

**Advisory Committee Meeting  
Juliani Room, Wellesley Town Hall  
Wednesday, September 12, 2018, 7:00 p.m.**

Those present from Advisory Committee included Jane Andrews, Julie Bryan, Todd Cook, Rose Mary Donahue, Bob Furlong, Mary Gard, Jeff Levitan, Bill Maynard, Paul Merry, Dave Murphy, Lina Musayev, Betsy Roberti, Mary Scanlon, Tom Skelly, and Andrea Ward.

Tom Skelly called the meeting to order at 7:00 p.m.

**7:00 p.m. Citizen Speak**

There was one present for Citizen Speak.

**7:00 p.m. Planning Board re: FY19 Initiatives**

Catherine Johnson, Chair, Planning Board (PB); Jim Roberti, Vice Chair, PB; and Michael Zehner, Director, Planning Department, presented.

PB Mission Statement

The Planning Board guides the Town of Wellesley in preserving and enhancing Wellesley's quality of life by fostering a diverse housing stock, multi-modal transportation options, valuable natural resources, resilient infrastructure, and a thriving local economy. The Planning Board achieves these goals through the creation and implementation of Zoning Bylaws, policies, long-term planning, and by promoting citizen participation in the planning process.

What Does Planning Do?

- One of the oldest boards in town
- Works to plan for the development of Wellesley through long-range planning and studies, implemented by land use controls such as the Zoning Bylaws (240 pages long)
- Wellesley was one of first towns in MA (and US) to adopt zoning (1925)
- The Zoning Map is part of the Zoning Bylaw, and can be viewed on the Town website with its many overlays and districts
- Planning is light on budget needs, but more complicated on Town Meeting (TM) matters/articles
- Appreciates Advisory perspective; suggests committee members begin following Planning initiatives to be prepared for Annual Town Meeting (ATM)

Pressing Planning Objectives

- *Support the development of affordable housing and implement the Housing Production Plan (HPP).* Proactive efforts to assist the Town in achieving affordable housing goals established by the state; Board of Selectmen (BOS) and PB will meet on September 24<sup>th</sup> to vote on adoption of the HPP. If adopted, the Town can get some protection from 40Bs if it increases its Subsidized Housing Inventory (SHI) by 45 units annually. PB received \$50,000 of CPA funds to do a sub-area land use plan with the goal of identifying an area in Town that is ripe for redevelopment or development with a focus on affordable housing. PB was recently contacted by the Metropolitan Area Planning Council (MAPC) regarding grant possibility.
- *Support the implementation of the Unified Plan (UP).* UP will replace the Town Comprehensive Plan, which has been in existence since 1965 and updated about every ten years. When last comprehensive plan expired (2017), BOS expressed desire that new plan include strategic component. Intended to give Town more control over direction of development and affordable housing. Over the last two years the Town has worked with a consultant and held public forums

to develop UP; 324 comments received; trying to address and incorporate those now and consultant will make final revisions. UP will need to be adopted by PB and BOS.

A question was asked as to how TM will participate in implementing the HPP: Zoning amendments or the re-zonings of properties that are identified as appropriate locations for affordable housing would require approval at ATM; part of HPP includes tactics and suggestions for implementation.

A question was asked as to the process for state approval of the HPP: Will submit HPP to the Department of Housing and Community Development (DHCD) the day after the Town adopts it; DHCD then has 30 days to approve the plan; following approval, Town must demonstrate the permitting of the projects that result in additional units; if there is a comprehensive permit approved for a pending project before the HPP is approved by DHCD, then those units won't count towards our progress.

An additional question was asked as to whether the HPP is on the Town website: Yes; draft made available for comment for several weeks and Planning actively engaging the public.

Although affordable housing a priority for Department, Planning doesn't have a staff person able to focus on it. Meghan Jop, Assistant Executive Director, and Michael Zehner, Planning Director, have been key people involved to date. Town currently has five 40B projects pending and Planning staff trying to assist Zoning Board of Appeals (ZBA) with those. Twenty percent of the Planning Director's time is currently spent on 40Bs.

A question was asked about the state's role in monitoring and overseeing affordable housing and method used to determine whether units count: There are required steps for certifying units; they are restricted for affordable housing; state does follow-ups; continual monitoring. Wellesley has no staff to support this; current Planning staff assists the Housing Development Corporation on an as-needed basis (e.g., holding lotteries when units become available).

Another question was asked about community engagement in the HPP: Department uses three social media platforms—Facebook, Twitter, and Town website (“News and Announcements”); also works with the *Townsmen* and the *Swellesley Report*; robust community engagement over 18 months on the Unified Plan; three public meetings on the HPP and generally people seem very supportive of it; always want to make sure Department doesn't get too far ahead without checking to make sure we are on track with residents; important to engage with public early on in the process.

There was a question concerning the scope of affordable housing in Wellesley: State requires that 10% of the housing stock be affordable units and this can include rental, ownership and small single-family homes; currently 6.3% of Wellesley's housing stock is affordable; Town needs about 450 units to get to 10% mandate; once HPP is certified, Town needs annually to produce 10% of that, or 45 units.

Planning has been working with the state for two years. The state's role is to advocate for affordable housing. Wellesley currently has five 40B applications (approximately 185 units in total) pending, which the Town may not like due to location, size, scope, etc. HPP will allow us to take control over remaining required units and build projects that fit in with the Town but also satisfy the state mandate.

Law creates a preference for rental projects, since 100% of the units in a rental project count towards the 10% goal, whereas only the actual affordable units in owned projects count towards the goal.

- *Actions to support transportation and mobility planning.* Includes implementing the Route 9 Corridor Study and improving accessibility at train stations; holistic approach to transportation involving state and regional planning and funding assistance; BOS interest in long-range planning.

There was a question about the MetroWest Regional Transit Authority (MWRTA) bus and the routes it serves in Town: Two routes currently; Barton Road hasn't been served for over a year due to ridership issues; Babson College stop will be added to one of the routes due to observed need; question whether Town can support funding for an additional bus; goal is to have singular group focused on all of transportation.

- *Actions to support public education and support for zoning and land use objectives.* Held two sessions for real estate agents last year; speaking to League of Women Voters about HPP next week.
- *Support long-range planning initiatives for the North 40.* BOS would like to re-engage the Town as to what to do with North 40 from a planning perspective; Planning will contribute resources to that.
- *Recodification of Zoning Bylaws.* There have been starts and stops to this process over the last ten years. PB would like to restart the "piecemeal approach" (addressing individual sections, as opposed to a complete rewrite), as this is the easiest for people/ATM to understand/digest and has been used successfully recently (e.g., rezoning of NRC properties and zoning map changes). This approach will take time, estimated at three years or longer.

#### Annual Town Meeting 2019 Initiatives

- *Lighting Bylaw Creation/Recodification.* Lighting currently addressed in different aspects of bylaws; currently some inconsistencies; more impact on commercial and institutional projects than residential; PB would like to have goals for lighting and objective criteria; has been interest over past few years within community and NRC to address lighting; Planning worked with consultant on best practices for lighting regulation.
- *40R Overlay District for William Street (Wellesley Office Park).* Current owner of property (John Hancock) would like to develop 300-350 residential units, which could come close to satisfying Town's 10% affordable housing requirement all on its own. "40R" is smart growth zoning law that seeks to introduce mixed-use developments near transit; this project is eligible due to its location near 128 and Eliot MBTA station in Newton. Meetings have been held between PB, BOS, Executive Director, property owner, developer and state; next steps include developing draft proposal, holding public hearing, and submitting to state for approval.

There was a question/concern as to traffic planning that would occur for the proposed project given that recent changes to the Route 9/128 interchange have created dangerous situation and will require thoughtful, creative solution.

- *Revision of Tree Bylaw* is pending, awaiting an assessment with NRC. Completing an analysis of how it is working given some concerns raised in the community.
- *Revision/recodification of Off-Street Parking Bylaw* (two phases: recodification & technical update). Study completed in 2015 that made some recommendations for changes to bylaw; complicated and challenging.
- *Zoning actions to support potential development of Tailby and Railroad lots* are contingent on BOS decisions regarding RFP and eventual leases (currently underway). Working group report available online.

#### Other Potential Initiatives

- Rezoning of 999 Worcester Street
- Final Zoning Map Corrections (two to three properties)
- Citizens' Petition for rezoning Dexter/Wellesley Avenue properties
- Actions/funding supporting implementation of UP
- Actions/funding supporting implementation of HPP

There was a question as to how all the 2019 initiatives will be prioritized: Planning feels Town should be doing all of them and can't prioritize at this time; time commitment for completing projects dictates which ones go forward; elected PB wouldn't be advancing these if didn't think they were all priorities.

Planning was encouraged to come back to Advisory as early as possible with more details on these proposals.

### **7:53 p.m. Permanent Building Committee: Overview**

Tom Goemaat, Chair, Permanent Building Committee (PBC); Matt King, Vice Chair, PBC; and Steve Gagosian, Design and Construction Manager, Facilities Management Department (FMD), presented.

#### What Does PBC Do?

- PBC *Proponent User Manual* created by FMD; available online with links to state entities and regulations
- PBC charged with executing vertical building projects for the Town, e.g., schools, libraries, senior center, town hall; PBC not involved in certain Department of Public Works (DPW) projects or Municipal Light Plant (MLP) projects
- Project proponent prepares feasibility study in conjunction with FMD; PBC will review the proposed budget and schedule and will help proponent put together the request for design funds for TM
- If design funds approved, PBC manages the design process and comes back to TM with bids in hand to ask for construction funds.
- PBC staff now resides within FMD; new arrangement working very well
- Once a project is completed, FMD operates as the property manager; however, during the warranty period, PBC has a heavy hammer to step in to get action if needed

A question was asked about the number of upcoming projects funded last year and the pending projects next year and whether more staff will be needed: Recently hired new staff at FMD to assist with projects.

#### Owner's Project Manager (OPM)

- Every project over \$1.5 million is required by state law to have an OPM, who must have certain qualifications and experience in construction and design
- OPM's job is to interface with the proponent, design team, construction team, FMD and PBC
- OPM is the communication "glue" that pulls everyone together and keeps the project on track (e.g., scheduling, budget, change orders) and helps people make decisions

#### Clerk of the Works

- Don't have one for every project
- Clerk of the Works is on-site full time; keeps track of the number of workers, the trades on site, what they are doing, weather, major deliveries, injuries
- Not authorized to make changes, but if they see work going on that is not according to plans/specifications then their job is to reach out to OPM, who in turn can speak with architect/designer
- Full-time set of eyes on the site

A question was asked if a clerk of works can be a Town employee: Generally outsourced, given the time involved, but the School Security project had a recently retired town employee as the clerk of works and he did a great job.

There was a follow-up question as to whether the large number of current/upcoming Town capital projects are being staffed in the most cost-effective manner and whether we should we have a bigger Town staff rather than outsourcing at a premium: PBC considers this very carefully; same concern has

been expressed by Advisory in the past; PBC is looking at a five to ten year plan; don't want to "staff up" to manage these projects and then have extra people on payroll with not enough to do or whom we have to layoff; when someone is hired as a Town employee, they receive the full basket of salary, benefits, and pension; have to be sure there is a long-term model that supports additional hires; if PBC feels this is right way to go, will encourage FMD to bring staffing requests forward; proceeding cautiously.

There was a request to update what has happened since ATM last year approved additional position within FMD's Design and Construction group: Staff within that group are interchangeable and cross-trained, so FMD and PBC can make most effective assignments; new hire brought on within group; PBC and FMD look at what can be handled internally and outsource what cannot; currently FMD and PBC feel there is enough staffing; able to selectively take Design and Construction staff and assign them as OPMs for a number of projects within capital plan.

There was a comment/compliment by an Advisory member that the restructuring of the Design and Construction positions in the course of transitioning them from PBC to FMD umbrella has enabled them to provide even greater support of projects.

For HHU projects, Town is retaining outside firms as OPMs; can't do in-house because (1) certain qualifications required by state that FMD staff does not currently possess and (2) too large a job (with High School there were 3-4 people on site for OPM). FMD staff will nonetheless help users with visioning, interfacing and institutional knowledge.

There was a question about the learning curve for construction projects: Continuous learning from past projects; never put a shovel in the ground without expecting something; every year at PBC retreat, talk about lessons learned during prior year; FMD brings more abilities and bandwidth and is holding vendors accountable (can't expect a volunteer committee or board that meets every week to have the ability to do daily oversight); manuals and guidelines that go out to professional teams set the Town's expectations; Construction Management at Risk ("CM at Risk") model is great because it is a qualifications-based selection; spending resources on oversight to minimize potential problems down the road.

There was a comment by an Advisory member that some of the project costs seem to include high numbers for contingencies and oversight; need to be able to explain those to TM: Every project needs contingencies; with renovations (e.g., Town Hall exterior), can never do enough investigating to identify every problem/issue in advance; with new construction, until we get into project users don't know exactly how they are going to operate all aspects of facility (e.g., Tolles Parsons Center fitness center); need to allow contingencies for these types of changes.

There was a follow-up comment that the concern with respect to contingencies is really the escalation of these costs over time: Contingencies are project-based; goal is to do the best job at estimating, but don't want to go back to TM for money; budgets developed are reasonable and will ensure the completion of the projects; frequently money is turned back from projects; in addition, contingencies decrease as stages of project progress and we learn more about the project; escalation is a localized phenomenon.

An Advisory member commented that it had been announced at recent School Committee meeting that School Security project is almost done and has come in under budget, and complimented the presenters on achieving that result. There was a follow-up question as to what happens to unspent funds: Finance Department puts article on warrant at Annual Town Meeting rescinding/transferring debt.

There was a question whether, given the seeming advantages of the CM at Risk model, the Town is using that more often: Moving to use CM at Risk whenever possible; there are certain requirements (e.g., \$5 million threshold).

- For traditional Design/Bid/Build, an architect and engineer are hired to design the project, then it is put out to bid; fixed numbers are received from multiple general contractors (GCs); lowest qualified bidder gets the job
- CM at Risk model puts the project out for bid much earlier and it is a qualifications-based selection; private sector practice that has been picked up by the public sector; contractors submit their qualifications, team members and project approach, as well as financial component (fee, expressed as percentage of the project cost, that contractor will charge to manage the project); owner receives two envelopes, one with the qualifications/team and second with the financials; finalists are interviewed and then there are negotiations; goal is to contract for project at lowest possible cost with the team you want; have used this model with Fiske, Schofield and High School; both the contractor and the owner have a common interest in this model and it is a more professional relationship; importantly, with CM at Risk, the contractor owns not just what is written into contract but what is reasonably inferable from the contract.

There was a question whether there are risks with the CM at Risk model: For some projects, CM at Risk could be more expensive; if you have a simpler, smaller job and a competitive market place, could be better to do design/bid/build.

#### Update on PBC Projects

- School Security project is winding down and in close-out; all systems are up and running and have been commissioned; all doors are opening/closing/locking and all cameras working
- Town Hall envelope is ongoing; masonry work well underway; some delays with window work; found some old structural damage on lower roof that had been covered over
- Tolles Parsons Center project is winding down; OPM and architect finishing up; FMD has a list of non-contractual items to work on
- Fiske and Schofield are complete
- Police Station roof is closed out; Police Station HVAC almost complete

#### Potential New Projects:

- Middle School piping – construction funds to be requested
- Middle School bundle feasibility study – design funds to be requested
- Main Library renovation – coming back to PBC re: design funds

There will be turnback from Fiske and School Security projects; not much turnback expected from the Tolles Parsons Center.

Kevin Kennedy, new Project Manager within FMD, was introduced. He will be the Hunnewell project contact person for FMD working with Compass and SMMA on the feasibility study; he is also working on Town Hall interior and Middle School piping project.

#### **8:50 p.m. Minutes Approval/Liaison Reports/Administrative Matters**

Andrea Ward made and Paul Merry seconded a motion to approve the August 22, 2018 minutes, as revised. The motion passed unanimously.

There was a discussion about whether the current level of detail being provided in the minutes is necessary. Some Advisory members felt that a more summary format would be preferable, given that the meetings are available for viewing online; others felt that capturing details in the minutes, particularly questions and answers between Advisory members and board/staff members, served as a helpful reference and assisted those AC members later in writing their portions of the Advisory Report. There was consensus that some topics/presentations merit greater detail than others, and an effort will be made going

forward to streamline the minutes where possible without losing valuable information. The preparation of an Executive Summary of the minutes was also discussed.

#### School Committee/Jane Andrews

- School Committee (SC) had first meeting of the year
- New School Security Resource Officer (SRO) was introduced at that meeting
- SC discussed tentative enrollment report; not final until October enrollment is certified by the state; enrollment has gone down overall, but not as much as SC had projected last year; K-5 down 32 students, Middle School up 40 students, and High School down 40 students; overall decrease of 32 students; projected decrease had been 101 students; K-5 enrollment is 2,177, but this could still change
- Superintendent's contract is up for renewal; new contract will be for five years with a one-year rollover; SC very pleased that Dr. Lussier willing to renew given significant turnover among superintendents; SC investigated comparative districts re: contract terms
- SC also discussed potential strategy for cooling schools; long-term solution is needed for all schools given the hot starts and ends of year

#### FMD/Jeff Levitan

- PBC presentation tonight was precursor to the groundswell of building activity in Wellesley-- \$180 million of work to be done
- Town may be well-served to violate budget guidelines and increase FMD staffing

#### Audit/Jeff Levitan

- Pension was reviewed and received favorable opinion; no important issues came out of that
- Recommending cyber audit on Town and Town departments; raises question of how many IT departments we have in Town

There was a comment that IT will be invited to present to Advisory this fall.

#### Recreation and Playing Fields Task Force (PFTF)/Mary Scanlon

- Morse's Pond feasibility study may yield projects down the road
- PFTF has offered to come talk to Advisory if desired

Reminder: Advisory will meet each night of Special Town Meeting, in the Middle School Faculty Dining Room, at either 6:00 p.m. or 6:30 p.m. (TBD), depending on what needs to be discussed.

#### **9:15 p.m. Adjourn**

Jane Andrews made and Mary Scanlon seconded a motion to adjourn. The motion passed unanimously.

#### **Items Reviewed During Meeting**

- *Planning FY2019 Work Plan Overview: Advisory Committee Presentation*, Planning Department (September 12, 2018)
- *Proponent User Manual*, Permanent Building Committee