number of Attendees _____ (If number of attendees exceeds 150 people, a police detail will be required)

Is the applicant a non-profit organization duly registered with the Secretary of State? If yes, please attach appropriate documentation.

Location where event shall be held:

OUTSIDE IN THE PERENNIAL YARD AT
RUSSELL'S GARDEN CENTER

Has the approval of the property owner been obtained? Yes No

Please supply written confirmation from the owner of the property stating that approval is given for the sale and service of alcohol, and the occupancy number for the location.

Has the applicant been issued similar license in Wayland in the past 12 calendar months?

Yes No If yes, when? NOVEMBER 2016

Please attach a floor plan or diagram (8 1/2 x 11 sketch is acceptable) showing the exact location within the event area where alcoholic beverages will be dispensed.

The applicant hereby states that the applicant has received a copy of the Licensing Authority's regulations pertaining to One Day Liquor Licenses and is aware of and shall comply with all applicable statutes, bylaws, and regulations.

Signature of Applicant: Maria M. Winter Date: 9/29/17

Return this form, along with check for fee of \$25 made out to the TOWN OF WAYLAND, to:

BOARD OF SELECTMEN
Wayland Town Building
41 Cochituate Road
Wayland MA 01778

If you have any questions, please call MaryAnn DiNapoli, Executive Assistant, Board of Selectmen, at 508-358-3621, or email mdinapoli@wayland.ma.us.

A certificate of insurance, showing evidence that the applicant has appropriate liability insurance, must be included with this completed application.



eTIPS On Premise 2.0 SSN: XXX-XX-XXXX

Issued: 8/23/2015

Expires: 8/23/2018

ID#: 4063833

D.O.B.: XX/XX/XXXX

Reina Ostar
The Local
400 Boston Post Rd
Wayland, MA 01778-1824

For service visit us online at www.gettips.com



HEALTH COMMUNICATIONS INC.
1400 Key Blvd., Suite 700
Arlington, VA 22209
703-524-1200
www.gettips.com

This card was issued for successful completion of the TIPS program.

Signature:

David Porter

From: Balmer, Nan
Sent: Sunday, October 01, 2017 1:38 PM
To: David Porter
Subject: Fwd: Permission for Friends of the WPL Signs

Follow Up Flag: Follow up
Flag Status: Completed

Nan Balmer
(508) 237-1330

Begin forwarded message:

From: Cartwrights <cartwrights@comcast.net>
Date: October 1, 2017 at 12:20:42 PM EDT
To: MaryAnn DiNapoli <mdinapoli@wayland.ma.us>
Cc: <Nbalmer@wayland.ma.us>, Carole Schneider <css11@comcast.net>
Subject: Permission for Friends of the WPL Signs

Hi MaryAnn,

The Friends of the Wayland Public Library request permission to display two stand alone, sandwich board type signs at the intersections of routes 126 and 27 at Five Corners; and at the end of Old Connecticut Path at Route 20. These signs will promote the Friends Fall Book & Bake Sale.

We would like to display the signs from October 20 through the sale on November 5. These signs would be set up and removed by the Friends.

The twice yearly Book & Bake Sales are the primary source on income for the Friends organization, which supports many popular programs at the Wayland Fee Public Library. Thank you for your consideration of this request.

Sally Cartwright
for The Friends of the Wayland Public Library - 508-653-2642



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
DOUGLAS A. LEVINE

BOARD OF SELECTMEN
Monday, October 10, 2017
Wayland Town Building
Selectmen's Meeting Room

CORRESPONDENCE

Selectmen

1. E-mail from Nadya Guryanova to Lea Anderson re: plowing of private road in Wayland
2. E-mail from Kenneth Chase re: Wayland – plowing vote
3. E-mail from ProtectWayland.org re: YMCA letter highlights risks to Camp Chickami with attached letter from Jack Fucci, President and CEO of West Suburban YMCA
4. Letter from Ann Baker, et al. Vote against the proposed new library
5. Cover letter from A. Kwesell of KP Law with enclosure re: David Bernstein, et al. v. Wayland Planning Board, et al. Middlesex Superior Court, C.A. No. 0881CV00552
6. Letter from C. Murray of KP Law with enclosure re: Trustees of the Residences at 89 Oxbow Condominium Trust, et al. v. Wayland Planning Board, Land Court No. 17 MISC 000492
7. Letter from N. Balmer to R. Devlin and E. Elias of Wayland Automotive Sales re: 322 Commonwealth Road Class II Auto Dealer's License
8. Report from the Director of the Wayland Board of Health, September 25, 2017
9. Letter from William Tyree, President of the Wayland Firefighters Local 1978, in support of Chief Houghton's request for four additional permanent firefighters

Minutes

10. None

State and Regional

11. Letter from Martin Suuberg, Commissioner of the Massachusetts Department of Environmental Protection, informing town of receipt of the Sustainable Materials Recovery Program grant.
12. Letter from Senator Richard J. Ross congratulating the town on its receipt of the Sustainable Materials Recovery Program grant from the Massachusetts Department of Environmental Protection
13. Letter from Barry J. Lorion, Acting District Highway Director, providing notification of MassDOT's intention to resurface Route 20 and install an eastbound sidewalk

David Porter

From: Balmer, Nan
Sent: Thursday, October 05, 2017 9:15 AM
To: David Porter
Cc: Anderson, Lea
Subject: FW: plowing of private road in Wayland

Correspondence

From: Anderson, Lea
Sent: Thursday, October 05, 2017 9:03 AM
To: Nadya Guryanova
Cc: Balmer, Nan; randy kilmon
Subject: Re: plowing of private road in Wayland

Dear Nadya,

Thank you for your email regarding the plowing of private roads and driveways. I understand your concern.

The Board of Selectmen (BoS) has asked the Board of Public Works (BoPW) to propose a policy, which we will discuss at our Oct. 16 meeting. The BoPW chair presented a list of private roads in Wayland. It is available [here](#) in the BoS packet of Oct. 2 on page 4. This list shows private roads that are plowed and those that the BoPW is recommending the town stop plowing. You are correct that Cormans Lane is on the list.

You are welcome to attend the BoS meeting on Oct. 16 to make public comment. Meetings usually begin at 7pm in the Selectmen's meeting room.

Thank you,
Lea Anderson, Chair of the BoS

From: Nadya Guryanova <nadya.guryanova@gmail.com>
Sent: Wednesday, October 4, 2017 3:03:11 PM
To: Anderson, Lea; Karlson, Cherry; Antes, Mary; Jurist, Louis; Levine, Doug; randy kilmon
Subject: plowing of private road in Wayland

To whom may concern,

I have recently become aware of a proposal whereby the town would no longer clear snow from Cormans Lane.

I am writing today to request that this not become the case.

We bought this house several years ago under the understanding that the town cleared the road, and we can definitely not afford to have this done privately.

Furthermore, we have 3 young children in the home and it will be a major safety issue if the road is impassable should EMS need to get down here; and it will be challenging for children to access bus stop at Main Str & Cormans.

Thank you and kind regards,
Randy Kilmon 617-599-0065
Nadya Guryanova 508-410-4994

David Porter

From: Balmer, Nan
Sent: Tuesday, October 03, 2017 7:21 AM
To: David Porter
Cc: Holder, Thomas
Subject: Fwd: Wayland - plowing vote

For correspondence

Nan Balmer
(508) 237-1330

Begin forwarded message:

From: "Chase, Kenneth" <Kenneth.Chase@quintiles.com>
Date: October 2, 2017 at 6:10:15 PM EDT
To: "landerson@wayland.ma.us" <landerson@wayland.ma.us>, "ckarlson@wayland.ma.us" <ckarlson@wayland.ma.us>, "mantes@wayland.ma.us" <mantes@wayland.ma.us>, "ljurist@wayland.ma.us" <ljurist@wayland.ma.us>, "dlevine@wayland.ma.us" <dlevine@wayland.ma.us>
Cc: "nbalmer@wayland.ma.us" <nbalmer@wayland.ma.us>, "mdinapoli@wayland.ma.us" <mdinapoli@wayland.ma.us>
Subject: Wayland - plowing vote

Dear Board of Selectmen in Wayland,

Unfortunately I cannot attend tonight's meeting covering our plowing situation because I see patients late on Monday evenings (longstanding appointments).

However, I wish I could because I feel strongly there has been an incorrect judgment on plowing affecting ~ 20 families.

These families were surprised two years ago (in late October 2015) that plowing would be stopped without adequate notice or reason. Indeed, the town counsel never provided a clear rationale for why plowing was terminated on our street after it was plowed for over 60 straight years. Our road did not change, nor did our tax rates after plowing was discontinued.

I have read the new town counsel review of what constitutes a private road, and my road is clearly a public road under the newly-provided legal definition.

Given this I hope the town selectmen correct the wrong made two years ago and return to plowing the road so that my family and I can appreciate the services expected as a tax payer, but more importantly, to have the safety and assurance that comes with plowing by our town versus less reliable private services. God forbid there may be a safety or medical issue that might have been avoided or more easily addressed had our town been plowing.

Thank you for your kind consideration, and please include these remarks in the public record.

Sincerely,

Ken Chase

33 High Rock Road
Wayland, MA 01778

***** IMPORTANT--PLEASE READ ***** This electronic message, including its attachments, is CONFIDENTIAL and may contain PROPRIETARY or LEGALLY PRIVILEGED or PROTECTED information and is intended for the authorized recipient of the sender. If you are not the intended recipient, you are hereby notified that any use, disclosure, copying, or distribution of this message or any of the information included in it is unauthorized and strictly prohibited. If you have received this message in error, please immediately notify the sender by reply e-mail and permanently delete this message and its attachments, along with any copies thereof, from all locations received (e.g., computer, mobile device, etc.). Thank you.

David Porter

From: Balmer, Nan
Sent: Tuesday, October 03, 2017 3:20 PM
To: David Porter
Subject: FW: YMCA letter highlights risks to Camp Chickami

For Selectmen's correspondence packet

From: Protect Wayland [<mailto:protectwayland@gmail.com>]
Sent: Tuesday, October 03, 2017 12:08 PM
To: Anderson, Lea; Karlson, Cherry; Levine, Doug; Jurist, Louis; Antes, Mary
Cc: Sarkisian, Sarkis; Balmer, Nan
Subject: YMCA letter highlights risks to Camp Chickami

To the members of the Wayland Board of Selectmen:

The president of the West Suburban YMCA recently sent a letter to the Wayland ZBA, highlighting risks the Cascade / Monster apartment complex would create for hundreds of children at Camp Chickami:

"We believe the proposed development and its design pose current and future risks to Camp Chickami and our related property... Much of the data provided in the application is incomplete, lacks appropriate test results of soils, and lacks detailed or sufficient management plans for storm water and wastewater."

A copy of this letter is attached for your review. This is clearly not the place for millions of gallons of sewage.

ProtectWayland.org



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

To: Wayland Zoning Board of Appeals
41 Cochituate Road
Wayland, MA 01778

Page 1 of 5

From: West Suburban YMCA - Camp Chickami
c/o Jack Fucci, President and CEO
139 Boston Post Road, Wayland, MA

RE: 'Cascade' Wayland development-Camp Chickami Concerns and Requests

Date: September 25, 2017

To the members of the Wayland Zoning Board of Appeals:

Please accept this letter on behalf of the West Suburban Young Men's Christian Association, Inc., the owner and operator of Camp Chickami. Camp Chickami, located at 139 Boston Post Road, has served nearly 1,000 children annually for over 60 years. Our mission is to provide the youth of Wayland and surrounding communities with character building experiences and opportunities in a natural wooded environment. We value our partnership with the Town, local businesses and residents, especially our abutters. We continue to respect the natural habitat that helps make our camp so special.

We have serious concerns with the proposed development, "Cascade Wayland" outlined in the Comprehensive Permit Application submitted to the town of Wayland, with Properties Located at 113, 115, 117 & 119 Boston Post Road Wayland Massachusetts, Assessor's Map 30 Parcel 71 and Map 30 Parcel 71 dated July 25, 2017.

We believe the proposed development and its design pose current and future risks to Camp Chickami and our related property. The applicant does not sufficiently address the issues we highlight below concerning the **FEMA Flood Zone, Wastewater and Stormwater consequences**. Much of the data provided in the application is incomplete, lacks appropriate testing results of soils, and lacks detailed or sufficient management plans for storm water and wastewater.

We have taken the time to meet and speak with the developer, community members, town officials, and local businesses. We have reviewed documents submitted to the town as well as the Comprehensive Permit and other materials submitted by the developer. We engaged a licensed independent environmental engineer on our behalf who reviewed all the information available, researched the project and assessed the potential impacts on our property, including Pine Brook, which flows through the camp. Below we list our concerns and our requests.

WEST SUBURBAN YMCA
276 Church Street, Newton, MA 02458
P 617-244-6050 F 617-964-8472
www.westsuburbanymca.org

FEMA Flood Zone:

Impacts to the FEMA flood zone is a concern for Camp Chickami as a reduction in flood storage on the project site would transfer the impact to other properties, including those downstream.

The project plans and a review of FEMA mapping on-line identify that the site includes areas within the regulatory mapped flood zone. The proposed design includes a part of the building, and fill associated with grading for the wastewater leaching area in the flood zone. The FEMA flood zone is also considered Bordering Land Subject to Flooding (BLSF) under DEP Wetlands Regulations. Under the DEP regulations for BLSF, any fill, including building foundations, etc. are required to be compensated on an elevation basis, i.e. every square foot of filled land at a specific elevation has to be compensated for in kind. *The plans do not offer any compensatory storage for filling in the flood zone. For this site the elevation of the 100 year flood zone has not been calculated or mapped.* Based on the FEMA map some areas of the flood zone appear to be inconsistent with current topography on the site. It is unclear if areas were altered to create the existing gravel parking on the west side of the site and if there were changes if they were properly permitted. There are no test pits to identify if the area has been filled. It is unclear when the Mahoney Garden Center was created, but based on USGS topographic mapping it appears that it has expanded since 1982, the last USGS topographic map revision date in MassGIS. While we are not aware of the history of the garden center, we note that comments from both the Building Commissioner and DPW stated that the flood elevation would need to be determined, as the project is proposed to build in the Flood Zone.

The West Suburban YMCA-Camp Chickami requests that the ZBA require in their permit conditions, if the project is approved, that flood zone filling, if allowed at all, be compensated as required under DEP Wetlands Regulations. In addition, we respectfully request soil testing to determine if the flood zone has been filled in the past without proper permits. This issue is important as if the site was filled without proper compensatory storage or any associated Permits calculations for flood storage should be based on the pre-altered conditions. A previous violation, if it has occurred should not be used as the current basis for elevations. A decrease in flood storage within the flood zone will increase flooding elsewhere in the watershed and likely negatively affect the property.

Wastewater:

Wastewater is primarily a concern relative to water quality at the Camp Chickami property. The submittal indicates proposed wastewater leaching areas (trenches) and a schematic layout of a wastewater collection and treatment facility but *does not include any engineering calculations.*

Some soil testing has been performed but based on the Board of Health comments, *testing is insufficient for permitting of a system. The Board of Health comments also indicated variable soil conditions and shallow depth to groundwater.*

Under both Title 5 and DEP requirements for design of small wastewater treatment plants the design flow for this project would be 110 gallons/day/bedroom for a total flow of 10,560 gallons per day (gpd). This project would require a groundwater discharge permit as the flows are over 10,000 gpd. The requirements for a groundwater discharge permit (GWDP) include hydrogeologic studies, a wastewater treatment plant to treat the waste to specific levels and importantly, operation and maintenance (O&M) requirements that are much more stringent than Title 5 requirements. The effluent quality requirements for a groundwater discharge permit are typically 30 milligrams per liter (mg/l) Biological Oxygen Demand (BOD) 30 mg/l Total Suspended Solids (TSS) and 10 mg/l total Nitrogen (TN). A Title 5 system would require the same BOD and TSS but only 25 mg/l TN. Some GWDP's can include phosphorous limitations if discharge could impact a phosphorous sensitive area. Nitrogen and phosphorous are nutrients that can lead to increased algae growth and deterioration of water quality in water bodies. O&M requirements under a GWDP typically including daily operation and monitoring and monthly reporting that is submitted to and reviewed by DEP. A Title 5 system which could be only 561 gallons smaller in capacity than the proposed system to avoid the need to obtain a GWDP would only require quarterly monitoring. This is a significant difference as a wastewater treatment facility under a GWDP is typically operated generally 5 days a week, versus a Title 5 system that is only monitored quarterly (4 times per year). In addition, a typical groundwater discharge permit includes requirements for monitoring wells up gradient and down gradient of the leaching area which are tested monthly to confirm water quality standards are met in the groundwater around the system. Upgradient testing is done to identify if the source of contamination is other than the effluent leaching area. *The proposed locations of the leaching areas are close to the brook. Effluent from the leaching areas will likely supplement existing groundwater flow into the brook (the brook appears to be at least partially groundwater fed)*

A groundwater discharge permit would be far more protective of the water quality in the river.

The West Suburban YMCA-Camp Chickami requests that the ZBA require in their permit conditions the following: if the project is approved with a Groundwater Discharge Permit, copies of the monthly reports must be provided to the Wayland Board of Health and be made available if requested by the West Suburban YMCA or our Agents. If the projects is approved as a Title 5 system, that a monthly monitoring of wastewater influent and effluent, installation of groundwater monitoring wells and sampling of these wells for containments on a monthly basis at least for the first 5 years of full operations. Copies of the monthly reports would be provided to the Wayland Board of Health and be made available if

requested by the West Suburban YMCA or our Agents. If there are no issues during this period than the monitoring could be adjusted.

Stormwater:

Stormwater is a concern both during construction and after project completion for Camp Chickami. Stormwater impacts could include increases in water runoff and associated erosion of the stream bank and increased flooding, deterioration in water quality due to nutrient loading and deterioration in water quality due to erosion and sedimentation from construction.

DEP has developed Stormwater Management Regulations which consist of ten standards. The standards and associated Best Management Practices (BMPs) to comply with the standards are described in the Massachusetts Stormwater Handbook. The Application on page 6 discusses a stormwater study; however, this study was not in the Application nor was it found on the Town's web page. The project will also be subject to the Environmental Protection Agency (EPA) National Pollution Discharge Elimination System (NPDES) Construction General Permit (CGP). As part of this process a Stormwater Pollution Prevention Plan (SWPPP) for construction phase work is required. The EPA Permit does not receive much if any review by the EPA. The SWPPP can be used to address Standard 8 of the DEP Regulations.

There is limited data to review for stormwater or construction phase work, therefore we site our general concerns. Our property may have the most restrictive point along the brook downstream of the project site and may be the logical study point for offsite flooding impacts if an increase in overall runoff volume is proposed. Some specific areas that submittals frequently do not meet standard engineering design practices or compliance with specific aspects of the regulations include:

- The limits of the study area for drainage designs are frequently limited to the property. Runoff does not typically follow property lines and the study should address flow onto the site from beyond the limits of the property and quantify flow at a downstream control point.
- BMP's not suitable to meet specific DEP stormwater Standards under the DEP Handbook are often utilized in hydrology models. *Although a model has not been available for review, it appears that stormwater controls are undersized for the extent of the project.* Bio retention areas and rain gardens are not suitable for use in controls of peak rates of runoff (Standard 2). These systems are suitable for infiltration and treatment of small storms of typically 1" or less under Standard 3 (recharge) and Standard 4 (TSS).
- For site that are proposed to be densely developed, proprietary BMP's are typically utilized as they require less site area and are often subsurface structures that parking,

landscaping, etc. can be constructed over. The DEP Handbook includes guidelines for Conservation Commission approval of these structures. DEP has prepared a design review of these types of structures in particular particle separators and found that the manufacturer's removal claims were generally exaggerated when compared to actual installed systems.

The West Suburban YMCA-Camp Chickami requests that the ZBA require strict compliance with all aspects of the DEP Regulations, including soil testing, use of specific BMPs for various standards and in particular use of those applicable for areas tributary to a cold water fishery as this will help also help maintain water quality at Camp Chickami. We request that all drainage design and calculations be reviewed by an independent Professional Engineer experienced in hydrologic calculations and DEP Stormwater Regulations to assure compliance with runoff standards, including quality of runoff. If there is proposed to be an increase in runoff volume in any storm modeled, including the 100 year storm, the model should assess impacts at the restrictive culvert on our property. We request that the ZBA require that the SWPPP be reviewed by an independent Professional Engineer experienced in stormwater runoff, construction and erosion and sedimentation and no work should commence until the SWPPP is satisfactory to the reviewer. Lastly even if a suitable system is proposed and constructed properly, if not maintained it will cease to function properly over time. Operation and Maintenance requirements should include an annual report, stamped by a Professional Engineer that the system is functioning as designed and if not list corrective measures to be implemented and include a requirement that there be monthly follow up reports until all issues are addressed.

Thank you for taking the time to review and address our concerns and for your stewardship of the natural resources of the town of Wayland. Our mailing address is the West Suburban YMCA, 276 Church Street, Newton, MA 02458. My phone number is 617-244-6050 ext. 3004 and Email is jackf@wsymca.org.

CC: Wayland Board of Health
Wayland Conservation Commission

BoS
10-2-17

(Please pass &
send to
Selectmen)

October 2, 2017

To: Members, Board of Selectmen. Town of Wayland

From: Ann Baker, Steven Klitgord, Judy Ling, Mike Lowery, Steve Garone

Subject: Vote against the proposed new library

We respectfully ask you to: Vote NO on the construction of a new library building, in favor of more affordable, sensible enhancements to our existing library.

Reasons:

1. **A Function Analysis of the New Library shows that it offers very little increase in essential services to citizens at a very high cost.** The 33,000 sq ft proposed library adds many non-essential services.
2. **We can update and enhance our historic library building and achieve many improvements at a much lower cost.**
3. **Taking on this significant debt will endanger our AAA Bond rating.** At the Wayland Real Assets Planning (WRAP) committee meeting on May 17th, 2017, committee members pointed out that there are approximately \$74 million dollars of anticipated major projects to be funded over the next 5 years; however, the town cannot borrow and fund more than \$44 million without negatively impacting bond ratings.
4. **Wayland has a large and modern library at the high school.** Building more for teen use is redundant. Extending staff hours at the HS library would allow teens to gather there.
5. **Voters are "being kept in the dark" about the fate of the existing library building!** Voters deserve to see a plan and budget for the re-use of the old library before they are asked to pay for a new facility.
6. **We risk turning a landmark into an eyesore.** The unresolved Roby deed restriction can lead to a shuttered building. Three separate legal opinions all agree that the original language and intent are clear – the library was donated as a public library and using it otherwise would require breaking the terms of a public charitable trust. Resolving this will be legally expensive and the outcome is highly uncertain.

In survey results compiled when the Library expansion project started, Wayland residents overwhelmingly responded that we love our existing library just as it is. **Therefore, we respectfully ask that you vote "NO" on any future Town Meeting article that proposes to fund and build a new library building in Wayland.**

Thank you.

October 2, 2017

Amy E. Kwesell
akwesell@k-plaw.com

RECEIVED

OCT 05 2017

Board of Selectmen
Town of Wayland

BY ELECTRONIC MAIL
AND FIRST CLASS MAIL

Jeffrey L. Roelofs, Esq.
Law Offices of Jeffrey L. Roelofs, P.C.
44 Merrimac Street
Newburyport, MA 01950

Re: David Bernstein, et al. v. Wayland Planning Board, et al.
Middlesex Superior Court, C.A. No. 0881CV00552

Dear Mr. Roelofs:

Enclosed for filing, pursuant to Superior Court Rule 9A, please find an original and one copy of Defendants' Opposition to Plaintiff's Motion for Reconsideration or Alternatively to Reopen the Evidentiary Hearing in the above-referenced matter.

Thank you for your attention to this matter.

Very truly yours,



Amy E. Kwesell

AEK/smm

Enc.

cc: Town Administrator
Board of Selectmen
Planning Board
Mark J. Lanza, Esq.
John Harkavy, Esq.

593376/WAYL/0040

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss.

SUPERIOR COURT DEPARTMENT
CIVIL ACTION NO. 2008-00552

DAVID BERNSTEN, ET AL.,

Plaintiffs,

v.

WAYLAND PLANNING BOARD, et al,

Defendants.

HELEN N SKEEN and
DOUGLAS SCARA,

Intervenors.

DEFENDANTS' OPPOSITION TO
PLAINTIFF'S MOTION FOR
RECONSIDERATION OR
ALTERNATIVELY TO REOPEN THE
EVIDENTIARY HEARING

I. INTRODUCTION

On May 29, 2015, Defendants, Wayland Planning Board, William Steinberg, Albert I. Montague, Jr., Daniel Mesnick, Kevin Murphy, and Lynne Dunbrack, as members of the Wayland Planning Board, and Annette Lewis as associate member of the Wayland Planning Board ("Defendants" or "Town") filed a Motion for Temporary Relief from Judgment on Count II of Plaintiffs' Amended Complaint which was allowed by the court on August 26, 2015. The Judgment, from which Defendants were seeking relief, was entered by the Court in 2008 ("Consent Judgment"). On March 14, 2016, Defendants filed a Motion to Dismiss Plaintiffs' Complaint and a Motion for Further Temporary Relief from Judgment and for Permanent Relief from Judgment ("Motion for Permanent Relief"). In their Motion for Permanent Relief, Defendants sought relief from Section I (G)(4) of the Consent Judgment that required the implementation of final traffic mitigation measures. By Memorandum of Decision dated March 27, 2017, the Court granted the Defendants' Motion for Permanent Relief as to Section 1(G)(4)

(“Court Order”). Plaintiffs subsequently filed a Motion for Award of Attorneys’ Fees and Costs, which Motion was denied by the Court on May 24, 2017.¹

After the Court’s Order on March 27, 2017, Plaintiffs David and Kathleen Bernstein and Jeffrey and Jill Porter (“Plaintiffs”) sent a purported Notice of Default to the Town dated May 19, 2017 (“Notice of Default”). In Plaintiffs’ Notice of Default, they once again alleged that the Town had breached the Judgment by serving and filing with the Superior Court, in 2016, a motion to dismiss the action in which the Consent Judgment was issued and an accompanying motion for permanent relief from Consent Judgment seeking an order vacating the Consent Judgment in its entirety. In addition, Plaintiffs alleged that the Town had breached the Judgment “by failing to promptly implement the traffic mitigation measures that the Court upheld in its November 9, 2016 decision – being all of the measures required by the Consent Judgment except the permanent turn prohibitions and physical restrictions set forth in Section I.G.4.” The only allegations contained in the Plaintiff’s May 19, 2017 Notice of Default not previously raised by Plaintiffs are the Town’s alleged failure to re-install and enforce sign restrictions as set forth in sections I.F.5, I.F.6, I.F.7 and I.G.2. The removal of the signs was authorized by the Court’s August 26, 2015 decision allowing the Town’s Motion for Temporary Relief from Judgment. In addition to Plaintiffs’ insistence that the signs be re-installed, the Plaintiffs sought to have the Town resume police patrols to enforce turn restrictions set forth in section I.F.8. of the Consent Judgment. Exhibit D attached to Motion to Enforce.

In response to the Notice of Default, the Town agreed to re-install the signs identified in sections I.F.5 and I.F.6 of the Consent Judgment. Exhibits E, F, and G attached to Motion to

¹ Plaintiffs then filed a Motion for Reconsideration on June 15, 2017 which was also denied. Additionally, the Plaintiffs appealed the denial of their Motion for Award of Attorneys’ Fees and Costs to the Massachusetts Appeals Court on June 20, 2017.

Enforce. The Traffic Mitigation Measures identified in Sections I.F.7, I.F.8 and I.G.2, however, are not consistent with the Court's March 27, 2017 Order granting the Town's Motion for Permanent Relief from Judgment as to Section I.G.4., because they seek to enforce the same turn restrictions from which the Town sought, and from which the Court granted, relief. Plaintiffs, subsequently filed a Motion to Enforce. Defendants filed an Opposition to Plaintiffs' Motion to Enforce and Defendants' Cross Motion for Clarification.

On September 6, 2017, the Court issued a Memorandum of Decision and Order on Plaintiffs' Motion to Enforce Judgment and for Attorney's Fees and Costs and Defendants' Cross Motion for Clarification ("Court Order"), denying Plaintiffs' Motion to Enforce and clarifying the Court's March Order by providing the Town relief from Judgment as to sections I.F.7, I.G.2, I.G.4 and I.F.8. The Court ordered that the Town is not required to implement turn prohibitions or permanent physical restrictions at the intersection of Route 27 and Glezen Way. Remarkably, Plaintiff have now filed a Motion for Reconsideration or Alternatively, to Reopen the Evidentiary Hearing ("Motion for Reconsideration"). As will be set forth in more detail below, Plaintiffs' Motion for Reconsideration should be denied. Plaintiffs' Motion for Reconsideration does nothing more than regurgitate the arguments made in Plaintiffs' Motion to Enforce which arguments were nonsensical. In addition, Plaintiffs request in the alternative that the evidentiary hearing be reopened should be denied. Plaintiffs had ample opportunity as evidenced by the testimony cited by Plaintiffs in their Motion for Reconsideration, to present evidence on the turn restrictions.

II. ARGUMENT

A. Court's March 27, 2017 Decision

The Court, in her March 27, 2017 Decision, properly stated that "[h]aving found that the permanent turn prohibitions were unsafe and should not be implemented, clearly the Court did

not intend for the identical temporary turn prohibition to go back in place.” In their Motion for Reconsideration, Plaintiffs argue that the Courts’ decision was not correct because the turn restrictions in Section 1(G)(4) are not identical to the turn restrictions contained in Sections 1(F)(7) and Section I(G)(2). The only difference Plaintiffs point to however, is the duration of the restrictions with the restrictions contained in Section I(G)(4) as 24/7 and those contained in Sections I(F)(7) and I(G)(2) being of limited duration. Plaintiffs’ attempt to distinguish between the sections is a distinction without a difference because the Court found the turn prohibitions, the prohibition against turning onto and off of Glezen Lane to be unsafe. The 24/7 prohibition necessarily encompasses the prohibition of limited duration. Plaintiffs’ argument at best is one of form over substance.

B. Request to Re-Open Evidentiary Hearing.

Plaintiffs’ request in the alternative that the Court re-open the evidentiary hearing because the evidentiary hearing was limited to “the permanent turn restrictions” should be denied. Again, Plaintiffs’ argument makes no sense and is belied by Plaintiffs’ reference in their Motion for Reconsideration to testimony at the evidentiary hearing about signed turn prohibitions. (Motion for Reconsideration, pp. 2 -5, ¶¶ 3, 4, 7-10). Plaintiffs appear to be complaining about what the Town’s witnesses at the evidentiary hearing did not assert or asserted for the first time at the evidentiary hearing regarding signed turn prohibitions. (Motion for Reconsideration, pp. 3 and 4, ¶¶ 5, 6.) Plaintiffs however, had ample opportunity to cross-examine the Town’s witnesses and did cross-examine the Town’s witnesses at the evidentiary hearing. The fact that the Town’s witnesses did not testify as they would have liked or that they did not question the Town’s witnesses further is not the basis to re-open the evidentiary hearing. That is particularly true here, where the Court has already held that she clearly did not intend for

the temporary turn prohibitions to go back in place having found that the permanent turn prohibitions were unsafe and should not be implemented.

C. Compliance With Sections II(C) and II(F) of the Judgment

Finally, Plaintiffs assert that the Town is not complying with Sections II(C) and II(F) of the Judgment. While the Town disputes Plaintiffs' assertions, Plaintiffs new arguments in not appropriate for inclusion in a Motion for Reconsideration. Further, decisional law has developed several practical criteria for submission of Motion for Reconsideration or a request for a second consideration. They apply with special force if the applicant has already received a written, reasoned explanation of a ruling as Plaintiffs did here. The movant should specify (1) 'changed circumstances' such that as (a) newly discovered evidence or information, or (b) a development of relevant law; or (2) a particular and demonstrable error in the original ruling or decision." *Audubon Hill South Condominium Association v. Community Association Underwriters of America Inc.*, 82 Mass. App. Ct. 461, 470 (2012) (citing *Peterson v. Hopson*, 306 Mass. 597, 600 (1940); *Barbosa v. Hopper Feeds, Inc.*, 404 Mass. 610, 622 (1989)).

"A party or counsel should not abusively employ a motion for reconsideration as (1) a mere repetition of previously failed arguments, (2) a means of stalling against the implementation of an adverse ruling, (3) an effort to oppress an opposing party by infliction of delay, expense, and effort, (4) a medium for quarreling with the judge, or (5) an exercise in posturing for the client. *Audubon Hill South Condominium Association*, 82 Mass. App. Ct. 461 at note 17.

Here, the Plaintiffs have simply recycled previous arguments and "such a motion that is a mere repetition of previously failed arguments should be summarily denied". *Id.* The Plaintiffs have failed to specify any changed circumstances, new evidence or information or a development of relevant law, or a particular and demonstrable error in the Court's September 6, 2017 decision.

III. CONCLUSION

For all of the above reasons, the Town respectfully requests that this honorable Court deny Plaintiffs' Motion for Reconsideration or, Alternatively, to Re-open the Evidentiary Hearing. Plaintiffs' filing of this and other frivolous motions and appeals lacking common sense is nothing short of harassment and is forcing the Town to incur significant attorneys' fees. The Town therefore, requests that this Court award the Town its attorneys' fees and any other relief the Court deems appropriate.

DEFENDANTS,

WAYLAND PLANNING BOARD

By their attorney,



Deborah I. Ecker (BBO# 554623)

Amy E. Kwesell (BBO# 647182)

KP Law, P.C.

Town Counsel

101 Arch Street, 12th Floor

Boston, MA 02110-1109

(617) 556-0007

decker@k-plaw.com

akwesell@k-plaw.com

Dated: October 2, 2017

CERTIFICATE OF SERVICE

I, Amy E. Kwesell, hereby certify that on the below date, I served a copy of the foregoing Defendants' Opposition to Plaintiff's Motion for Reconsideration or Alternatively to Reopen the Evidentiary Hearing by electronic mail and first-class mail, postage prepaid, to the following counsel of record:

Jeffrey L. Roelofs, Esq.
Law Offices of Jeffrey L. Roelofs, P.C.
30 Green Street
Newburyport, MA 01950

John Harkavy, Esq.
Law Office of John B. Harkavy
89 Woodside Avenue
Wellesley, MA 02482

Mark J. Lanza, Esq.
9 Damonmill Square
Suite 4A4
Concord, MA 01742

Dated: October 2 2017


Amy E. Kwesell

KP | LAW

The Leader in Public Sector Law

101 Arch Street, Boston, MA 02110
Tel: 617.556.0007 | Fax: 617.654.1735
www.k-plaw.com

September 29, 2017

Carolyn M. Murray
cmurray@k-plaw.com

RECEIVED

OCT 03 2017

Board of Selectmen
Town of Wayland

BY HAND

Clerk
Land Court
Three Pemberton Square
Boston, MA 02108

Re: Trustees of the Residences at 89 Oxbow Condominium Trust, et al. v.
Wayland Planning Board
Land Court No. 17 MISC 000492

Dear Sir/Madam:

Enclosed for filing in the above-referenced matter please find Answer, along with a Certificate of Service.

Thank you for your attention to this matter.

Very truly yours,



Carolyn M. Murray

CMM/man
Enc.

cc: Town Administrator
Planning Board
Interim Recreation Director
Timothy Schofield, Esq.
Christopher Donnelly, Esq.

593224/WAYLJ0077

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, SS.

LAND COURT
NO. 17MISC000492

TRUSTEES OF THE RESIDENCES AT 89
OXBOW CONDOMINIUM TRUST,
CHARLES D'AMBROSIO, and THOMAS M.
HOOPES,

Plaintiffs

v.

EDWARD C. SANDERSON, INTERIM
RECREATION DIRECTOR OF THE TOWN
OF WAYLAND RECREATION
DEPARTMENT, and DANIEL C. HILL,
ALBERT I. MONTAGUE, JR., KEVIN
FRANCES MURPHY, ANDREW J. RECK,
NICOLE W. RILEY, AND JENNIFER M.
STEEL, in their capacity as MEMBERS OF
THE TOWN OF WAYLAND PLANNING
BOARD,

Defendants

ANSWER

PARTIES

1. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 1.
2. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 2.

3. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 3.

4. The defendants admit the allegations of paragraph 4.

5. The defendants admit the allegations of paragraph 5.

6. The defendants admit the allegations of paragraph 6.

7. The defendants admit the allegations of paragraph 7.

8. The defendants admit the allegations of paragraph 8.

9. The defendants admit the allegations of paragraph 9.

10. The defendants admit the allegations of paragraph 10.

FACTS

11. The Planning Board's Decision speaks for itself.

12. The defendants admit that the Locus was part of a federally-owned facility used for military purposes but lack knowledge or information sufficient to form a belief as to the truth of the remaining allegations in paragraph 12.

13. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 13.

14. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 14.

15. The defendants lack knowledge or information sufficient to form a belief as to the truth of the allegations in paragraph 15.

16. The defendants admit the allegations in paragraph 16.

17. The defendants admit that the Town conveyed a portion of the land to Oxbow Partners, LLC and further answering state that the deed attached as Exhibit 1 speaks for itself.

18. The defendants admit the allegations in paragraph 18.

19. The defendants state that the deed conveying the parcel to Oxbow Partners, LLC referencing the easement and attached as Exhibit 1 to the Complaint speaks for itself.

20. The defendants state that the deed conveying the parcel to Oxbow Partners, LLC referencing the easement and attached as Exhibit 1 to the Complaint speaks for itself.

21. The defendants admit that the Locus is owned by the Town and used for recreational purposes but lack knowledge or information sufficient to form a belief as to the truth of the remaining allegations in paragraph 21.

22. The defendants admit that the Locus includes a parking area but lack knowledge or information sufficient to form a belief as to the truth of the remaining allegations in paragraph 22.

23. The defendants admit that the Recreation Department filed an application for Site Plan Review for the Project on May 23, 2017. In further response, the Application speaks for itself.

24. The defendants deny the allegations of paragraph 24.

25. Section 198-605.4 of the Town of Wayland Bylaws (the "Bylaws") speaks for itself.

26. The defendants deny the allegations of paragraph 26.

27. The defendants deny the allegations of paragraph 27.

28. The defendants deny the allegations of paragraph 28.

29. Section 198-506.1.10 of the Bylaws speaks for itself.

30. The defendants admit the allegations of paragraph 30.

31. The defendants deny the allegations of paragraph 31 and further answering state that Attachment A to the Application speaks for itself.

32. The Planning Board Decision speaks for itself.

33. The defendants deny the allegations of paragraph 33.

34. Sections 198-606.2.1.2 and 198-606.2.3 of the Bylaws speak for themselves.

35. The defendants deny the allegations of paragraph 35.

36. The defendants deny that there were any serious issues with the application or Planning Board Decision. Further, the Planning Board Decision speaks for itself.

37. The defendants admit the allegations in the first sentence of paragraph 37.

Exhibit 4 speaks for itself.

38. The allegations of paragraph 38 comprise contentions as to matters of law not requiring a response.

COUNT I

39. The responses to the allegations in ¶¶1-38 are hereby restated and incorporated by reference as if fully restated herein.

40. The defendants deny the allegations of paragraph 40.

41. The defendants deny the allegations of paragraph 41.

42. The defendants deny the allegations of paragraph 42.

43. The defendants deny the allegations of paragraph 43.

COUNT TWO

44. The responses to the allegations in ¶¶1-43 are hereby restated and incorporated by reference as if fully restated herein.

45. The defendants lack information or knowledge sufficient to form a belief as to the truth of the allegations in paragraph 45.

46. The defendants admit that the Town holds an easement but lack information or knowledge sufficient to form a belief as to the truth of the remaining allegations of paragraph 46.

47. The allegations of paragraph 47 comprise contentions as to matter of law not requiring a response. To the extent a further response is required; denied.

AFFIRMATIVE DEFENSES

FIRST DEFENSE

The Complaint should be dismissed for failure to state a claim upon which relief may be granted.

SECOND DEFENSE

The Complaint should be dismissed for failure to exhaust administrative remedies.

THIRD DEFENSE

The Complaint should be dismissed pursuant to the applicable statute of limitations.

FOURTH DEFENSE

The Complaint should be dismissed pursuant to the doctrine of laches and/or equitable estoppel.

FIFTH DEFENSE

The Board acted at all times in good faith, within the scope of their authority, and based on substantial evidence.

SIXTH DEFENSE

The Board's decision was validly and lawfully issued, was not arbitrary and capricious, and should be affirmed on judicial review.

SEVENTH DEFENSE

The Complaint should be dismissed because this Court lacks subject matter jurisdiction over the plaintiffs' claims.

EIGHTH DEFENSE

The Complaint should be dismissed as not ripe for adjudication.

DEFENDANTS,

TOWN OF WAYLAND RECREATION
DEPARTMENT AND PLANNING BOARD,

By their attorneys,



Carolyn M. Murray (BBO# 653873)
A. Alexander Weisheit (BBO# 682323)
KP Law, P.C.
Town Counsel
101 Arch Street
12th Floor
Boston, MA 02110-1109
(617) 556-0007
cmurray@k-plaw.com
aweisheit@k-plaw.com

Date: September 29, 2017

592663/WAYL/0077

CERTIFICATE OF SERVICE

I, Carolyn M. Murray, hereby certify that on the below date, I served a true copy of the foregoing Answer, by first class mail, postage prepaid, to counsel of record listed below:

Timothy Schofield, Esq.
Christopher Donnelly, Esq.
Schofield Law Group, LLC
29 Commonwealth Avenue, Suite 700
Boston, MA 02116

9/29/17
Date

Carolyn Murray
Carolyn M. Murray



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

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

BOARD OF SELECTMEN

LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
DOUGLAS A. LEVINE

October 4, 2017

Mr. Richard Devlin, Mr. Eli Elias
Wayland Automotive Sales, Inc.
322 Commonwealth Road
Wayland, MA 01778

RE: 322 Commonwealth Road: Class II Auto Dealer's License

Dear Sirs,

I am writing to follow-up on correspondence sent to you March 20, 2017 by the Wayland Building Commissioner regarding the Class II Auto Dealer's License issued by the Board of Selectmen for calendar year 2017. The license will be considered for 2018 renewal by the Board of Selectmen in late November 2017.

As indicated in the March 20, 2017 correspondence, the issuance of a new license could be affected by the advice of Town Counsel about whether the vehicles for sale located at 322 Commonwealth Road, but for which the transaction occurred over the Internet are under the jurisdiction of the Class II License. Town Counsel has recently advised that all vehicles for sale at 322 Commonwealth Road are under your Class II Auto Dealer's License, regardless of whether the transaction to sell a vehicle takes place at 322 Commonwealth Road or over the Internet.

Please contact David Porter, Licensing Agent for the Town, at (508) 358-3621 at your earliest convenience so that we can discuss the 2018 renewal of your Class II Auto Dealer's License, considering a reasonable plan for the sale of all used vehicles that are located at 322 Commonwealth Road.

Thank you.

Sincerely,

Nan Balmer
Town Administrator

CC: Building Commissioner
Board of Selectmen

BoS



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

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 September 25, 2017

File alley project update: this project is now underway again and we are actively going through old files and cleaning things out. We have begun work again last week and will continue for the next couple of months.

Septic work and building approvals- we are very busy with building approvals, septic design reviews and soil testing appointments. There are also many visits to our office by residents, builders/engineers, and for project submittals. We also continue to have numerous meetings with residents to provide guidance for potential home renovations/septic projects.

Flu Clinics and Nursing-Flu clinic dates have been set for Senior Clinics as follows: Tuesday 9/26 – 10-3pm, and Thursday 9/28 – 10-3pm. and for Community Clinics October 11, 18 and 25th from 2-7pm. Department staff and other key contacts have been working on a process improvement for our flu clinic registration and we have been piloting this process with our Senior Clinics. All has gone well and we will roll out for large clinics also, more information to come on this. A Medical Reserve Corps meeting will take place on September 27th from 6-9pm at the Public Safety Building Training Room, where Community Clinic Plans will be reviewed and a demo/training will take place of the new process. CHN's and the School Physician are working on immunization compliance. We are working aggressively with all schools to ensure we have compliance around herd immunity.

Department staff has also been very busy working on the draft annual report.

The Town Engineer and I conducted a site visit at the High School to check on products used as advised by the Mfg. Company of the WWTF. We did not have any concerns with products onsite.

Complaints-we have received 2 notifications from Dep regarding complaints they received from abutters of the 24 School Street project. Dep advised us that these particular complaints would not trigger action by them. We have done 2 site visits and have not seen anything at this time that we would identify as a violation. There is an empty dumpster on the property. We have taken some photos and will be keeping a record of our site visits.

Fire Dept. Station 2-The new septic system and tight tank for the floor drains are expected to be installed in the next couple of months. We provided the allowed 1 year extension in December. 2016.

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

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS WAYLAND FIRE DEPARTMENT

WAYLAND, MASSACHUSETTS 01778

Local No. 1978



10/05/2017

Wayland Selectmen
41 Cochituate Rd
Wayland, MA 01778

Selectmen for the Town of Wayland,

This letter is on behalf of the Firefighters of Local 1978. We are in support of Fire Chief Houghton's request for four additional permanent firefighters. Due to the structure of our department, four firefighters is the minimum number of additional personnel we need in order to add one firefighter to each duty group. Adding one firefighter to each group will have a positive impact on life safety and health of the residents of, commuters through, and Firefighters working for Wayland. Four additional permanent firefighters will also, potentially, allow the department to staff our ambulance full time with advanced life support – Paramedics. Having completed our first advanced life support call with permanent, full-time Firefighter Paramedics nearly six years ago; we still have not gained enough paramedics through attrition to staff our ambulance full time at the ALS level. This should be a concern for the leaders of the Town of Wayland as well as the residents. Local 1978 is actively garnering support of the residents of Wayland to begin lobbying the boards for the addition of four personnel. I cannot stress enough the importance of your stance on this matter. Thank you for your time.

Sincerely,


William Tyree

President,

Wayland Firefighters Local 1978

Affiliated with

International Association of Fire Fighters AFL-CIO-CLC

Professional Fire Fighters of Massachusetts



Commonwealth of Massachusetts
Executive Office of Energy & Environmental Affairs

X

Department of Environmental Protection

One Winter Street Boston, MA 02108 • 617-292-5500

Michelle Waters Ekanem
Secretary

Maria L. Reilly
Deputy Secretary

Carol E. Ford
Deputy Secretary

Maria L. Reilly
Deputy Secretary

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SEP 25 2017
Board of Selectmen
Town of Wayland

September 20, 2017

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

Dear Ms. Balmer,

Congratulations! It is my pleasure to inform you that the Massachusetts Department of Environmental Protection (MassDEP) has awarded the Town of Wayland Recycling Dividends funds under the Sustainable Materials Recovery Program. The Town of Wayland has earned 13 points and will receive \$4,550.

Please note, awards for the following grant categories are being evaluated (Mattress Recycling Initiative, SMART/PAYT, Curbside Recycling/Food Waste Carts, Drop-off Equipment, School Recycling Assistance, Waste Reduction Enforcement Coordinator, Waste Reduction Projects, Organics Capacity Projects) and will be announced separately.

The Sustainable Materials Recovery Program (SMRP) was created under 310 CMR 19.300-303 and the Green Communities Act, which directs a portion of the proceeds from the sale of Waste Energy Certificates to recycling programs approved by MassDEP. The Recycling Dividends Program (RDP) provides payments to municipalities that have implemented specific programs and policies proven to maximize reuse, recycling and waste reduction. Municipalities receive payments according to the number of criteria points their program earns. Eligibility criteria will ramp up over time, leveraging increasingly greater diversion results and lower solid waste disposal.

The key dates and deadlines specific to your award are summarized in the enclosed Checklist. The detailed terms and conditions are specified in the RDP Contract which has been mailed to the Recycling Contact of record for your municipality, copied below. The Recycling Contact will facilitate getting this document signed by an Authorized Signatory and will return it to MassDEP. Once received, the RDP Payment will be remitted to your municipality. Should you have any questions, please call Tina Klein at 617-292-5704.

Thank you for your commitment to advancing recycling and waste reduction in Massachusetts. Together our efforts will reduce greenhouse gas emissions, conserve natural resources and save energy, while also supporting jobs and reducing disposal costs for waste generators and municipalities.

Sincerely,

Martin Suuberg
Commissioner

cc: Daniel Cabral, DPW Office Coordinator-Administrator

**RECYCLING DIVIDEND PROGRAM CONTRACT (“RDP Contract”)
BETWEEN THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF ENVIRONMENTAL PROTECTION (“MassDEP”)**

AND THE Town of Wayland (“Municipality”)

Pursuant to the Green Communities Act, relevant provisions of which are codified at M.G.L. c. 25A, Section 11F(d) and the regulations promulgated thereunder at 310 CMR 19.300 and in support of the Massachusetts Solid Waste Master Plan developed pursuant to M.G.L. c. 16, Section 21, MassDEP has awarded the Municipality a Sustainable Materials Recovery Program grant under the Recycling Dividends Program (“RDP”). The Municipality has earned a payment of \$4,550.

The Recycling Dividends Program provides payments to municipalities that have implemented specific programs and policies proven to maximize reuse, recycling and waste reduction. Municipalities receive payments according to the number of criteria points their program earns. RDP provides an incentive for municipalities to improve their recycling programs by implementing best practices and it rewards communities with model recycling and waste reduction programs.

Duration: The term of this Contract shall be in effect until the municipality has expended all RDP funds and reported to MassDEP on use of funds.

RESPONSIBILITIES OF THE MUNICIPALITY

1. **Authority:** The Signatory of this RDP Contract is authorized by the governing body of the Municipality to enter into this Contract on behalf of the Municipality and apply for and accept funds on behalf of the Municipality.
2. **Commonwealth Terms and Conditions:** The Municipality shall comply with the Commonwealth Terms and Conditions and other requirements set forth in the Municipality’s executed Master Service Agreement.
3. **Failure to Comply:** If, in the judgment of MassDEP, the Municipality fails to comply with any of its responsibilities identified in this Contract, then, at the election of MassDEP, (a) the Municipality shall repay the RDP funds to MassDEP within 90 days; and/or (b) title to all materials purchased with the RDP funds immediately and without any further steps shall be transferred to MassDEP; and/or (c) MassDEP may find the Municipality not eligible to seek another Sustainable Materials Recovery Program Grant for up to three years. MassDEP may provide written notice to the Municipality of any such failure to comply. Such notice may provide a time period and manner for the Municipality to cease or remedy the failure. Such notice from MassDEP of any such failure by the Municipality is not a precondition to MassDEP’s right to select options (a), (b), and/or (c) above. The Municipality shall follow the instructions of MassDEP regarding possession of the materials purchased with RDP funds. The Parties hereby agree to execute any and all documents necessary to accomplish said transfer. Furthermore, the Municipality shall transfer or arrange to transfer actual possession of said materials to an authorized representative of the Commonwealth of Massachusetts or its designee.
4. **Recycling in Practice:** The Municipality has established paper, bottle and can recycling in all municipal offices and meeting spaces, excluding schools. The Municipality shall continue such paper, bottle and can recycling during the term of the RDP Contract.
5. **Buying Recycled Products:** The Municipality has established a written policy which promotes a preference for the purchase of recycled products in lieu of non-recycled products and all staff with purchasing authority are aware of and are following the established policy during the term of the RDP Contract. **Proof of annual buy recycled policy staff notification is required for all SMRP grant applications.**

6. **RDP Payment Calculation:** MassDEP has calculated the RDP Payment using the table below which shows payment brackets based on the number of households served by the municipal solid waste program and the point value for each bracket. *Section 7 – Program Criteria* and *Appendix A – Criteria Performance Standards* describe in detail the conditions for earning points.

Trash HH Served	Value of Each Point	Minimum Payment	Maximum Payment
1 - 1,999	\$350	\$2,100	\$8,050
2,000 - 4,999	\$600	\$3,600	\$13,800
5,000 - 7,499	\$1,100	\$6,600	\$25,300
7,500 - 9,499	\$1,300	\$7,800	\$29,900
9,500 - 12,499	\$1,800	\$10,800	\$41,400
12,500 - 16,999	\$3,000	\$18,000	\$69,000
17,000 - 24,999	\$3,500	\$21,000	\$80,500
25,000 - 31,999	\$4,000	\$24,000	\$92,000
32,000 - 99,999	\$6,500	\$39,000	\$149,500
100,000 +	\$10,000	\$60,000	\$230,000

7. **Program Criteria:** The Municipality, through its RDP application, certifies that all points earned are for programs that were in place no later than June 14, 2017 and that these programs fully meet the performance standard set forth in *Attachment A – Criteria Performance Standards*. *Section 13 – RDP Payment Calculation* lists the program criteria for which the Municipality has earned points, and upon which the Municipality’s payment was calculated.
8. **Use of Funds:** RDP Payments shall be expended on approved equipment and activities, listed below, to enhance the performance of the Municipality’s waste reduction programs. Use of a dedicated account or revolving account is recommended but not required. Funds do not have to be spent in the fiscal year received, and may be carried over to future years and accumulated to fund a larger eligible expense or project.

Approved Equipment and Activities (See Grant Guidance for details and examples):

- a. Recycling carts, bins, and/or other recycling collection containers and signage;
- b. Compost bins, kitchen scrap buckets, carts and other collection containers for food waste/organics;
- c. Environmentally Preferred Products including rain barrels and purchases from state contract FAC85 Categories: 1, 2, 3, 5C, 5E, 5F, 5H, and 7. Compostable foodservice ware may be purchased from GRO29;
- d. Incremental operating costs for a new organics diversion program;
- e. Roll-off containers, compactors and balers for the collection of materials for reuse or recycling;
- f. Cost to host a second or subsequent household hazardous waste collection event; conditions apply (see Grant Guidance);

- g. Dedicated Waste Reduction Enforcement Coordinator (must spend designated time each week on enforcement). Mandatory recycling must be codified in regulation, ordinance or bylaw and must include a fine for non-compliance. Municipalities receiving a Waste Reduction Enforcement Coordinator (WREC) SMRP grant may not use RDP funding as part of the matching funds requirement;
 - h. Costs associated with the collection and recycling of materials listed in the CHARM section of the RDP grant application;
 - i. Establishing and/or maintaining a municipally operated swap shop;
 - j. Recycling collection infrastructure and recycling site improvements at schools and drop-off locations with prior approval from MassDEP;
 - k. Recycling outreach and educational tools and materials listed and described in the Approved Equipment and Activities section of the Recycling Dividends Program (RDP) Grant Guidance;
 - l. Costs associated with implementing or maintaining a Pay-As-You-Throw (PAYT) program;
 - m. Funds to enhance school recycling and composting programs;
 - n. School chemical disposal;
 - o. Reusable trays for cafeterias, small compostable cups, reusable bags, reusable water bottles;
 - p. Funding up to \$750 annually for recycling related conferences and memberships.
 - q. \$2000 per year on items containing **post-consumer** recycled products procured from specific State Contracts listed in the SMRP Grant Guidance.
9. **Record Keeping:** The Municipality shall be responsible for keeping documentation (i.e. proof of purchase in the form of an invoice which lists the vendor name and address, item purchased, item price, number of items purchased and shipping costs if any) by calendar year, of how RDP funds were expended and the remaining balance of RDP funds. MassDEP may conduct record audits each year to ensure compliance with this Contract.
10. **Reporting:** By February 15th of each year, for the duration of the Contract, the Municipality shall submit the Recycling and Solid Waste survey and the Recycling Dividends Program Annual Report through its ReTRAC Connect™ account. Failure to comply with these reporting requirements will jeopardize future grant awards and RDP payments.
11. **Environmental Compliance:** The Municipality understands receipt of RDP funds from MassDEP does not in any way imply that the Municipality is in full compliance with all applicable environmental regulations. This Municipality shall not be construed as, nor operate as, relieving the Municipality or any other person of the necessity of complying with all applicable federal, state, and local laws, regulations and approvals. The Municipality's facility(ies) are subject to inspection at any time by MassDEP and noncompliance with applicable environmental regulations may result in formal enforcement actions, including penalties.
12. **Addendums:** Should MassDEP award additional RDP funds, an addendum to the Contract shall be provided to the Municipality. The same terms and conditions apply to the addendum.

13. RDP Payment Calculation:

The Municipality's payment has been calculated as follows:
(Value of each point) x (Total RDP Points)

a. Solid Waste Program	4
b. Swap Shop	2
c. Organics	0
d. Bulky Items	0
e. Yard Waste	2
f. Household Hazardous Waste	2
g. Center for Hard to Recycle Materials	2
h. Hauler Regulation Enforced	0
i. Private Hauler and Business Access	0
j. Comprehensive Hauler Regulation Adopted	0
k. Outreach and Education	0
<u>l. Textile Bonus Point</u>	<u>1</u>
 TOTAL RDP POINTS	 13

VALUE OF EACH POINT \$350

RDP PAYMENT AMOUNT \$4,550

IN WITNESS WHEREOF, MassDEP and the Municipality hereby execute this Contract.

COMMONWEALTH OF MASSACHUSETTS

By: _____ (Date)
Greg Cooper, Division Director
Bureau of Air and Waste
Department of Environmental Protection

Town of Wayland

By: _____ (Date)
(Signature and Title)

(Print Name)



The Commonwealth of Massachusetts
MASSACHUSETTS SENATE

SENATOR RICHARD J. ROSS
Norfolk, Bristol and Middlesex District

STATE HOUSE, ROOM 419
BOSTON, MA 02133-1053
TEL. (617) 722-1555
FAX (617) 722-1054
RICHARD.ROSS@MASENATE.GOV
WWW.MASENATE.GOV

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

October 2, 2017

Dear Ms. Balmer,

As you state senator, I would like to offer my congratulations on your receipt of the Sustainable Materials Recovery Program (SMRP) grants from the Massachusetts Department of Environmental Protection.

In order to preserve our planet each person needs to do their part. By organizing and promoting environmentally conscious projects at the local level, the Town of Wayland is assisting its citizens in caring for its community.

I am proud of the progress that has been achieved and wish the best of luck to the Town of Wayland in its continued efforts. If I can be of assistance in the future, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Richard J. Ross".

RICHARD J. ROSS
State Senator

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OCT 05 2017
Board of Selectmen
Town of Wayland



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, Secretary & CEO
Jonathan L. Gulliver, Acting Highway Administrator



September 19, 2017

The Honorable Richard Ross
Norfolk, Bristol and Middlesex District
State House, Room 149
Boston MA 02133

The Honorable Carmine Gentile
Thirteenth Middlesex District
State House, Room 167
Boston, MA 02133

The Honorable Alice Peisch
Fourteenth Norfolk District
State House, Room 473 G
Boston, MA 02133

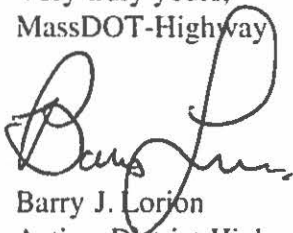
Dear Senator Ross, Representative Peisch and Representative Gentile:

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

I am pleased to be able to notify you that the MassDOT Highway District Three Maintenance section will be scheduling resurfacing and eastbound sidewalk installation for the of fall of 2017. The project limits on Route 20 in Wayland will run from the intersection of Route 27 to the Weston Town line. At this time, it is anticipated that MassDOT's contractor will begin mobilizing on Wednesday, September 20, 2017. District staff will be coordinating directly with the town of Wayland regarding the schedule and installing electronic message boards on Route 20 in advance of any work taking place.

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

Very truly yours,
MassDOT-Highway



Barry J. Lorion
Acting District Highway Director

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OCT 03 2017
Board of Selectmen
Town of Wayland

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



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

BOARD OF SELECTMEN

LEA T. ANDERSON
MARY M. ANTES
LOUIS M. JURIST
CHERRY C. KARLSON
DOUGLAS A. LEVINE

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

**PUBLIC DOCUMENTS PROVIDED TO THE BOARD OF
SELECTMEN FROM SEPTEMBER 29, 2017, THROUGH
AND INCLUDING OCTOBER 5, 2017, OTHERWISE NOT
LISTED AND INCLUDED IN THE CORRESPONDENCE
PACKET FOR OCTOBER 10, 2017**

Items distributed to the Board of Selectmen – September 29-October 5, 2017

1. None

**Items distributed for information and use by the Board of Selectmen at the
Meeting of October 2, 2017**

1. Email from Malcolm Astley re: Following Through on Commitments
2. Finance Committee Presentation to the Board of Selectmen: Financial State of the Town
3. Article List for November 14, 2017 Special Town meeting
4. Article for Special Town Meeting on Current Year Transfers

**Items included as part of Agenda Packet for discussion during the October 10, 2017
Board of Selectmen's Meeting**

1. Report on Financial Management Policies, Edward J. Collins Center for Public Management
2. Financial Management Structure Review (Draft, 10/03/2017), Edward J. Collins Center for Public Management
3. Position Modification Request Form – Land Manager (Conservation)
4. Executive summary, PowerPoint presentation, and New Position Request Form – Firefighter/EMT, A and B shift (Fire Department)
5. Memorandum re: Authorized Strength of the Police Department; and supporting material
6. New Position Request Form – Police Officer
7. Memorandum from N. Balmer re: Town Administrator's Office Organization
8. Memorandum from E. Doucette, Financial Administrator re: FY19 Draft Operating Budget for Departments under Jurisdiction of the Board of Selectmen (with attached report)
9. Memorandum from N. Balmer re: Special Town Meeting Articles
10. Article List for November 14, 2017 Special Town Meeting
11. Proposed STM 2017 Article Order (Draft for Discussion, October 10, 2017)
12. Memorandum from Linda Hansen, Conservation Administrator, to N. Balmer re: Weston Aqueduct Pedestrian Crossings
13. Massachusetts Water Resources Authority 8(m) Permit, No. 16-1784, May 2016 (with two figures, maps of public access path)
14. Construction Cost Estimate for Wayland Aqueduct crossing at Old Connecticut Path and Pine Brook Road
15. Construction Cost Estimate for Wayland Aqueduct crossing at Stonebridge Road
16. Photographs of Weston Aqueduct Pedestrian Crossings at Elm Street in Framingham and Sudbury River
17. Town Administrator's Report for week ending October 10, 2017
18. Annual Town Election and Annual Town Meeting Schedule for 2018