

Wayland Real Asset Planning Committee  
PLANNING BOARD OFFICE  
WAYLAND TOWN BUILDING,  
41 COCHITUATE ROAD, WAYLAND MA

March 15, 2017 – 7:30 PM  
APPROVED 3/22/17

Present. Anette Lewis (presiding), Tom Abdella and Gretchen Schuler. Ben Keefe, Ex-Officio.

Call to Order. The meeting was called to order at 7:30 PM by Anette Lewis who reviewed agenda. There was no public comment.

Minutes. The minutes of March 2, 2017 were approved as amended by a vote of 3-0-0.

Condition of Existing Buildings. Ben Keefe, Public Buildings Director, explained his “Capital Replacement Costs” chart which was generated with a new computer program that analyzes all buildings and all systems to generate a cost of replacing the resources over 30 years. When looking at all categories (some of which do not apply) the replacement cost over 30 years came to \$172.3 million or \$5.8 million per year. This is not annual maintenance; it is major repair and replacement. Mr. Keefe said to get to a more realistic dollar figure he looked at costs differently isolating those factors that he believes are applicable to town-owned buildings. These include: fire alarm detection, ceiling finish, floor finish, and exterior doors, exterior windows, roofing, HVAC, controls and instruments and sprinklers and standpipes. Considering only those items the 30 year cost would be \$77.9 million or \$2.6 million per year that the Town should budget toward capital replacement. Mr. Keefe was asked what the annual cost is to maintain the buildings. He said that he would estimate that the current annual building maintenance budget is about 30% short of what is needed and they do as much “in-house” work as possible. Ms. Lewis asked if she could send the charts that Mr. Keefe provided to Finance Director, Brian Keveny and Town Administrator, Nan Balmer. Mr. Keefe agreed saying that he is comfortable with the accuracy of these numbers. Mr. Keefe also was asked about the escalation index that is used to calculate the cost of the replacement over 30 years. He said that for the Library building grant application the Trustees had used 5.5% and, for our purposes, he believes that 4% is appropriate. This would mean that annual replacement costs would rise from \$2.6 million in current day dollars to \$8.2 million in 30 years, and even at 2.5% escalation rate, it would rise to \$5.5 million. When discussing use of Town Building space, Mr. Abdella pointed out that so much space could be saved or put to better use if more records were digitized so that we would not be heating and cooling space taken up by stacks of metal file cabinets that house records. Mr. Abdella noted that it was likely 10% of the floor space in the Planning, Health and Conservation offices and nearly 50% of the floor space in the Building and Survey offices.

Major Capital Projects. Ms. Riley had sent the revised chart; however due to her absence from the meeting this item was set aside for the next meeting. Ms. Lewis noted that it would be good to compare the Five-Year Capital Plan in the warrant with that on the chart.

Outline For Town Counsel Concerning Restrictions, Best Practices, etc. Ms. Riley also provided members with a draft memo to be sent to Town Counsel regarding restrictions on properties and best practices for acquiring town-owned property in the future. Ms. Schuler had edits to the memo which she will send to Ms. Riley prior to the next meeting.

WRAP Final Report and Recommendations.

*Capital Facilities Planning Committee Charge and Program Evaluation Review Technique (PERT):* Ms. Lewis asked for edits to the Capital Facilities Planning Committee Charge and the PERT chart that she distributed. Mr. Abdella had no additional edits to the charge and recommended that the PERT chart have a horizontal arrow in the background showing the flow of work. There was a brief discussion about the note at the bottom of the PERT chart: “Department of Public Works infrastructure for water, transfer station.....will not be subject

to review by the Capital Facilities Planning Committee....” The meaning of “infrastructure” could include buildings; therefore it was determined that the meaning is “in the ground” infrastructure.

*Section II. Municipal Property.* Ms. Schuler reported on Section II for which she had prepared a revised draft introduction. Ms. Lewis had a number of edits and also suggested that the criteria used to determine which properties to consider in depth should be more clearly stated – properties that are one acre or more, yielding not many and then consideration of clusters of properties. Ms. Schuler will make changes and redistribute in time for the next meeting.

*Section III. Siting Criteria and Section IV. Criteria for Establishing Priorities.* Mr. Abdella will edit the introduction that Ms. Schuler distributed at the last meeting and will be adding information about the use of demographics in particular. Guidance as to which demographic sources should be used for various projects will be in the report as well as the recommendation that all studies and reports that use demographics must cite the source. Ms. Lewis wondered if we would be able to put together a baseline of demographic information. When discussing school demographics Mr. Abdella noted that while the enrollment decreased the costs increase. In this discussion Ms. Lewis reported that 8% of the student population does not reside in Wayland. This may be a significant figure that impacts need for additional school space. Sections III and IV will be flipped so that Siting Criteria will be discussed after Project Priorities Criteria. In these sections Mr. Abdella will add information about references used – other communities and states – to develop criteria matrices. He also will note that the first drafts were tried out at a forum and that the Library developed a complementary set of siting criteria when considering three sites for library expansion or new construction.

*Section V. List of Current and Prospective Projects.* Ms. Riley will write an introduction for this section for which she has prepared the draft chart of projects.

*Section VI. Long Range Facilities and Capital Funding Plans.* Ms. Lewis will write the draft for this section in which she will articulate the precepts upon which capital planning should be based:

- a) Outstanding debt should not exceed 100% of the current projected revenue;
- b) Annual debt should be no more than 10% of annual revenue;
- c) Major capital projects (greater than \$1 million) should be financed by exempt debt;
- d) Enterprise funds, CPA etc. with dedicated funding source are not included in outstanding debt % allowed.

Ms. Lewis will send information to the Finance Committee as it is essential that it embraces the precepts (most of which came from the Finance Committee’s FY18 Report to Town Meeting) in order for WRAP to come up with a Financial Plan.

*Section VII. Committee Summary and Recommendations.* Ms. Schuler will start to write this section drawing on minutes and work products to date.

*Bibliography.* To date the bibliography that Mr. Sarkisian, Town Planner, has prepared is incomplete. In particular there is not sufficient information about each report included in the bibliography. Ms. Lewis will send another email to Mr. Sarkisian asking for a completed bibliography.

#### Dates for Next Meetings.

March 22, 2017 – 7:30 PM

March 30, 2017 – 7:30 PM

April 6, 2017 – 7:30 PM

#### Hand-Outs.

- 1) Draft Introduction to Section II of Final Report-revised (Gretchen Schuler, 3/03/17)
- 2) Capital Facilities Committee draft charge and PERT Chart - revised (Lewis, 3/09/17)
- 3) Anticipated Major Capital Projects Chart - revised (Riley – 3/15/17)
- 4) Draft Memorandum – Questions for Counsel (Riley – 3/15/17)

The meeting adjourned at 10:15 following a 3-0-0 vote.

Respectfully submitted,  
Gretchen G. Schuler