

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

TOWN HALL • 525 WASHINGTON STREET • WELLESLEY, MA 02482-5992

ELLEN F. GIBBS, CHAIR
JACK MORGAN, VICE CHAIR
MARJORIE R. FREIMAN, SECRETARY
ELIZABETH SULLIVAN WOODS
THOMAS H. ULFELDER

FACSIMILE: (781) 239-1043
TELEPHONE: (781) 431-1019 x2201
WWW.WELLESLEYMA.GOV
BLYTHE C. ROBINSON
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

SELECTMEN'S MEETING

TENTATIVE AGENDA

Wellesley Town Hall – Juliani Room

7:00 P.M. Monday, February 12, 2018

1. 7:00 Citizen Speak
2. 7:05 Meeting with Department of Public Works
 - Presentation on the Grove Street Capital Project
 - Discuss Winter Maintenance Snow & Ice Expenditures
3. 7:35 Discuss High School Field Improvements proposed by Playing Fields Task Force and School Committee
4. 7:55 Approval of Green Communities Grant Application
5. 8:05 Board of Health – Discuss Flu Outbreak & Food Sharing/Insecurity
6. 8:15 Finalize Proposed Debt Policy
7. 8:25 Discuss Draft Town-wide Financial Plan
8. 8:50 Executive Director's Update
 - Approval of Minutes
 - League of Women Voters Proclamation
 - Acceptance of Gifts
9. 8:55 New Business and Correspondence
10. 9:00 Executive Session under M.G.L. c. 30A, §21(A), exemption #3 to strategy with respect to collective bargaining for all unions

Next Meeting Dates: Tuesday, February 20, 2018 7:00 pm
Monday, February 26, 2018 7:00 pm

MOTIONS- FEBRUARY 12, 2018

2. **MOVE** that the Board vote to support Article 18 on the Annual Town Meeting warrant for the reconstruction, rehabilitation and repair of Grove Street.

3. **MOVE** that the Board vote to support Article 17 on the Annual Town Meeting warrant for improvements to the High School Field.

4. **MOVE** that the Board vote to approve the Town's application for funding up to \$137,250 from the Green Communities program and execute the application.

6. **MOVE** to approve the Debt Policy as proposed.

8. **MOVE** to approve the minutes of the January 8 and January 16, 2018 meetings.

8. **MOVE** to proclaim March 1, 2018 as "League of Women Voters Making Democracy Work Day" and execute the proclamation.

8. **MOVE** to accept a gift of \$7,500 from the owner of the property at 892 Washington Street for the monitoring and enforcement costs associated with the conservation restriction of the property.

10. **MOVE** that the Board vote to enter into Executive Session under M.G.L. c 30A, §21 exception #3 to discuss strategy with regards to collective bargaining. Furthermore, that Treasurer/Collector Marc Waldman, HR Director Scott Szczebak, Blythe Robinson and Meghan Jop be invited to participate in the meeting.

MOVE to close the executive session and enter into open session for the purpose of adjourning the meeting.

2/8/2018

Black regular agenda items

Board of Selectmen Calendar – FY17

| <i>Date</i> | <i>Selectmen Meeting Items</i> | <i>Other Meeting Items</i> |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 2/19 <i>Monday</i> | Town Hall Closed – President’s Day | |
| 2/20 <i>Tuesday</i> | Meeting BOS vote to purge parking ticket penalties Discuss Article 32 - General Bylaw Amendments Youth Commission Appointment Review Draft RFP for Tailby/Railroad Lot Discuss Alcohol Regulations COA Gifts | |
| 2/26 <i>Monday</i> | Meeting Mass DOT - Discuss Kingsbury/Route 9 Intersection? Police Appointments for Sergeant and Lieutenant Positions Investment Policy Review Health Insurance Budget 2019 Budget Update OPEB Legislation Update Approve TWFP WCC Approval of Sudbury Aqueduct (maybe) | |
| 3/5 <i>Monday</i> | Wellesley Club- Town Affairs Night | |
| 3/6 <i>Tuesday</i> | No Meeting | Tuesday 3/6- Town Election |
| 3/12 <i>Monday</i> | Meeting Discuss Draft ATM Motions Diversity Program w/WOW? | |
| 3/19 <i>Monday</i> | Meeting Discuss Complete Streets Policy | |
| 3/26 <i>Monday</i> | ATM Starts | |
| 3/27 <i>Tuesday</i> | ATM | |
| 4/2 <i>Monday</i> | ATM | |
| 4/3 <i>Tuesday</i> | ATM | |
| 4/9 <i>Monday</i> | ATM | |
| 4/10 <i>Tuesday</i> | ATM | |
| 4/16 <i>Monday</i> | TOWN HALL CLOSED (Patriots Day) | |
| 4/23 <i>Monday</i> | ATM (If Needed) | |

2/8/2018

Black regular agenda items

| <i>Date</i> | <i>Selectmen Meeting Items</i> | <i>Other Meeting Items</i> |
|-------------------------|----------------------------------------|----------------------------|
| <i>4/24 Tuesday</i> | ATM (If Needed) | |
| <i>4/30 Monday</i> | ATM (If Needed) | |
| <i>5/7 Monday</i> | Meeting | |
| <i>5/14 Monday</i> | Meeting | |
| <i>5/21 Monday</i> | Meeting | |
| <i>5/28 Monday</i> | TOWN HALL CLOSED (Memorial Day) | |
| <i>6/4 Monday</i> | Meeting | |
| <i>6/11 Monday</i> | Meeting | |
| <i>6/18 Monday</i> | Meeting | |
| <i>6/25 Monday</i> | Meeting | |
| | | |
| | | |
| | | |

Notes

Quarterly updates

- *Traffic Committee (Deputy Chief Pilecki)*
- *Facilities Maintenance (Joe McDonough)*
- *Wellesley Club Dates 1/22/18, 3/5/18*

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Our regularly scheduled meeting will begin at 7:00 PM on Monday in the Juliani Room.

1. Citizen Speak

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MEMORANDUM

DATE: February 9, 2018
TO: Board of Selectmen
FROM: Blythe C. Robinson, Executive Director
SUBJECT: Weekly Report

Below are various activities of our office and various departments that I would like to bring to your attention.

- Tom Ulfelder and I had a meeting with Gayle Thieme and Diane Campbell late last week regarding the roll out of their new price structure for fee-based classes at TPC. After a very thorough analysis in 2017 the Board voted to change the structure of what instructors were paid and participants were charged to be more in line with our peer communities. This has caused some consternation amongst some participants as one of the long-time instructors has decided not to continue working with us. We've assured them that plans are in place to overcome this, and this week a well worded statement went out in an email blast inviting people to a meeting next week to discuss this.
- As you know from the email received from Joe McDonough, we obtained approval from the MAAB for the variances we require from the handicap accessibility laws. We'll need to keep an eye on the 3-year time variance for the more involved interior deficiencies with regard to the ability to plan and finance the project amongst all that we have in the pipeline throughout Town. There is a possibility for an extension of two more years provided we're taking steps to move the project forward.
- You may recall that one of the benefits to being a part of the State's Community Compact program is the opportunity to apply for their information technology program. Brian DuPont has spearheaded an application with the MLP to do a number of things including relocate fiber to various town buildings, expand fiber to others, create an

alternative connection for other municipal buildings to ensure information is backed up for disaster recovery services, and services to the Warrant building to broadcast public meetings. We'll keep you apprised of how we do in this process.

- The interview process got underway this week for the selection of a new Assistant Superintendent to replace Judy Belliveau. Sheryl is participating and initially they will be interviewing eight candidates over the next week or so.
- FMD is in the process of reviewing the 95% complete construction drawings from the Town Hall architects so that project can go out to bid in two weeks. With a bid period of four weeks we will have bids in hand ahead of Town Meeting.
- We've pretty much wrapped up the annual sale of parking permits for commuter lots and have sold approximately 350 passes, which is similar to past years.
- All of the runners selected by charities to run the Boston Marathon have successfully completed their registration process for this April's race. Other than the logistics of the race which the Police, Fire and DPW staff are involved in, our work on this is done for this year until we receive reports on how much was raised for each charity.
- Wellesley Media has reached out to FMD and is coordinating the installation of robotics camera equipment in Room 8 at the Warren building in order to begin taping meetings.
- We have received the final version of the Communications Plan prepared by the State for one of our Community Compact projects. A copy of this version is in your correspondence.
- Ellen, Meghan and I had a meeting with Mike Pakstis and Dave Hickey from DPW as well as Scott Whittemore on Thursday to review a proposal from MassDOT for guardrail installation along the corridor for the Route 9/Kingsbury project. Evidently MassDOT has received some pressure to look again at installing guardrail that they'd previously said could not be installed. The guardrail on the westbound side appears to be doable as long as they can safely make the installation without causing damage to the utilities underground (electric and water). Apparently guard rail posts need to be sunk four feet down and the water main is located at that depth. On the eastbound side the utility conflicts are even greater, and so they are proposing a form of Jersey barrier with attenuators in two sections between Donezetti and Kingsbury. We have greater concerns about other issues this will cause with site lines, snow clearing, etc. Our next step will be to have a meeting with the property owners on the eastbound side to review and then to ask MassDOT to attend a board meeting to review with the Board so we can give them our feedback and make a decision. Installation of some or all of this would occur at some point in the spring.
- At a Department Head meeting Thursday Chief DeLorie let us know that one of our staff has been selected to serve on the State-wide HazMat Team. We've been trying to get a second person selected for this for a while and were finally selected. This provides training and opportunity for the employee and the Town, and the State will cover the costs of additional overtime, and other expenses associated with that.
- At the Advisory Committee Meeting on Wednesday evening the School Committee presented their request for additional funds to resolve a budget deficit this year due to higher SPED costs. They'd originally indicated that about \$950K was needed. That request has been decreased to just over \$766K. A copy of the presentation is in your correspondence.

- We are planning to go ahead with “summer hours” for Town Hall again this year unless you have some concerns about this. It seemed to go well last year once customers understood the schedule, and it was much appreciated by employees. This year, it will be helpful to the construction process for the contractor to have a longer period of time a day a week to be able to do some inside work that is required. The intent is to start the week of July 4th and return to the regular schedule after the Labor Day weekend.

2. Meeting with Department of Public Works

- Presentation on Grove Street Project

DPW Director Mike Pakstis, Asst. DPW Director Dave Cohen and Town Engineer Dave Hickey will be at the meeting to discuss two items with the Board. The first is to give the Board a presentation on the capital project to renovate Grove Street which is on the ATM warrant – article 18. A copy of their presentation is included in your packet.

MOVE that the Board vote to support Article 18 on the Annual Town Meeting warrant for the reconstruction, rehabilitation and repair of Grove Street.

TOWN OF WELLESLEY
DEPARTMENT OF PUBLIC WORKS

2018 Annual Town Meeting
ARTICLE 18

Reconstruction of Grove Street



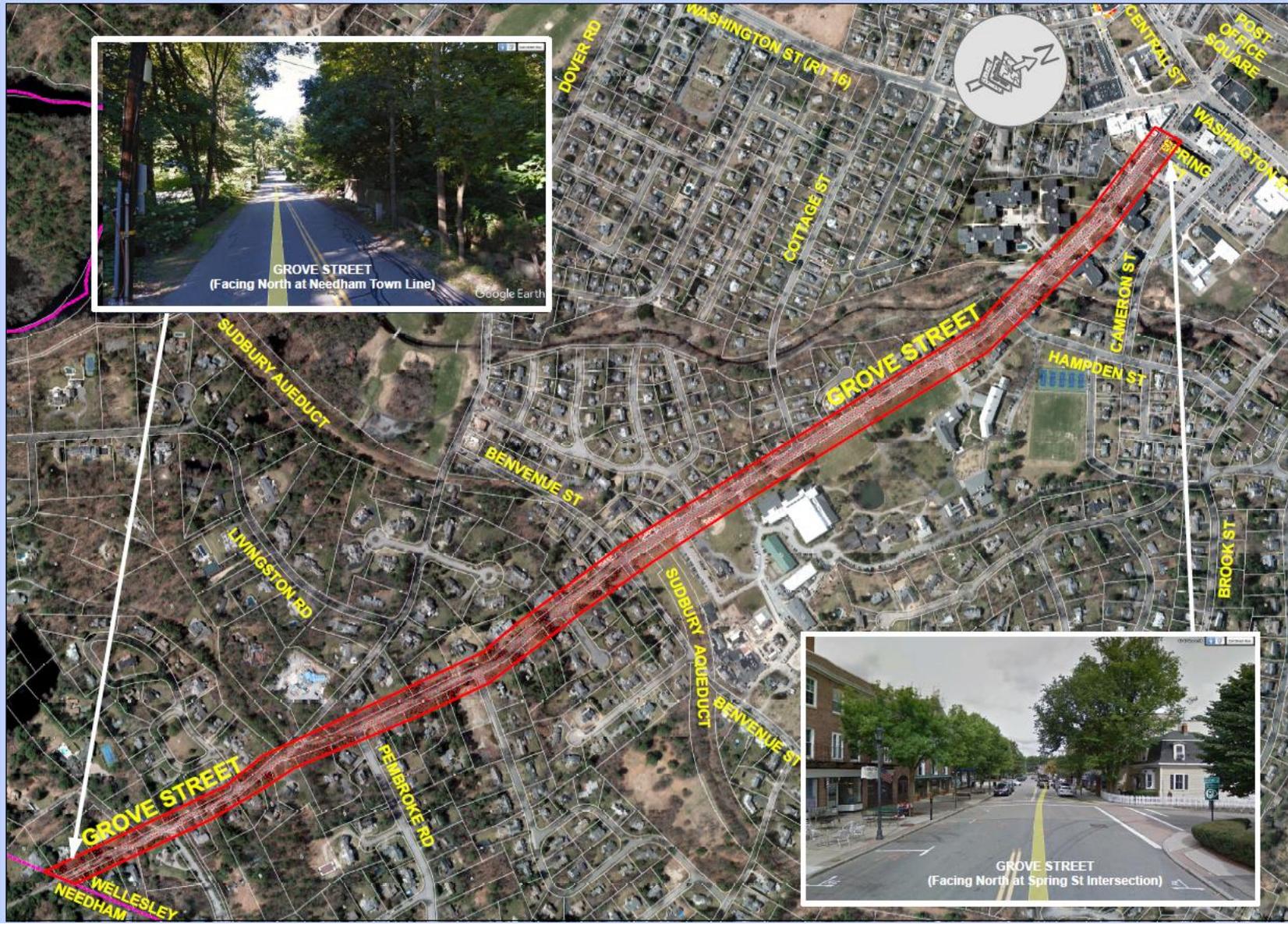
2/6/2018

GROVE STREET RECONSTRUCTION PROPOSED LIMITS OF WORK

- LEGEND**
-  PROPOSED LIMITS OF WORK
 -  TOWN BOUNDARY LINE

0 225 450 Feet
1 in = 450 ft

Disclaimer:
This map is for display purposes only — It is not intended for survey or legal purposes. Questions about specific data layers on this map should be directed to the respective Town board, committee or department. The Town of Wellesley expressly disclaims responsibility for damages or liability that may arise from any errors, omissions, or inaccuracies in the information provided herein.



Grove Street Reconstruction

Request authorization to borrow \$2,000,000 for the reconstruction of Grove Street (7,400 feet).

Project Highlights:

- Last resurfaced in 1993
- Leveling course between Benvenue & Pembroke in 2017
- Safety concerns with sidewalk and roadway at same elevation in many locations
- Sidewalk sections in poor condition
- Drainage improvements where needed
- Design underway with current year funding
- ‘Complete Streets’ practices and elements included in design
- Construction scheduled for Summer 2018

Grove Street – Existing Conditions



1



2

Grove Street – Existing Conditions

3



5



4



6



5

Grove Street – Existing Conditions

7



9

8



6

- Discuss Winter Maintenance Snow & Ice Expenditures

At the Board's meeting on January 16th we discussed the first request from Public Works for additional funds to supplement the original appropriation for winter maintenance. The Board asked that we arrange a meeting with DPW to discuss this request, and help us understand why the expenditures for equipment maintenance and fuel consumption have used up most of the original appropriation in a winter that has been fairly mild to that point. Included in your packet is information from DPW on this point for the discussion we will have on Monday night.

NO MOTION

WINTER MAINTENANCE FEBRUARY 2018

Winter Responses FY18

| Storm # | Date | Response | Accumulation | Description |
|---------|-------|--------------|--------------|--------------------------------|
| 1 | 12/9 | Plow | 6.63 | Snow |
| 2 | 12/15 | Treat | 0.06 | Snow |
| 3 | 12/22 | Treat | 0.25 | Snow, rain, freezing rain, ice |
| 4 | 12/25 | Plow | 5.00 | Snow |
| 5 | 12/30 | Treat | 0.38 | Light Snow |
| 6 | 1/4 | Plow | 10.00 | Blizzard |
| 7 | 1/8 | Treat | 0.00 | Snow Squall |
| 8 | 1/9 | Removal | 0.00 | Snow Removal |
| 9 | 1/13 | Treat | 0.00 | Rain, Black Ice |
| 10 | 1/15 | Treat | 0.25 | Snow Squall |
| 11 | 1/17 | Treat | 1.50 | Snow |
| 12 | 1/22 | Treat | 0.00 | Black Ice |
| 13 | 1/23 | Treat | 0.00 | Black Ice after rain |
| 14 | 1/29 | Plow | 2.75 | Snow |
| 15 | 2/1 | Treat | 0.00 | Snow |
| 16 | 2/7 | Treat | 2.00 | Snow, Freezing Rain, Ice |
| | | TOTAL | 28.82 | |

Winter Maintenance History

| | FY12 | F Y13 | FY14 | FY15 | FY16 | FY17 | FY18 YTD |
|--------------------------------|-------------|--------------|-------------|-------------|-------------|-------------|---------------------|
| Salt/Sand Events | 5 | 12 | 14 | 15 | 8 | 11 | 11 |
| Plowing Events | 0 | 4 | 9 | 7 | 4 | 5 | 4 |
| Removal Events | 0 | 1 | 5 | 6 | 0 | 2 | 1 |
| Flooding Events | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Events | 5 | 17 | 28 | 28 | 12 | 18 | 16 |
| Total Snowfall | 15” | 64.5” | 58.4” | 96.7” | 32.4” | 58.3” | 28.8” |
| Original Budget | \$348,703 | \$348,703 | \$348,703 | \$348,703 | \$348,703 | \$348,703 | \$348,703 |
| Supplemental Budget | \$0 | \$450,000 | \$650,000 | \$1,025,000 | \$250,000 | \$500,000 | \$300,000 |
| Total Actual Cost | \$348,703 | \$798,703 | \$998,703 | \$1,362,501 | \$594,442 | \$845,850 | \$504,966 |

Storm Mobilization

Mobilize according to conditions:

Ice Conditions

- Police call for spot sanding/salting – one sander/salter;
- Icing throughout Town – 10 treatment routes
- Sidewalk treatment when needed

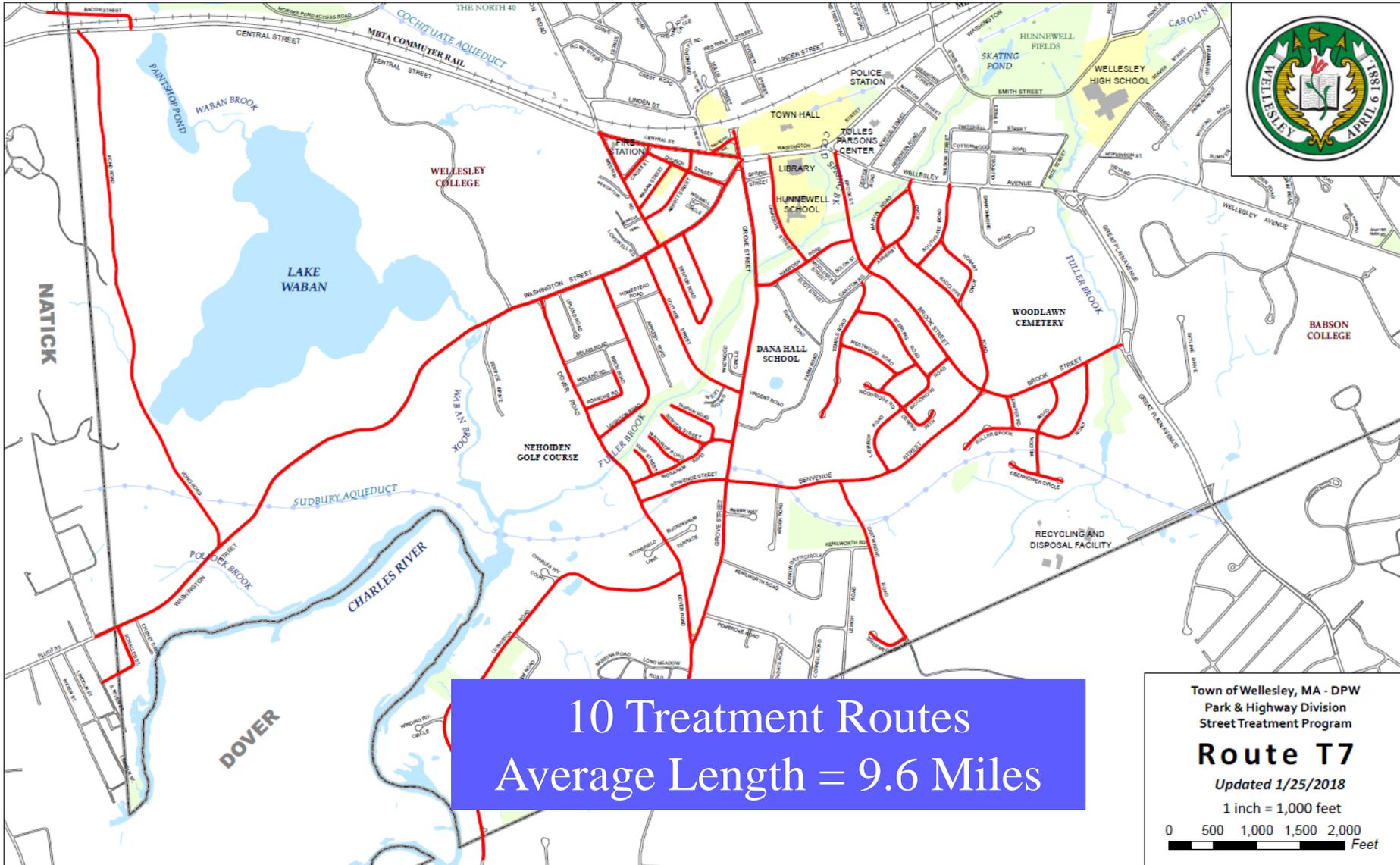
Snow

- Plows called in when snow/ice exceeds 3 inches
- Town divided into 4 plow zones, overseen by 4 foremen
- Highest priority is to provide safe passage for emergency vehicles, school sidewalk routes & business area sidewalks
- Continue to clear and widen streets and open crosswalks after snow stops to enable safe travel

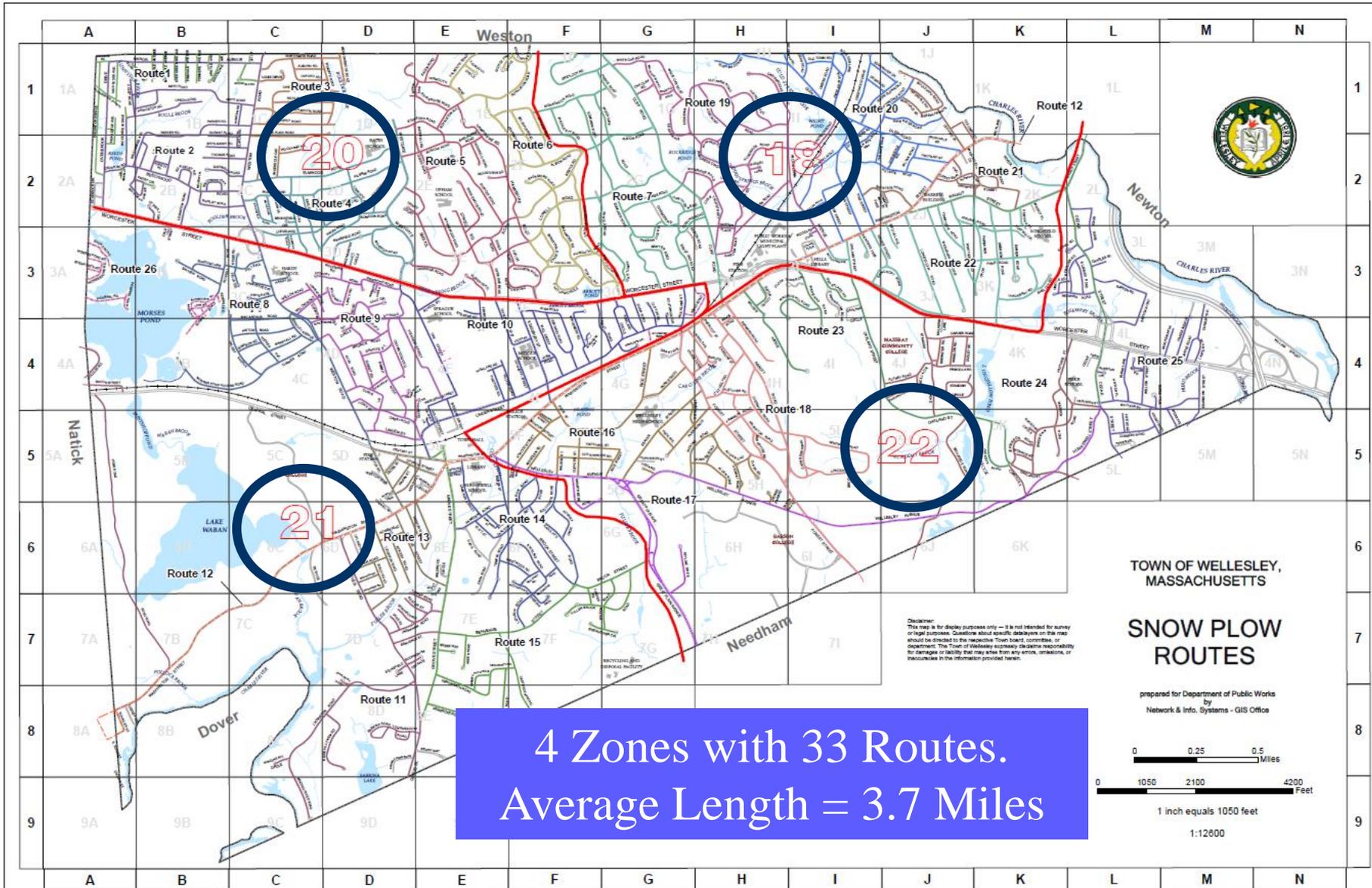
Storm Mobilization

- ✓ 10 Treatment Routes (96 miles) – 10 salters/treatment vehicles
- ✓ 33 Plow Routes/Assignments (123 miles) 23 plow trucks and 10 treatment trucks
- ✓ 8 Sidewalk Routes (52 miles)

Treatment Route



Plow Routes



Sidewalk Plow Route

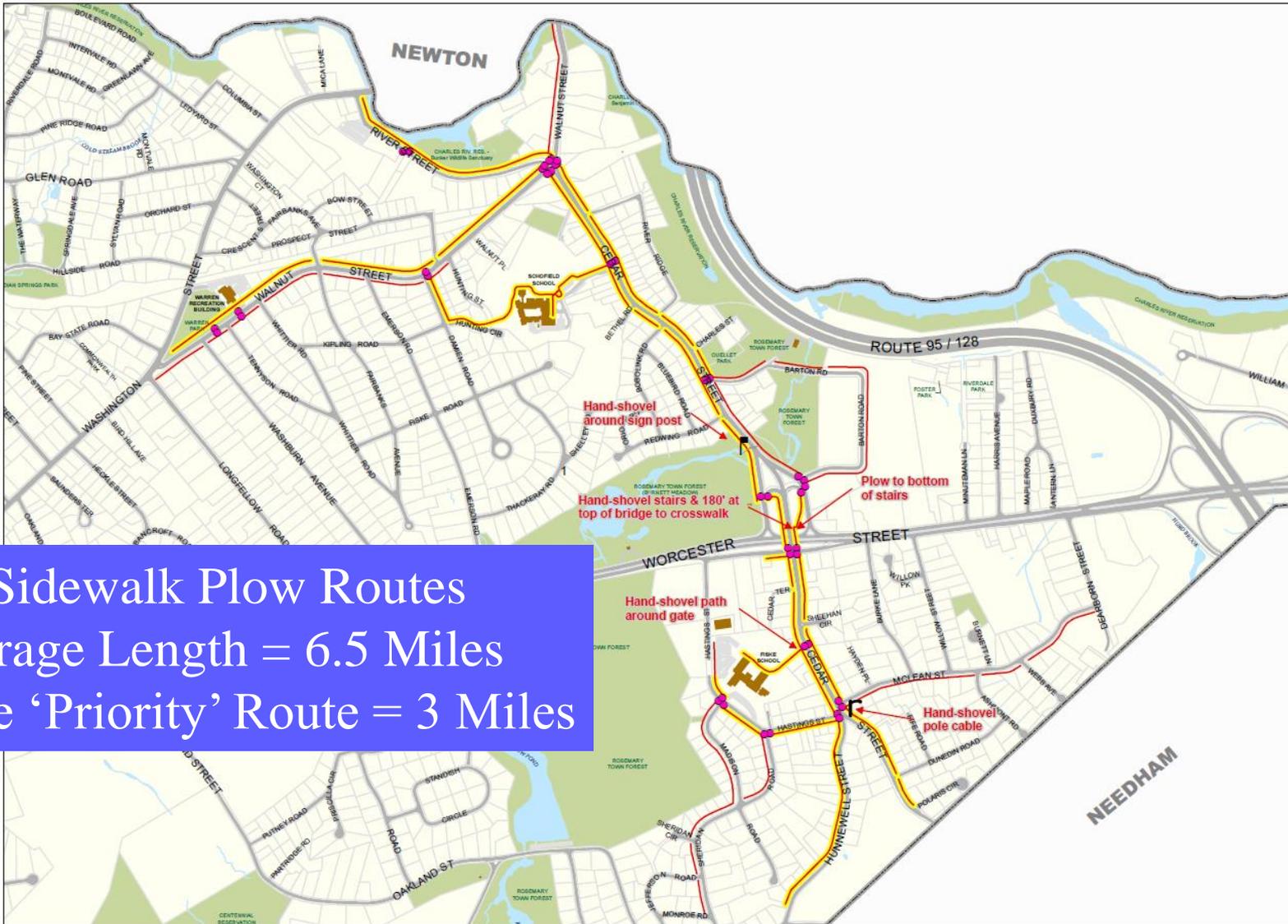
TOWN OF WELLESLEY
Massachusetts



Sidewalk Plow Route I

5.8 miles
3.7 priority miles

- Crosswalk Openings (43)
- ~ Sidewalk Plow Routes
- High Priority
- Public Buildings
- Obstacles
- Pole
- Sign Post



8 Sidewalk Plow Routes
Average Length = 6.5 Miles
Average 'Priority' Route = 3 Miles



Prepared for the DPW
by the IT GIS Office
December 19, 2017

Winter Fleet

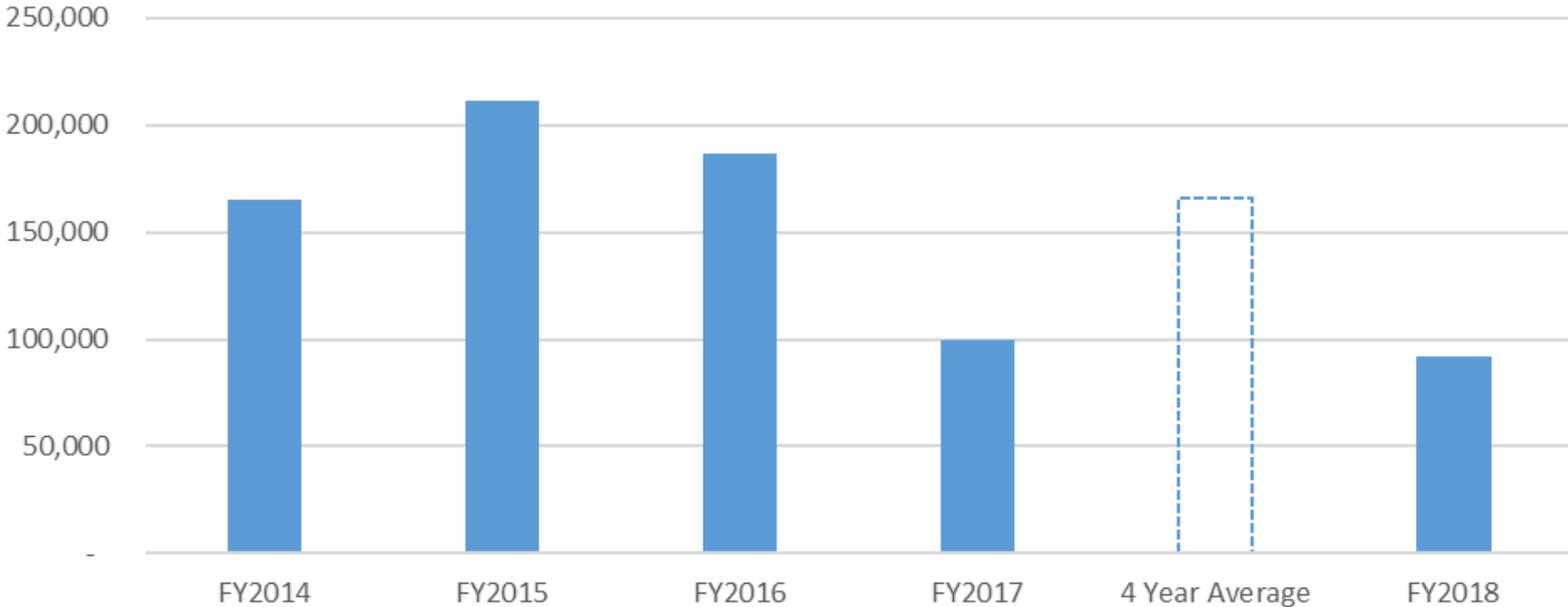
- ✓ 7 Dedicated Treatment Vehicles + 3 Multi Purpose Treatment Vehicles (Used Year Round)
- ✓ 8 Sidewalk Tractors
- ✓ 85 Plow Blades
- ✓ 11 Sander/Salter Bodies
- ✓ 3 Large Snow Blowers (for snow removal)
- ✓ 16 Snow Blower Attachments



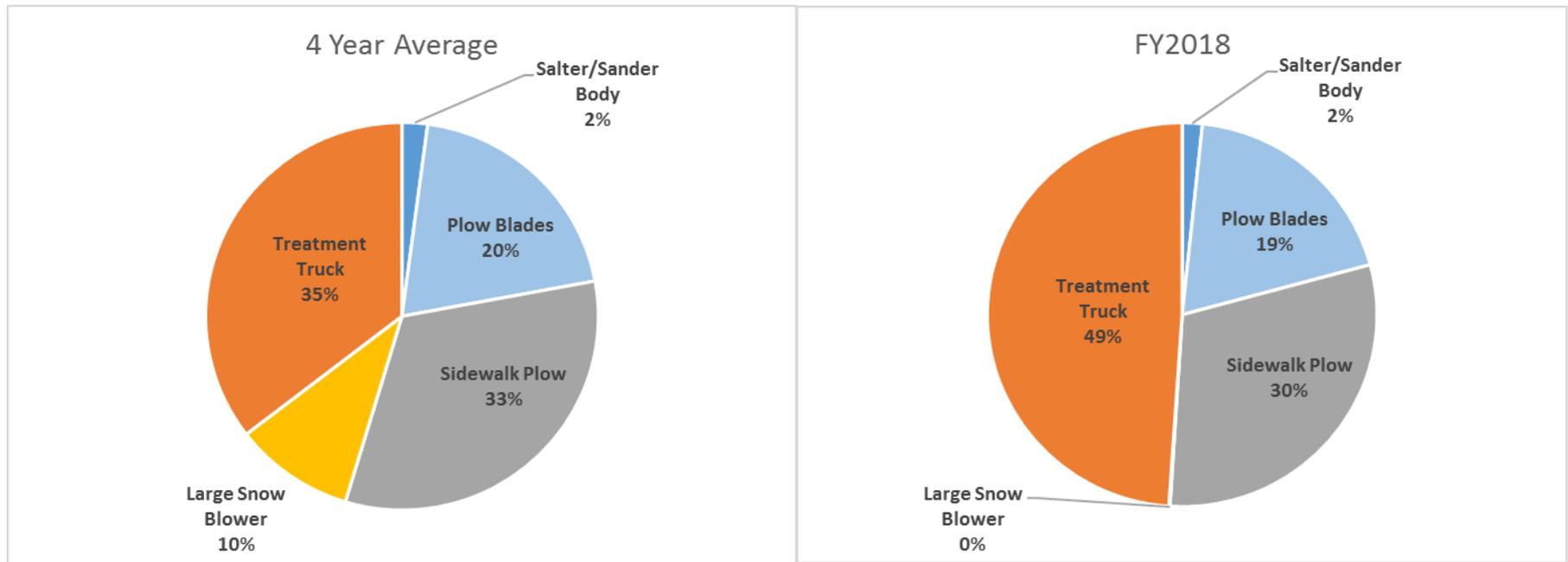
Winter Fleet



Winter Only Equipment Repair Orders July - December FY14-FY18

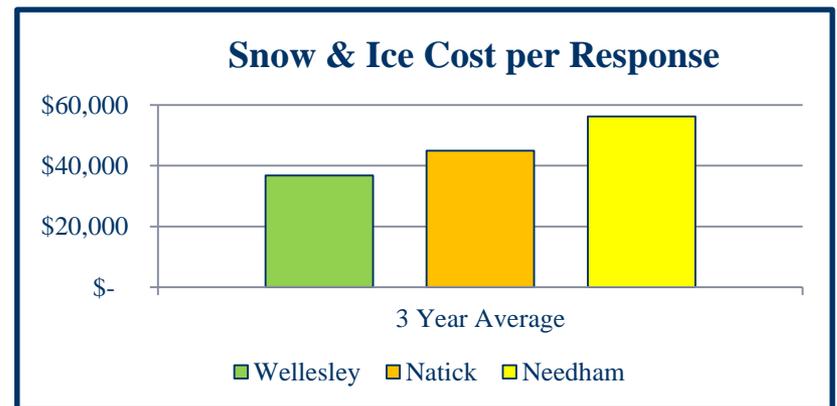
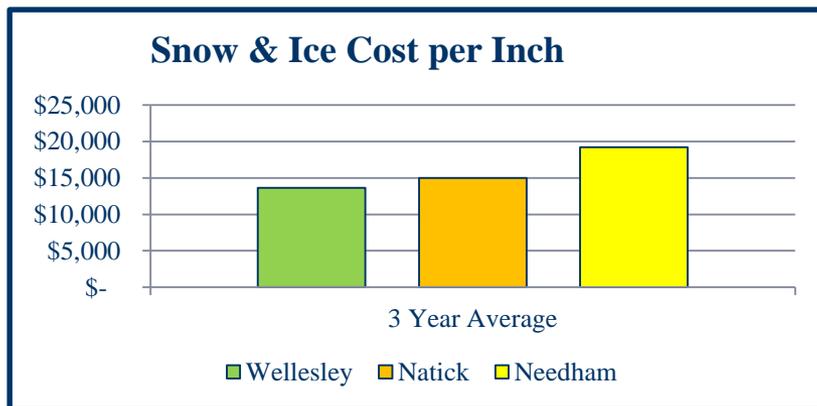
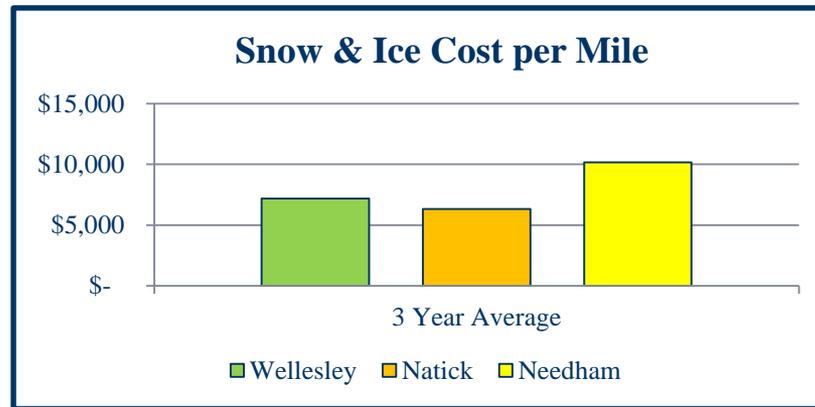


Equipment Repair Cost by Class



Benchmarking

| Snow and Ice | Wellesley | | | Natick | | | Needham | | |
|----------------------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|
| | FY2014 | FY2015 | FY2016 | FY14 | FY15 | FY16 | FY2014 | FY2015 | FY2016 |
| BENCHMARKS | | | | | | | | | |
| Cost per Mile | \$ 7,550 | \$ 9,733 | \$ 4,264 | 6,827 | 7,808 | 4,301 | 9,418 | 14,592 | 6,504 |
| Cost per inch | \$ 14,510 | \$ 11,972 | \$ 14,418 | \$17,523 | \$11,344 | \$16,155 | \$16,545 | \$17,444 | \$23,652 |
| Cost per response | \$ 34,394 | \$ 38,619 | \$ 37,467 | \$43,807 | \$40,082 | \$50,949 | \$51,015 | \$61,194 | \$56,370 |

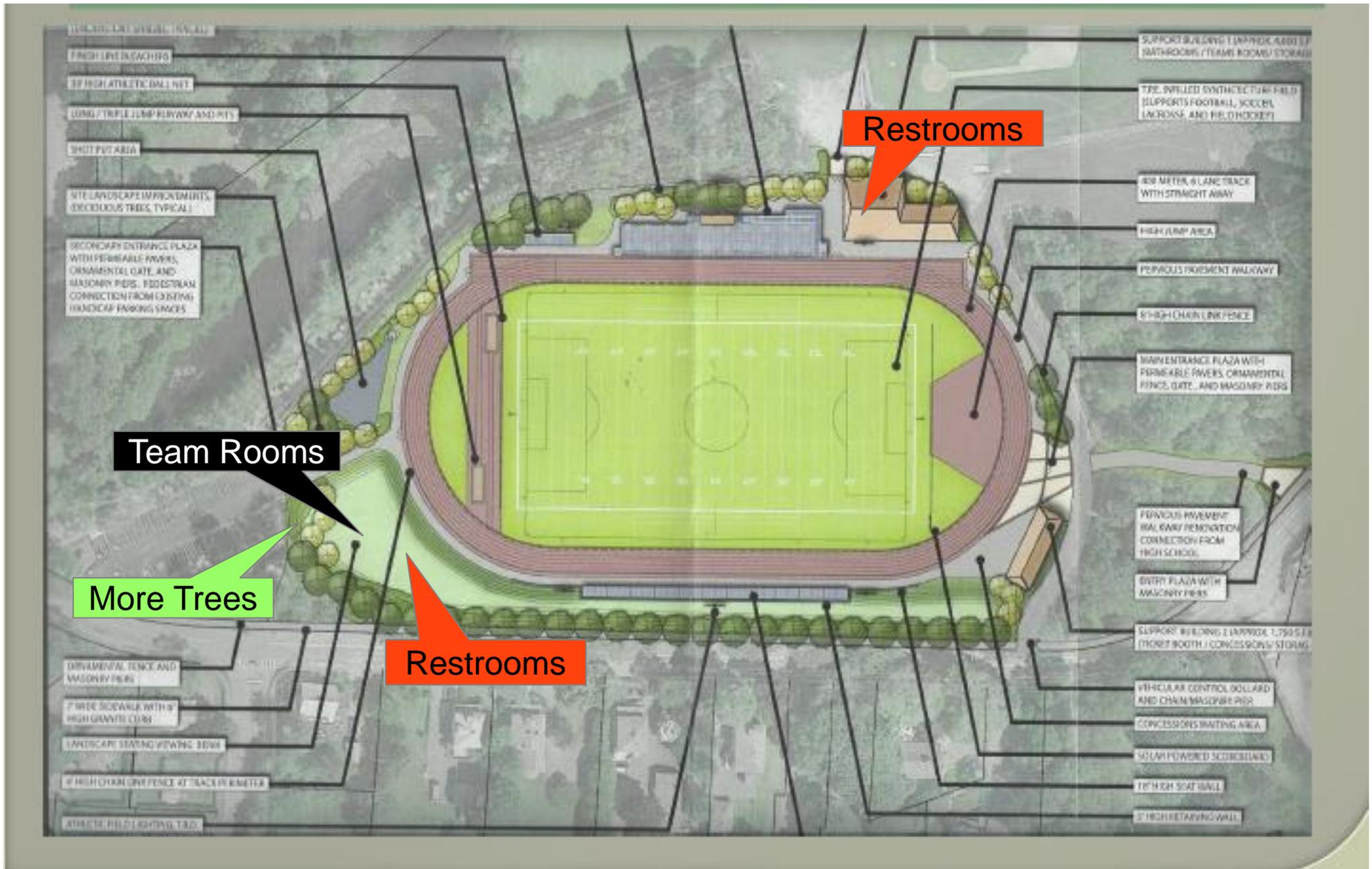


3. Discuss High School Field Improvements proposed by Playing Fields Task Force and School Committee

Article 17 on the annual town meeting warrant requests approval for the expenditure of \$525,000 from three separate sources to make improvements to the facilities at the High School field. Andy Wrobel (Playing Fields Task Force) and Michael D'Ortenzio (School Committee) will be at the meeting to jointly present to the Board the plans for this project should it be approved. They have been meeting with other boards on this topic and have received support from the NRC and the CPC Committee. The three sources of funds are community preservation funds, private fundraising and general fund revenues.

MOVE that the Board vote to support Article 17 on the Annual Town Meeting warrant for improvements to the High School Field.

WHS Field Master Site Plan with Structures



Restrooms in two locations to fit on tight site and for users' convenience

Goals for WHS Field Project - 2

Add the structures identified in phase 1 - Master Site Plan

Restrooms (minimum required by state with waiver)

Multiple locations support athletes, fans, Fuller Brook Path users

Multiple smaller buildings fit site better less expensive to operate

Building with two team rooms with lockers

Reduce cost estimate in phase 1 from \$1.5M

Follow Sprague Funding Model 1/3, 1/3, 1/3

Progress to Date

WPS Confirmed need for facilities (slide 4)

Found more affordable option (pre-fab modular buildings)

Reviewed with neighbors – minimal concerns

Developed site layout options with Town Engineer (slide 5-6)

Obtained DPW management of implementation

Integrated SEC comments into RFP for team room & park restrooms

Obtained WPS support, NRC support, Field Fund support

Obtained CPC support for \$175k in funding

Importance of these Facilities

Restrooms

Today: 2 plastic “portapottys” near State St parking lot

Not handicap accessible, Insufficient on “event days”, “Embarassing”

State Law requires 58 total stalls (38 W, 20 M) - appeal to reduce 50%

Team Rooms

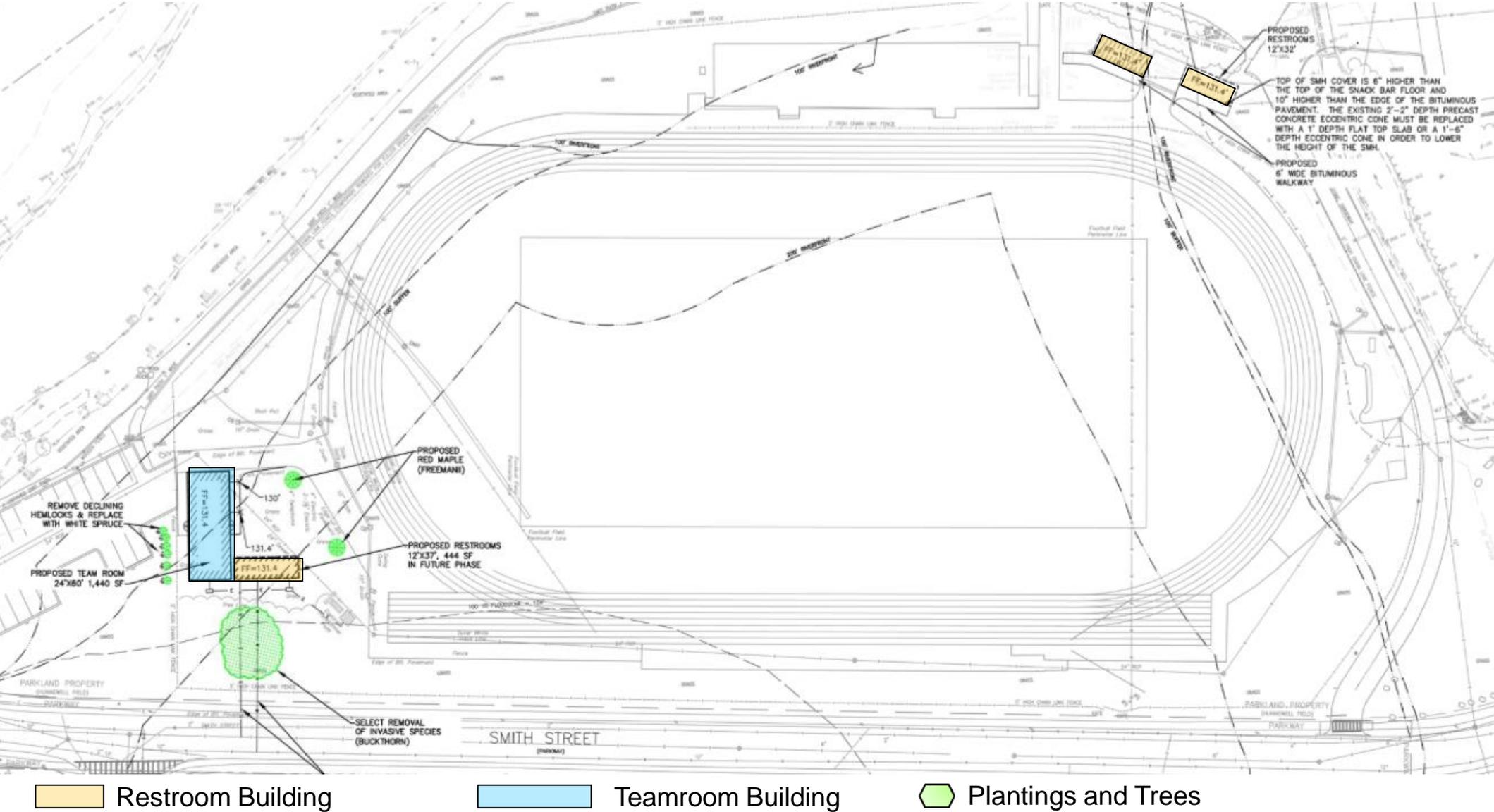
Today: insufficient locker rooms exist in WHS

| | Old HS (2006) | Planned HS (2011) | HS as Built (2016) |
|------------------------------|------------------|----------------------|-----------------------|
| WHS Locker Rooms Area | ~3,000 sf | ~5,000 sf | ~1,037 sf |
| Athlete Lockers | ~360 | ~600 | 160 |
| Avg # of Athletes per Season | ~380 | ~450 | 545 |

Team room lockers for sports w/ most equipment – freeing lockers for others

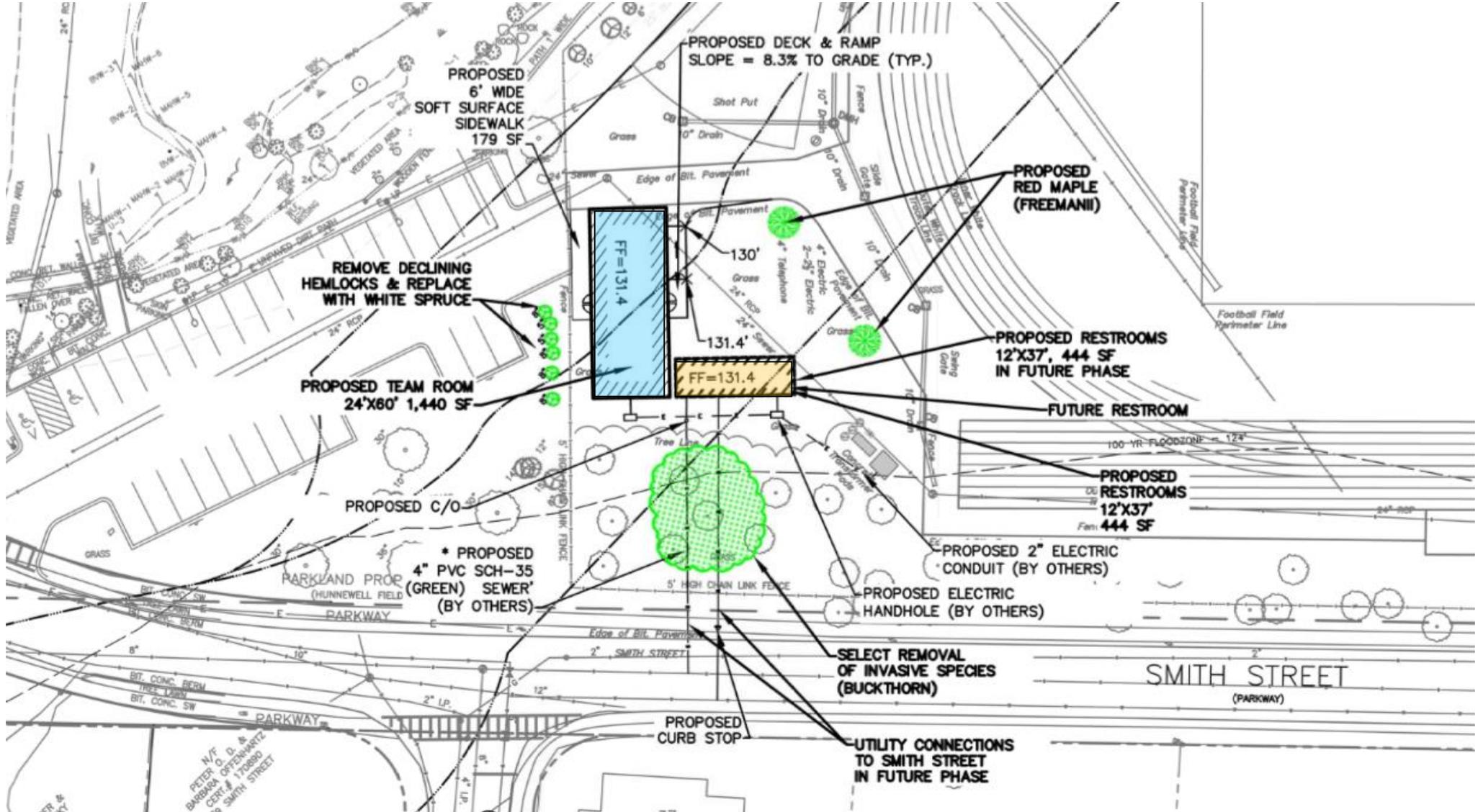
Team rooms used by all (men/women) sports playing games on WHS field including football, lacrosse, soccer, field hockey, track

Engineer's View of Project



Two restroom buildings near current concession stand with ADA ramps & safety railings
 Teamroom building and restrooms near State St entrance with ramps, railings, permeable gravel
 Planting plan per Cricket

Zoom in on State St Corner



Electricity and water trenching sited to minimize root damage from State St
 Permeable gravel walkways and ADA compliant ramps with safety railings
 Remove invasive species & dead trees and “densify screening” – per Cricket
 Two new red maples, some white spruce, and ground brush – per Cricket

Steps to Completion

| | |
|--------------------------------------------------------|---------|
| Gain BoS support and funding | Today |
| Get stall waiver letter back from State Plumber | Feb/Mar |
| Obtain support from Advisory | Feb 14 |
| Review RFP responses | Mar/Apr |
| Field Fund Trust to “gift” funds for team rooms at ATM | April |
| CPC and BoS funds approved at ATM | April |
| DPW to manage procurement and installation | |
| All plans to go through usual ZBA, Wetlands, etc. | |
| Team rooms and restrooms installed | |

Project Implementation Process

Committee identified to review RFP responses

Brandon S, field fund rep, neighbor, Dave H, Mike P, Michael D, SEC rep

Specific building materials/designs to be provided in responses

DPW to manage construction / installation of facilities

Field restroom operational policies to mirror current Hunnewell Park restroom policies

School fundraisers to equip interior of team room per AD requirements

Any changes to “agreed upon plan” to be reviewed with above group

Cricket to identify any additional planting needs

Project will go through usual committees (Wetlands, ZBA, etc.)

Any questions? Appendix starts on next slide.

Appendix

| | |
|-----------------------------------------------------------|----|
| Phase 1 summary - Objectives & Master Site Plan | 11 |
| Master Site Plan Slide from phase 1 | 12 |
| Example of Modular Building – Foxboro DPW building | 13 |
| Floor plan examples - Team room & restroom buildings | 14 |
| RFP process summary | 16 |
| Container inventory (before & after) | 17 |
| List of questions raised and resolved during this process | 20 |
| List of issues still being resolved with NRC | 21 |

WHS Field Phase 1 – a SUCCESS

Create Highly Inclusive Committee

Develop Master Site Plan

Replace aging track and field facilities

Replace grass with turf

Increase playing surface size to support more sports

Replace visitors seating and update State St screening

Create new pathway & entrance to field

Create Memorial Wall / donor wall / bricks

Funded 1/3, 1/3, 1/3 (Sprague model)

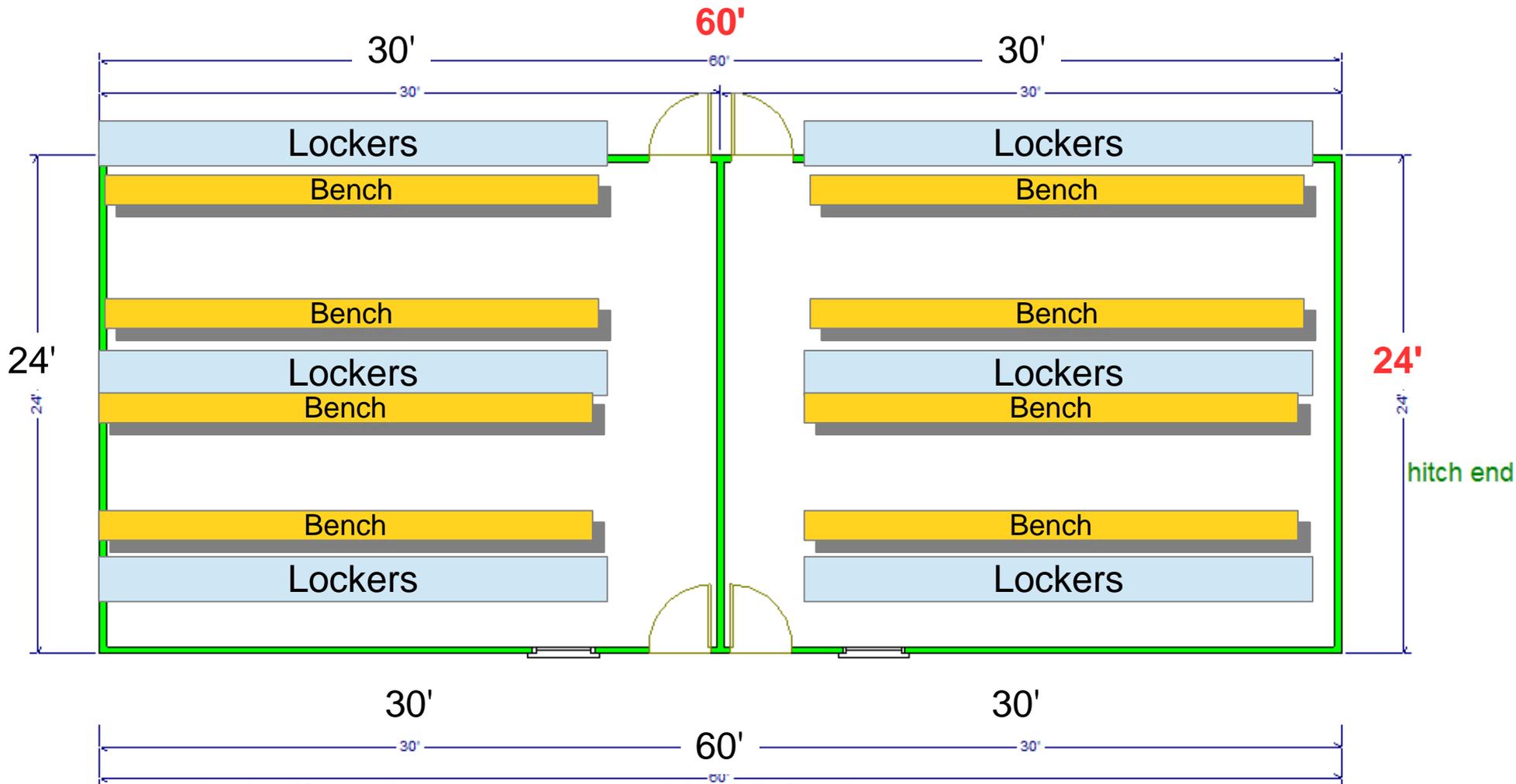
Completed over summer of 2016

“Affordable Option” can look Nice



- ModSpace built Foxboro DPW building - 1500 sf (similar size to teamroom)
- Our buildings will have peaked roofs and T1 siding – look like a “ranch house”
- Exact building to be obtained through RFP process
- Restrooms and Team Room building to look the “same”

Potential Team Room Layout



30' x 24' similar size to current WHS locker rooms

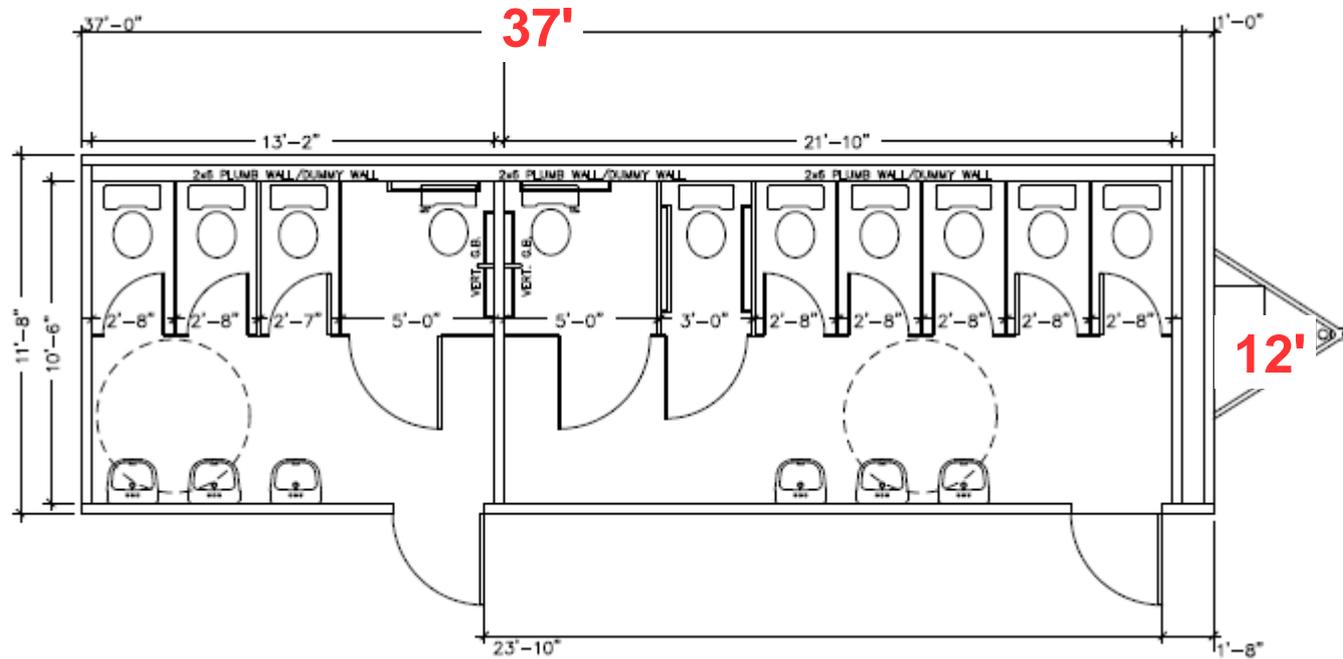
T1 wood exterior siding

Sliding windows above lockers

Heat and A/C (although the rooms will only be used seasonally)

Not used by private leagues or teams

Example of Restroom Structure – 7W & 4M



Example from MODSPACE – actual buildings to be bid thru RFP

Sinks with running water

Indoor lighting and ventilation

Seasonal use only (like Hunnewell Field restrooms)

Only one building accessible during non-event hours

Maintained by FMD

RFP Process

DPW managing RFP process

DH

RFP with scoring allows improved outcome – creativity

Three scores - “Highly Advantageous” “Advantageous” Not Advantageous”

Defined scoring criteria includes:

- Experience developing these structures

- Warranty and Building Life

- Appearance and exterior materials

- Energy Efficiency

- Timeline and Experience being “on schedule”

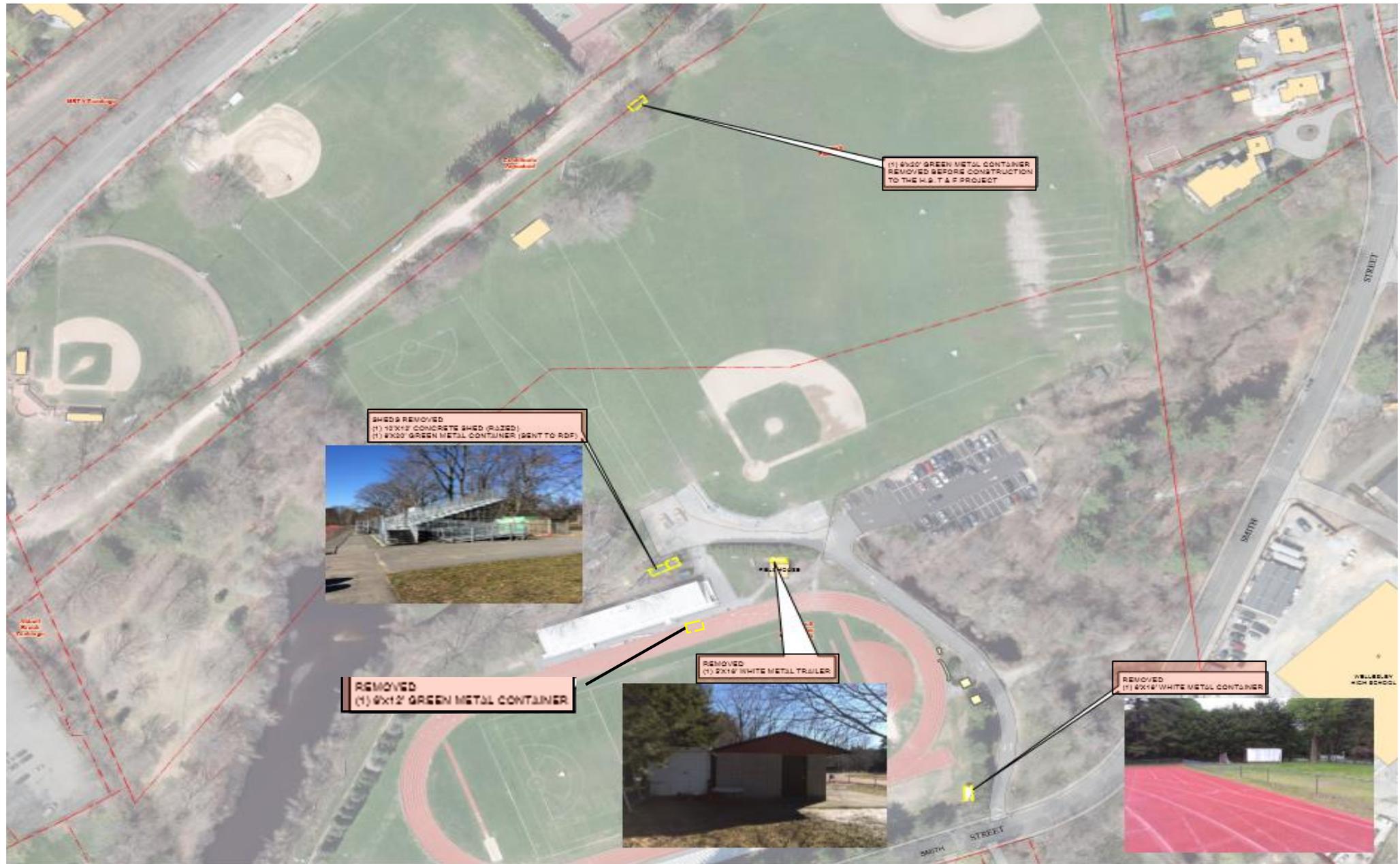
- Cost

- References

Reviewers – DPW, co-chairs, NRC & SEC rep, neighbor & field fund rep

This is Town Counsel's recommended approach

Storage Containers Removed During phase 1



6 storage sheds/containers were removed during phase 1

Other questions raised - resolved

Outdoor Lighting

AW

No stadium lighting. Only WPD and building code required lighting in doorways

Sustainable Design / Construction

MD

More sustainable than stick-built

Even though seasonal use only- **will meet stretch energy code**

Energy Efficiency

MD

Writing policy with SC / AD / FMD on “who will manage the keys”

Specific equipment in responses will provide specific noise/energy use - **less is best**

Solar possible but not likely cost effective due to seasonal use and tree cover

Do we really need 29 restrooms

DH

State Plumber reviewing waiver request

We will install minimum required by state plumbing code

Review alternatives for Jersey barriers

DH

Ongoing NRC Issues Being Resolved

Bollard Lighting

Piloting new insert – lower power light – Exploring additional options - DPW

Creating a season based schedule - WPS

Litter Prevention and Management

Instituted successful “awareness practices” during games – WPS, FMD

Review sold goods to move towards **recyclable only products** - WPS

Field Sound Policy

Finalize a “Music Policy” - NRC, SC and PFTF

Finalize container location

Rationalized existing containers on Hunnewell Park and Field - appendix

Replace Jersey barriers with decorative security fence - DPW

Move container near brook to other convenient location in park – NRC, AD, DPW

4. Approval of Green Communities Grant Application

Mary Beth Martello will be joining us to review the application that we need to submit to expend the \$137,250 we have been awarded for the Green Communities program. Included in your packet is a memo from her highlighting the projects and the reasoning, as well as the application and certification page.

MOVE that the Board vote to approve the Town's application for funding up to \$137,250 from the Green Communities program and execute the application.

**SUSTAINABLE ENERGY COMMITTEE**

TOWN HALL • 525 WASHINGTON STREET • WELLESLEY, MA 02482-5992

SEC Administrator: Marybeth Martello
SEC@wellesleyma.govLaura Olton, Chair
Ellen Korpi, Vice Chair
Scott Bender
Michael D'Ortenzio, Jr.
Katy Gibson
Steven Gusmini
Thomas Ulfelder**MEMORANDUM**

TO: Board of Selectmen

FROM: Laura Olton, Chair, Sustainable Energy Committee

Marybeth Martello, Sustainable Energy Administrator

DATE: February 8, 2018

RE: **Green Communities Designation Grant Funding Proposal****Introduction**

This memorandum provides background information regarding the Green Community Grant Application that the Sustainable Energy Committee (SEC) will file with the state by February 23, 2018. We are seeking your approval of this Application, and kindly request that Board of Selectmen (BOS) members sign the attached Certification of Application.

As you are aware, in December 2017, the Massachusetts Department of Energy Resources (DOER) awarded Wellesley a Green Community designation and a grant of \$137,250 to fund municipal energy conservation measures (ECMs). Up to 10% of the total grant award may go toward costs associated with administration of Wellesley's Green Community Program.

By February 23, Wellesley must submit proposals for one or more of the projects it plans to fund with the designation grant. Wellesley has the option to submit additional projects after February 23 if there are remaining grant funds.

Each submission must include:

- A grant application table;
- A project narrative for each project;
- Supporting materials (e.g., relevant audits or studies); and

- A Certification of Application form.

The BOS office has digital copies of the draft Application materials. The SEC is also happy to make the Application materials available for your review.

Designation Grant Funding Proposal

Given the designation in late December 2017, previously-scheduled energy efficiency work, and available audits, the Sustainable Energy Committee (SEC) plans to submit designation grant proposals for the two projects listed below and summarized in Table 1:

- (1) An exterior LED lighting retrofit at the Department of Public Works (DPW) Municipal Way campus; and
- (2) Funding for a new, 10 hour/week SEC Assistant position and partial funding for a 5.5 hour/week increase in the SEC Administrator’s position.

Table 1: Summary of Projects to be Proposed by February 23

| Project | Timing | Cost | Projected Annual Energy Savings (KWh/year) | Wellesley Contribution | GC Grant Request |
|-------------------------------------------|---------------|-----------------------|---------------------------------------------------|-------------------------------|-------------------------|
| DPW Exterior LED Lighting Retrofit | Fall 2018 | \$114,000 | 51,075 | \$0 | \$114,000 |
| Administrative Support | FY19 | \$46,536 ¹ | | \$32,836.00 | \$13,700 |
| Total | | | | | \$127,700 |

When Wellesley learned of its Green Community designation, the exterior lighting project was already scheduled to take place in FY19 and an audit to support lighting design was already complete. This project is ideal because the Facilities Management Department plans to complete this work by December 2018, hopefully enabling Wellesley to submit new Green Community grant proposals in February/March 2019.

With funding for Green Community administration, the SEC, working with departments across Town, will:

- Prepare periodic reports to DOER on progress with the DPW exterior lighting retrofit;

¹ The value of \$46,536 reflects a \$40,715 increase in the SEC budget to cover the salary, computer, and office set-up costs for a new SEC assistant, a 2.25 hour/week increase for the SEC Administrator, and a one-time allocation for Administrator benefits. The remaining \$5,822 is the Municipal Light Plant’s (MLP’s) contribution to cover a 2.25 hour/week increase for the SEC Administrator.

- Research and develop energy-saving projects, and apply for grant funding to support these projects which reduce municipal operating costs and greenhouse gas emissions;
- Track municipal energy use using MassEnergyInsight software;
- Oversee implementation of the Town's new, Fuel Efficient Vehicle Policy;
- Research and develop a pilot of idling-reduction technologies; and
- Begin work toward a program that reduces building energy use via changes in occupant behavior.

Most towns rely on outside consultants to support Green Community grant preparation. Consultants assist with research/audits, identification of appropriate energy conservation measures, and estimates of energy savings. Wellesley has and will continue to carry out most of this work in-house, thereby avoiding extra consultant fees for ECM implementation.

Additional Considerations

As discussed at prior BOS meetings, the SEC considered two additional projects that are not part of the present Application:

- An audit of municipal water and wastewater processes and equipment; and
- One piece of IdleRight technology to test on a Police Department vehicle.

First, while the DPW has enlisted a consulting firm to outline the scope of work and cost associated with a water/wastewater audit, the consultant has not yet completed the proposal. Given the tight timeframe and lack of supporting materials, we are not able to include the audit in this submission, but could potentially submit a separate application after February 23.

Second, after researching the opportunities for idling-reduction, the SEC has learned that there is a wide variety of idling-reduction technologies that warrant further investigation, and many of these technologies require additions or other alterations to vehicles. Thus, it seems wise to invite vendors to Town and learn more about the technologies before adopting any.

In addition, Marybeth has been in touch with the Metropolitan Area Planning Council (MAPC) about potentially setting up a comprehensive pilot program in which Wellesley collaborates with the MAPC (and perhaps other towns) to identify promising idling-reduction technologies and test them on appropriate Wellesley vehicles. MAPC is confident that Wellesley would be eligible for grants to cover both technical assistance and equipment if the Town chooses to work with MAPC on a pilot program.

Conclusion

The SEC plans to submit the Green Communities Grant Application during the week of February 12. We welcome any questions or comments you might have about the Application. Please do not hesitate to contact us.

5. Board of Health – Discuss Flu Outbreak & Food Sharing/Insecurity

The Chairman of the Board of Health has asked to attend this meeting and give the Board an update on the flu outbreak that is prevalent in Massachusetts and across the country this season. He also would like to discuss the Board's activities in the area of food sharing and food insecurity.

NO MOTION

6. Finalize Proposed Debt Policy

Included in your packet is an updated version of the debt policy as a result of our meeting on Tuesday evening. Most significantly we have amended the percentage range (6.2% - 6.8%), removed the step of having the Board vote on a specific percentage guideline annually, and added the definition of inside the levy debt to that section of the policy. There are a few other minor grammatical and format changes. I attended the Advisory Committee meeting on Wednesday night and updated them on the status of the policy and they indicated that they are supportive of this version of the policy.

MOVE to approve the Debt Policy as proposed.

PURPOSE:

To manage the portion of the Town's annual budget spent on cash capital and long-term debt financed within the Town's levy limit so as to provide a predictable funding stream for capital expenditures without negatively impacting annual operating budgets. Managing these costs will help insure that the Town maintains its Aaa bond rating which enables it to obtain the most favorable rates when money is borrowed for such projects.

APPLICABILITY:

This policy is applicable to all capital expenditures financed "inside the levy". This includes items financed with cash when possible, and other sources that may be available (grants, gifts, or the CPA surcharge), and projects that are borrowed but paid for inside the Town's levy. Debt that is issued as a result of a voter-approved debt exclusion is not applicable to this policy.

POLICY:

1. In order to best manage resources inside the levy, the Town's policy is to provide for a combination of cash capital and inside the levy debt to between 6.2% and 6.8% of recurring operating revenues (the combination of the (inside) levy, State revenues, and Local receipts). Any increase in this percentage will negatively impact the funds available for departmental operating budgets.
2. Inside the levy debt is intentionally structured to be of short average duration. The Town attempts to avoid issuing debt by financing capital needs with cash, when possible, or with other sources, including grants, gifts, and the CPA surcharge.
3. Debt may be issued for assets having a life longer than three to five years. Massachusetts Municipal Law governs the type of projects that may be borrowed and limits the maximum duration of the amortization, although the Town typically chooses a shorter life. Debt is used in part to smooth the financial impact of capital projects on the tax rate and assign costs to the period that the asset is in service.

IMPLEMENTATION PROCEDURE:

1. It is the policy of the Board of Selectmen to continue to support the longstanding practice of amortizing debt on depreciable assets on a level principal, rather than level debt service, basis. Level principal amortization is a conservative practice which allows rapid reduction of debt. The only level debt service debt issued is on non-depreciating assets such as land purchases.
2. Issuing and structuring debt is the responsibility of the Treasurer under Mass General Law. The Treasurer and financial team, under the direction of the Board of Selectmen, will finance projects voted by Town meeting or by referendum in a fiscally prudent and affordable manner. The financial team may also seek advice from an outside financial advisor specializing in municipal debt.

3. The Financial Team will recommend to the Board of Selectmen a combination of cash capital and borrowed debt that falls within the guideline set by the Board in order to appropriately finance the projects prioritized by the Town in each budget year.
4. Town Meeting must authorize all debt funded projects through a two-thirds vote at Town Meeting.
5. The Board of Selectmen must approve all debt at a posted public meeting.
6. Funds necessary to conduct feasibility studies on projects slated to be considered for exclusion may be borrowed on a temporary basis. If the project is eventually authorized, the funds may be rolled into the exclusion. If the project fails, the feasibility funds must be borrowed inside the levy with a shortened amortization period (*G.L. c.44 § 7*).

EXCLUDED DEBT GUIDANCE:

Debt exclusions (exempt from limits of Proposition 2 ½) are utilized to temporarily add a direct funding source to the Tax Levy, thereby avoiding a negative impact upon the operating budget. At present, 89% of the Town's outstanding general fund debt has been financed in this manner, primarily attributable to major school building projects. The Town has not established specific limits for excluded debt at this time, but it is expected that the Town will continue to find it necessary to finance large school replacements and significant renovations to other buildings in the foreseeable future. It is the responsibility of the financial team to inform the legislative body as they consider the potential cost of a project, through modeling the potential tax impact to an average household as ultimately taxpayer votes will determine the amount of exempt debt – subject to MGL limits.

DEFINITION:

1. Inside the levy debt is defined as items financed with cash and projects that are borrowed but paid for inside the Town's levy.
2. Total debt is limited by MGL to 5% of the Equalized Valuation (\$587.5 million at 6/30/16) and the Town's outstanding general fund debt is about 27% of this limit as of 6/30/16.

REGULATORY / STATUTORYS REFERENCES:

This policy is subject to the requirements set forth in *G.L. c.44 § 1-20*.

**Administrative
Policy and
Procedure**

**Board of Selectmen
DEBT POLICY
Approved -**

APPROVED BY:

Board of Selectmen, Chair: Ellen F. Gibbs

Board of Selectmen: Jack Morgan

Board of Selectmen: Marjorie R. Freiman

Board of Selectmen: Thomas H. Ulfelder

Board of Selectmen: Elizabeth Sullivan Woods

Original date:January 30, 2018

Revised dates:

7. Discuss Draft Town-wide Financial Plan

Included with your packet is a very rough draft of the town-wide financial plan which will be included in the annual Advisory Committee Report and presented at Annual Town Meeting. The basic structure of the document is similar to prior years, and we've updated many of the same tables that help the reader understand our financial position.

What I have sought to do in this draft is discuss the decisions and resulting effects that implementing debt and capital policies will have on the Town's longer term financial picture. As we've discussed at several meetings, the decision to adopt a debt policy and limit the growth of inside the levy capital expenditures will have a significant impact on managing our budgets and avoiding an override in the next few years. It will also moderate the impact on taxpayers which may be important as we plan for a series of debt exclusions to address major capital projects including schools and the Town Hall renovation.

At the meeting I would like to discuss the following:

- The overall message and tone of the report
- Guideline projections for FY20 and beyond – keep them the same or change them
- Any other topics that you think are relevant to this year's report

Please also note that there is a detailed "sources and uses" spreadsheet in your correspondence section. The bottom line on the budget is that at present we are \$161,404 out of balance. As usually happens at this point there are a number of corrections and updates going on that cause it to fluctuate. Even though it has gone up, we are not concerned about the ability to balance it. Most significantly, to this point we've budgeted no increase in state revenues, and as you know the Governor's budget includes a 3.5% increase in UGGA funds, which we could account for in part. The major fluctuations include:

- \$30K for compensated absences next year (retirements in fire)
- A reduction in Free Cash (we'd incorrectly input 2,590,000 instead of \$2.5M)
- A reduction in Board of Health from their original 12.3% increase to 6.96%
- Promotions in the Police Department hadn't been fully accounted for

NO MOTION



**Town-Wide Financial Plan for 2018 Annual Town Meeting
Submitted by the Board of Selectmen**

March __, 2018

Dear Town Meeting Members:

We are pleased to submit this report on the Town-Wide Financial Plan (TWFP). This report provides summary financial information for the current fiscal year (FY18), the proposed budget for FY19, and projected financial information for the years FY20-22.

Overview

The Board of Selectmen, working with other Town officials, is proposing a balanced-budget for the fiscal year (FY19, or the year beginning July 1, 2018). This proposal assumes modest levels of revenue and spending growth. Spending growth is at least in line with prior TWFP projections and the budget guidelines issued last fall.

The amount of reserves used to balance the budget (\$2.5 million) is reduced from FY18, and in line with the Town's history of allocating this amount annually. Despite this usage, the reserve levels will remain within the reserve policy guidelines, primarily due to local receipts continuing to exceed projections.

There are two significant factors that are in process this year which will have a major impact on the town's finances in the next three fiscal years (FY20-22) and beyond. The first is the implementation of new health plans and a three-year agreement with our unions that will take effect on July 1, 2019. Secondly, the Board has adopted a policy on the amount of debt contained in the annual operating budget, and is working towards implementation for the next budget cycle of a policy on how capital projects are prioritized. The debt policy establishes a limit on spending for cash capital and "inside the levy" debt funded projects to a range of 6.2% - 6.8% each year as a percentage of recurring annual revenues. This will result in an affordable and predictable amount of spending on such items, as well as ensure that dollars available for operating budgets are not adversely affected by increased capital spending.

With regard to the operating budgets, the guideline assumptions are similar to those we've utilized in the last several years. With union contracts settled through June 30, 2020 and a decline in school enrollment, there appears to be no necessity to have higher guidelines for operating budgets. This, coupled with affordable growth in capital expenditures will go a long way towards avoiding deficits in the upcoming years. Nevertheless, we continue to work with all Town departments and the Schools to improve long-range financial forecasts and look for saving opportunities that do not adversely impact services to our residents.

There are several debt-funded projects included in the warrant for Town Meeting that require appropriation. The most significant of these projects are exterior renovations to Town Hall, reconstruction of Grove Street, and design for the future replacement of the Middle School steam

pipes. All of the debt-funded projects proposed in fiscal 2019 are to be paid for with inside-the-levy borrowing. Because of the Town's conservative approach to amortizing debt, inside the levy debt service costs will remain level compared with FY18. The Town continues to proactively manage its debt by containing costs on construction projects and applying savings to other projects so as to reduce future borrowing costs. A list of such debt rescinding's or transfers of debt borrowed but not spent are included in Article 38 of the warrant.

More critically, we continue to plan for a number of significant capital projects that we anticipate bringing to the voters for approval in the next 3 -8 years as debt exclusions. The projects include:

- The renovation and/or replacement of the Hardy, Hunnewell and Upham elementary schools (also referred to as "HHU"). This past December the Town received notification that it would be invited into the State's Massachusetts School Building Authority (MSBA) program for the consolidation and replacement of the Hardy & Upham schools. This is welcomed news in that it provides for a reimbursement of about 30% of the Town's costs, through a very detailed and time consuming process. The Town will embark on this soon, and separately will need to decide how and when to pursue the replacement of the Hunnewell School. Both projects will be subject to a debt exclusion, and our preliminary projections suggest the peak median tax bill impact of this work could approach **\$1,228** per year.
- Interior renovation of the historic Town Hall. The capital plan recognizes **\$6.3** million in FY19 for exterior renovations in article 22 on the warrant. We have recently embarked upon a space utilization and visioning study of the building and plan to bring an article to the 2019 Town Meeting for design funds to proceed with the plan that is developed. It is important to note that Town Hall does not meet the requirements of the handicap accessibility laws. Working with the project architect, we have recently requested and received approval from the Massachusetts Architectural Access Board (MAAB) for several permanent variances from the law, as well as a number of time variances for items that are required to be addressed. Those time variances are for three years with the possibility of a 2-year extension if the Town is making progress towards resolving these matters. For this reason, this project will not be able to be delayed indefinitely.
- Middle School Projects – the Town undertook a number of important projects to the Middle School in 2006 – 2008, but due to budget constraints deferred a number of items as well. The purpose of Article 16 on the warrant is to conduct a feasibility of the projects that were deferred and determine how best to structure a project that completes this structural, mechanical, and interior work that now has become a critical need. A very rough estimate at this time for these projects is approximately \$15.5 million.

The combination of carrying forward the assumptions that were used to achieve a balanced budget in FY19 and implementing the debt policy means that **it will be unnecessary to ask the voters to consider a Proposition 2½ override in the next three years.** We believe that these steps, as well as a capital policy that prioritizes projects and requests in an objective manner are important steps to manage the annual operating costs of the Town. In doing so the impact to taxpayers will have been moderated as much as possible, while still maintaining the high level of services that our customers have come to expect. Debt exclusions will be necessary for the projects outlined above when they are brought forward. Areas that we must continue to monitor closely include the School budget and health insurance costs. The School budget is nearly twice the size of all of the other departmental budgets combined, and school officials project it to continue to grow at a higher annual rate than we have included in this projection. Further analysis of these details are included in the Looking Ahead to FY20 – 22 section of this report.

Key Financial Planning Issues

Each year, the Selectmen and their staff update the TWFP with input from all of the Town's departments, Boards and Committees. As part of this process, the Selectmen are particularly mindful of the need to:

- Pay the full cost of the Town's current operations;
- Proactively address emerging issues;
- Protect the Town against material risks;
- Preserve the Town's assets; and
- Plan for the long-term.

As in prior years, the key issues impacting the Town's financial planning include:

- Growth in personnel costs;
- Employee benefit costs; and
- Facilities and other capital needs.

A short discussion of each of these items follows.

Growth in personnel costs

The largest recurring item in the year-over-year growth of the Town budget is the cost of wage increases for existing employees. The vast majority of Town employees are unionized, and their annual wage increases are the subject of collective bargaining. This year, all of the union contracts are settled. There are eleven unions representing ___ employees the largest of which is the teacher's association. That contract expires on June 30, 2019, and the other contracts all expire a year later on June 30, 2020.

In addition to the general wage increases noted above, the union contracts also provide for "step" increases for teachers and other employees who have not yet reached the top step, and "lane" increases for teachers as they achieve additional academic degrees. The Teachers' contract provides for 16 steps and the value of each step increase is approximately 4.2%. The DPW Production, Police Patrolmen and Firefighters contracts provide for 4-6 steps, and an average step increase of 5.3-5.6%. Thus, it is not unusual for employees who have not reached the top step to receive total annual wage increases in the range of 7-8%.

Each year the cost of step increases is partially offset by savings resulting from the retirement or termination of employees who are replaced by new employees at a lower step level. Thus, in departments with steps, the changing composition of the work force has an effect on the budget over time. In the case of the School Department, the average experience level of teachers has increased incrementally over the past ten years. Currently approximately 50% of the teachers are at top step, and the balance are still moving on steps. These factors have contributed to the greater growth of the School budget along with increases in special education costs, in comparison to other departments' budgets. Conversely, in the Fire Department five employees have retired this year, and we expect more in FY19. Due to fewer steps, these retirements have created an opportunity realign costs, as new employees start at a lower step and there is a shorter path to the top step.

Employee benefit costs

Employee benefit costs total \$30.0 million in FY19 (17.8% of the Town's total budget) and during the past 10 years this has been the fastest growing component of the overall Town budget. The principal components of this cost are:

- Health insurance premium costs for active and retired employees - \$18.9 million
- Pension plan contribution - \$7.1 million
- Other Post-Employment Benefits (OPEB) funding - \$3.4 million

The Town procures health insurance for active employees and retirees through the West Suburban Health Group (WSHG), a consortium of 8 towns and 2 educational entities. Health insurance is a mandatory subject of collective bargaining, so the Town cannot unilaterally make plan design changes.

The Municipal Health Insurance Reform legislation passed by the State in 2011 established a process by which municipalities could transition active employees and retirees to the Group Insurance Commission (GIC), without the need for traditional collective bargaining. By transitioning to the GIC, municipalities can take advantage of that entity's market leverage, greater flexibility (the GIC can make plan design changes without the burden of collective bargaining) and lower premium rates.

In 2015, the Selectmen negotiated an agreement with all of the Town's unions, under the terms of which the Town's percentage contribution toward the cost of the plans offered by Fallon Health was increased to 80% and the Town's contribution toward the more expensive plans offered by Blue Cross Blue Shield, Harvard Pilgrim and Tufts was reduced to 71%. In addition, the Town introduced an "opt-out" option for employees, whereby an employee receives a cash payment in exchange for withdrawing from the Town's health insurance plans (some employees have the flexibility to enroll in their spouse's health insurance plan). In exchange for these plan changes, the Town agreed not to transition to the GIC for the 3-year term of the agreement, i.e., through June 30, 2018. As a result of the 2015 agreement, the Town initially recognized \$2 million of health insurance budget savings in the FY16 budget.

The Selectmen have recently completed a negotiation for a successor agreement for another three-year period beginning in July. For the first time, the Town will introduce two different deductible plans for employees both of which are less expensive than the previous offering. Employees hired after July 1, 2018 will pay a higher portion of their health insurance premium for the lower deductible plan, while employees who choose the high deductible plan will pay the same percentage. The unions have further agreed to shift all employees to paying a greater percentage of the premium costs in three years. In return the Town has offered various incentives to employees to lower their costs, and will make a significant effort to educate employees about the high deductible plan. We believe that the combination of employee turnover in this three-year period and education about the benefits of the high deductible plan will result in cost containment over the next few years.

The Board will continue to monitor health insurance cost trends and work with the other members of the WSHG to control health insurance costs, while meeting our obligations to our employees and retirees.

The Town maintains a defined benefit pension plan for retired employees other than teachers (teachers participate in a similar plan operated by the State). The benefits provided by the plan are identical to those offered by other cities and towns in Massachusetts. Municipal employees in Massachusetts are not eligible for Social Security as a result of their employment with a

municipality. Thus, the pension benefit is provided in lieu of a retirement allowance under Social Security. Unlike a defined benefit pension plan in the private sector, municipal employees contribute toward the cost of their pension. Any municipal employee hired after 1996 is required to contribute 9% of pay plus 2% of pay over \$30,000. Employee contributions to the Town of Wellesley's pension plan during calendar 2017 totaled \$3.7 million. These contributions are in addition to the Town's contribution, which is expected to be \$7.1 million in FY19. Approximately 66% of the contribution by the Town this year is for accrued liabilities from prior years.

The Town is also obligated to subsidize a portion of the health insurance premiums for retirees. Eligible retirees are required to enroll in Medicare and the Town pays 50% of the cost of a Medicare supplement plan and 50% of the Medicare Part B premium. This obligation is the basis for the Town's Other Post-Employment Benefits (OPEB) liability.

The following table summarizes the Town's unfunded liabilities related to pension and OPEB, based on employee service to-date:

| <i>Valuation Date</i> | <u>Pension</u> | <u>OPEB</u> |
|---------------------------|----------------------|----------------------|
| | <i>1/1/2017</i> | <i>6/30/2016</i> |
| Accrued Liability | \$ 224,137,166 | \$ 120,156,976 |
| Actuarial Value of Assets | 169,089,812 | 44,229,773 |
| Unfunded Liability | <u>\$ 55,047,354</u> | <u>\$ 75,927,203</u> |
| MV of Assets at 12/31/17 | \$ 192,136,792 | \$ 61,715,694 |

The actuarial funding schedule for the pension plan, which is intended to fully fund the plan by 2030, calls for a \$.4 million increase in pension funding in FY19 (exclusive of enterprise funds). The latest actuarial valuation of the pension plan performed as of January 1, 2017 reflected an investment return assumption of 6.625%, which is more conservative than the 6.75% assumption used in the previous valuation. The Town's unfunded pension liability continues to decline, consistent with the funding schedule.

The latest actuarial valuation of the OPEB liability was performed as of July 1, 2016. The interest rate was adjusted to 6.75% and certain mortality assumptions were updated. The new actuarial funding schedule for the OPEB liability, which is intended to fully fund this liability by 2037, requires the Town to contribute a flat \$3.4 million each year, in addition to the increasing pay-as-you-go costs (i.e., the premium subsidies for current retirees). The \$3.4 million contribution is funded by inside-the-levy funds. A historical table outlining the funding over the past three years and FY19 may be seen in the following table:

| | <u>OPEB Funding</u> | | | |
|-----------------|---------------------|---------------------|---------------------|---------------------|
| | FY16 | FY17 | FY18 | FY19 |
| Inside the levy | \$ 1,800,000 | \$ 2,400,000 | \$ 3,432,000 | \$ 3,432,000 |
| Exclusion | 1,200,000 | 600,000 | - | - |
| | <u>\$ 3,000,000</u> | <u>\$ 3,000,000</u> | <u>\$ 3,432,000</u> | <u>\$ 3,432,000</u> |

While this funding transition when implemented added pressure on the Town budget, now that it is in place and level, it does not create an impediment to balancing the annual budget.

Unlike many other communities, Wellesley is fully funding the ARC (Annual Required Contribution), as defined in the Government Accounting Standards Board pronouncements related to OPEB. As a result, the Town is allowed to discount the unfunded OPEB liability using an assumed market rate of return, whereas communities that are not funding the ARC are required to use a risk-free rate of return. As new accounting rules applicable to municipalities take effect, which will require municipalities to report pension and OPEB liabilities on their balance sheet, Wellesley's proactive funding approach will favorably distinguish our community.

Facilities and other capital needs

At the upcoming 2018 Annual Town Meeting, appropriations will be requested for the following capital projects:

- Middle School Feasibility Study - \$125,000 (Article 16)
- High School Track & Field Improvements - \$525,000 (Article 17)
- Reconstruction of Grove Street - \$2 million (Article 18)
- Library Interior Renovation – (Article 19)
- Library Materials Handler - \$350,000 (Article 20)
- Middle School Steam Pipes Replacement (design) - \$391,575 (Article 21)
- Town Hall Exterior Renovation – \$6.3 million (Article 22)

The cost amounts shown for the above projects are detailed estimates. Bids for the construction projects are currently being solicited and the final appropriation amounts will be presented at Town Meeting. The Town Hall envelope project is an estimate for the design phase mutually developed between the Permanent Building Committee and Facilities Maintenance Department.

The High School Track and Field Improvements and Reconstruction of Grove Street will be managed by DPW; the Town Hall Exterior Renovation, and Middle School Steam Pipes design projects will be addressed together by PBC and FMD; and FMD will manage the Middle School Feasibility project. At the time this report was completed, there is not support by the Board of Selectmen or Advisory Committee to fund the Library Interior Renovation. The Library Materials Handler would be managed by Library Trustees and FMD. All of the other projects will be funded with inside-the-levy borrowing or transfers from existing sources of funds.

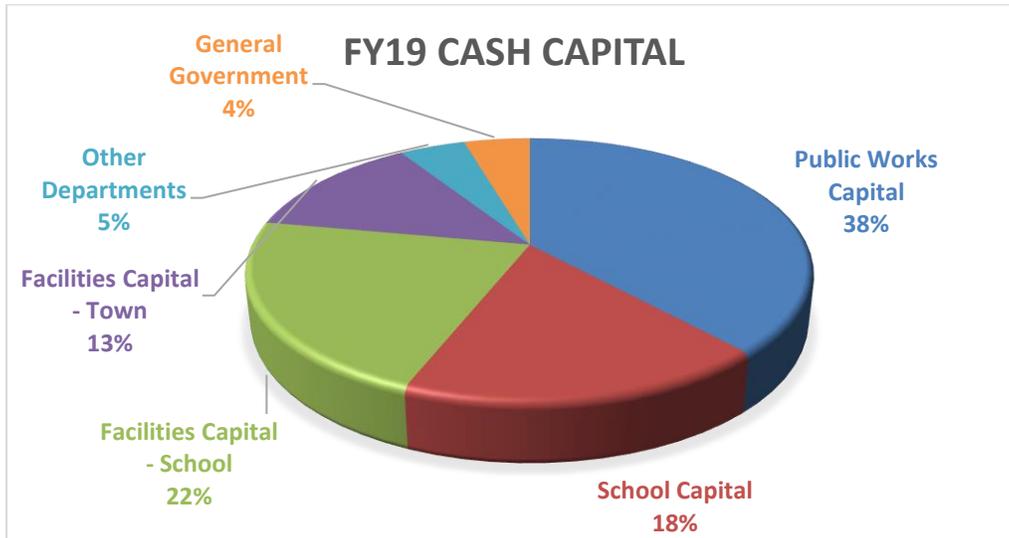
The situation with respect to other facilities needs is summarized as follows:

- Renovation/replacement of Hardy, Hunnewell and Upham elementary schools – The Town was successful this year with its Statement of Interest (SOIs) application to the Massachusetts School Building Authority (MSBA). The MSBA selected the Upham School that was prioritized by the Town with the understanding that the feasibility phase of the project would also consider the Hardy School site, thus no determination about the site can be made at this time. The Town will need to continue on its own with regard to the Hunnewell School site as it was not chosen by the MSBA. The Selectmen and School Committee agree that a special town meeting should be called this spring to seek approval for funding to begin both of these projects, albeit under different circumstances. For purposes of the TWFP, we are projecting the total cost of this work to be \$3.4 million in FY19 for both a feasibility/schematic design study for the MSBA project and feasibility

study only for Hunnewell School. Following that construction for two schools is estimated to cost \$110 million, to be incurred during the period FY20-24 for construction.

- Middle School Infrastructure (\$15.5 million) - A 2014 study of the Middle School identified the need to replace significant portions of the HVAC secondary distribution system. In addition, a number of classroom doors and certain cabinetry need to be replaced, and portions of the brick masonry need to be re-pointed.
- Town Hall Renovations – The capital plan includes a project in FY19 to construct the renovations to the exterior of Town Hall including some associated Massachusetts Architectural Access Board (MAAB) handicap accessible improvements of \$6.3 million. Following that, a design of interior renovations would be proposed at an anticipated cost of \$2.0 million for FY20. The basis of the interior renovations design will be the result of a feasibility study that began in February paid for from FMD’s FY18 cash capital budget. Within a 3 – 5-year period the Town will bring the building fully into compliance with the federally mandated ADA law. This time period is as a result of our successful request to the MAAB for a time variance to enable the Town to plan the renovations and financing of the project. The renovation is also intended to address workspace shortages and the efficiency of the space for each office in the building.

Further details regarding these and other capital projects are detailed in the Five-Year Capital Budget Program attached as Exhibit C.

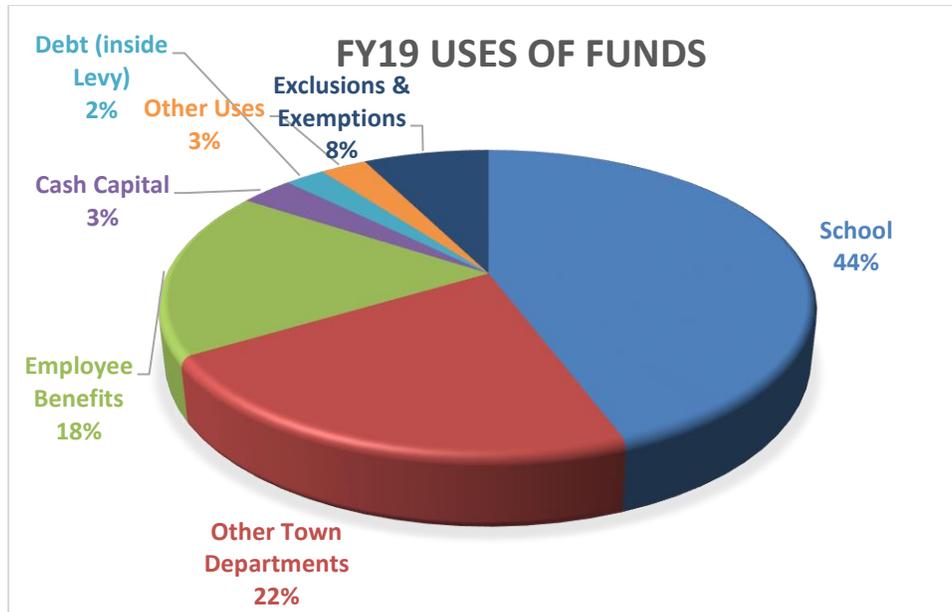


FY19 Budget

The proposed FY19 budget request is summarized in the following table (more complete versions of the FY19 Sources & Uses are presented in Exhibit I and Appendix B, which appear later in this book):

| | FY18 Budget | FY19 Request | \$ Inc/(Dec) | % Inc/(Dec) |
|----------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Sources of Funds | | | | |
| Taxes | \$ 123,758,516 | \$ 128,652,479 | \$ 4,893,963 | 4.0% |
| State Aid | 9,759,649 | 9,759,649 | - | 0.0% |
| Local Revenue | 11,338,019 | 11,778,000 | 439,981 | 3.9% |
| Free Cash | 4,325,274 | 2,500,000 | (1,825,274) | -42.2% |
| Other Sources | 1,720,573 | 1,097,219 | (623,354) | -36.2% |
| CPA Funds | 460,900 | 1,318,000 | 857,100 | 186.0% |
| CPA to offset debt | 553,244 | 550,244 | (3,000) | -0.5% |
| Exempt Debt | 12,203,082 | 12,001,855 | (201,227) | -1.6% |
| Total Sources | \$ 164,119,257 | \$ 167,657,446 | \$ 3,538,189 | 2.2% |
| Uses of Funds | | | | |
| School | \$ 71,950,648 | \$ 74,468,918 | \$ 2,518,270 | 3.5% |
| Other Town Departments | 36,245,464 | 37,172,184 | 926,720 | 2.6% |
| Employee Benefits | 28,406,725 | 30,021,059 | 1,614,334 | 5.7% |
| Cash Capital | 6,703,374 | 5,305,108 | (1,398,266) | -20.9% |
| Debt Service (inside Levy) | 3,984,283 | 4,002,083 | 17,800 | 0.4% |
| Other Uses | 4,072,439 | 4,297,409 | 224,970 | 5.5% |
| Exempt Debt | 12,756,325 | 12,552,089 | (204,236) | -1.6% |
| Total Uses | \$ 164,119,257 | \$ 167,818,850 | \$ 3,699,593 | 2.3% |
| Surplus/(Deficit) | \$ (0) | \$ (161,404) | | |

Sources of Funds: The 4.0% increase in Taxes reflects the allowed growth in the levy limit (2.5%) and \$1.8 million of new growth. At this point no increase in State Aid has been reflected in the budget, although the budget proposed by Governor Baker includes an increase of unrestricted governmental aid of 3.5%. Generally, as Wellesley's annual town meeting is completed prior to the State budget process, we have not fully budgeted the revenue assumed early in the State process. In future years, the increases remain modest so as to assume slow but steady growth in the State's fiscal situation. The 3.9% increase in Local Revenue is a reflection of conservative numbers in FY18.



Uses of Funds: The 3.5% increase in the School budget reflects the cost of contractual step, lane and cost-of-living increases and higher special education costs. The 2.6% increase in Other Town Departments is consistent with the wage increase levels recommended by the Human Resources Board. The 20.9% reduction in cash capital is largely attributable to a guideline set this year to smooth out expenditures in this area and ensure that capital expenditures remain affordable over time.

The Town is also anticipating appropriation requests to fund the following items using Free Cash that are non-recurring in nature:

Supplemental FY18 appropriations:

- \$776,000 for school special education costs
- \$500,000 for current year snow and ice removal costs
- \$ 51,975 for settlement of the police union contracts
- \$ 30,000 for compensated absences

Reserves

Mindful of the need to maintain sufficient financial reserves to support the Town's favorable AAA bond rating, we continue to carefully monitor the level of revenues and expenses versus budget, and the resulting impact on reserve levels.

Of particular concern is the balance in the Town's Stabilization Fund (a separate reserve fund) and the balance of Free Cash. Under Massachusetts Department of Revenue (DOR) rules, these are the reserve balances specifically available for appropriation by Town Meeting for any lawful purpose. Appropriations from the Stabilization Fund require a two-thirds vote by Town Meeting,

whereas appropriations from Free Cash require a majority vote. The balance of the General Purpose Stabilization Fund as of June 30, 2017 was \$3.3 million and we do not anticipate any requests for appropriations from this fund. The level of Free Cash, as certified by the DOR, was \$12.1 million as of July 1, 2017.

The following chart summarizes the changes in Free Cash for the years FY13-17:

| Free Cash | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Beginning of year | \$10,499,623 | \$10,950,782 | \$10,336,925 | \$ 8,831,500 | \$11,858,182 |
| Uses | (3,630,881) | (3,987,715) | (4,867,591) | (3,601,830) | (4,875,826) |
| Net Free Cash generated | 4,082,040 | 3,373,858 | 3,362,166 | 6,628,512 | 5,147,060 |
| End of year | \$10,950,782 | \$10,336,925 | \$ 8,831,500 | \$11,858,182 | \$12,129,416 |

Free Cash is “generated” by revenues in excess of budget, budget “turn-back” (amounts budgeted but not spent), and other timing differences. The Town’s ability to generate Free Cash has enabled the rebuilding of the Town’s financial reserves, and funded a number of operating and capital investments, as reflected in the “Uses” quantified above. The potential for generating additional Free Cash in FY18 is an important factor in our evaluation of the proposed use of these reserves to help balance the FY19 budget.

The following chart summarizes an initial projection of the Town’s reserve balances at June 30, 2018:

Reserves Projection

| | <u>Amount</u> |
|----------------------------------------------------------------------------|-----------------------|
| Reserves as of 6/30/2017 | |
| Free Cash Estimate | \$ 12,129,416 |
| Stabilization fund | 3,274,957 |
| Injured-on-duty Stabilization Fund | 500,332 |
| | \$ 15,904,705 |
| Sources and (Uses) of Reserves in FY18 | |
| Supplemental FY18 appropriations (Article 7- Police contracts) estimate | (55,000) |
| - Snow & ice removal - provide estimate | (500,000) |
| School FY 2018 SPED shortfall estimate | (776,038) |
| Balance FY19 budget (Article 8) | (2,500,000) |
| Net operating change estimate | 1,000,000 |
| Estimated Reserves as of 6/30/18 | \$ 13,128,667 |
| FY18 Revenue | \$ 144,856,184 |
| % of Revenue | 9.06% |

(Note: Amounts appropriated from Free Cash serve to reduce the Free Cash balance during the year of appropriation vs. the year of the related expenditure.)

The Town's Financial Reserves Policy calls for the sum of the balances in the Stabilization Fund and Free Cash to be maintained in the range of 8-12% of budgeted operating revenues. Reserves in excess of 8% but less than 12% may be used to stabilize tax rates, meet anticipated capital needs, and to avoid or defer an override.

Based on the above projection, Wellesley's reserves at June 30, 2018 would remain slightly above 9%. The estimated FY18 reserve growth is largely attributable to the Town's conservative budgeting and greater than anticipated savings from recent health insurance initiatives. It is also important to note that the Town's financial position is reinforced by the Town's proactive approach to funding the pension and OPEB liabilities.

Looking Ahead to FY20-22

For purposes of projecting the Town's Sources and Uses of funds for the years FY20-22, we have used a range of assumptions in order to aid in the decision making process about whether or not the Town needs to plan for an override. The base assumption mirrors the budget guidelines established for the FY19 budget and are as follows:

- Levy growth 2.5% plus \$1.8 million of new growth
- State aid & local revenue 2%
- Use of Free Cash \$2.5 million/year
- School budget 3.5%
- Other Town departments. 2.5%
- Pension Per approved funding schedule
- Health insurance 7%
- Other employee benefits 2.5%

There are two differences in the assumptions for these years from the Proposed FY 19 budget:

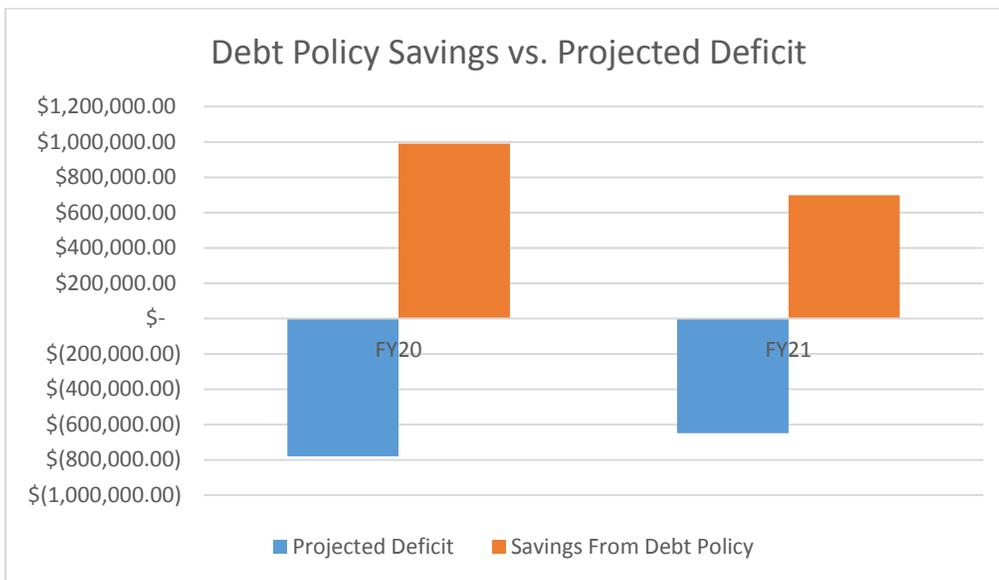
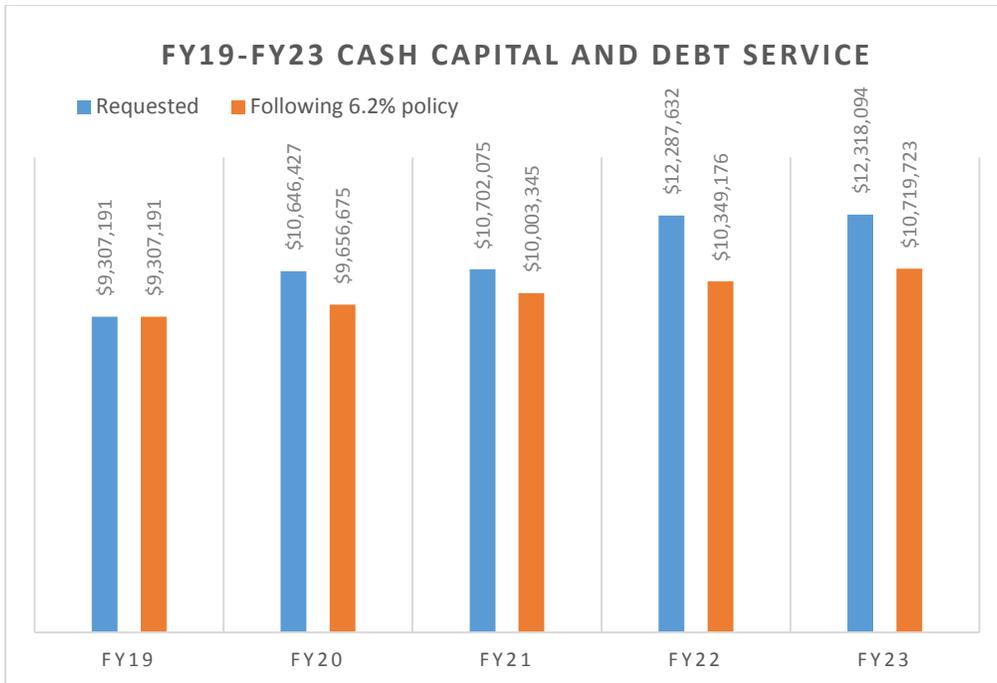
- Local receipts were projected level from FY18 to FY19, but increasing 2% thereafter
- New growth is \$1,800,000 in FY19 and flat thereafter
- **School guideline different than 3.5%?**

Given the relative size of the School budget, the assumption regarding the growth in School spending has the greatest impact. The schools have indicated to us that their ability to provide the level of services expected is difficult within this **guideline, and**

| | FY18 | FY19 | \$ | % | FY20 | FY21 | \$ | \$ Variance | % |
|----------------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|-----------------------|---------------------|---------------------|-------------|
| | Budget | Request | Inc/(Dec) | Inc/(Dec) | Projection | Projection | Variance | FY20/FY21 | Variance |
| Sources of Funds | | | | | | | | | |
| Taxes | \$ 123,758,516 | \$ 128,652,479 | \$ 4,893,963 | 4.0% | \$ 133,668,791 | \$ 138,810,511 | \$ 5,016,312 | \$ 5,141,720 | 3.9% |
| State Aid | 9,759,649 | 9,759,649 | - | 0.0% | 9,954,842 | 10,153,939 | \$ 195,193 | \$ 199,097 | 2.0% |
| Local Revenue | 11,338,019 | 11,778,000 | 439,981 | 3.9% | 12,013,560 | 12,253,831 | \$ 235,560 | \$ 240,271 | 2.0% |
| Free Cash | 4,325,274 | 2,500,000 | (1,825,274) | -42.2% | 2,500,000 | 2,500,000 | \$ - | \$ - | 0.0% |
| Other Sources | 2,181,473 | 2,415,219 | 233,746 | 10.7% | 1,593,009 | 1,593,009 | \$ (822,210) | \$ - | -34.0% |
| CPA for North 40 | 553,244 | 550,244 | (3,000) | -0.5% | 553,244 | 550,244 | \$ 3,000 | \$ (3,000) | 0.5% |
| Exclusions & Exemptions | 12,203,082 | 12,001,855 | (201,227) | -1.6% | 12,117,045 | 12,597,008 | 115,190 | \$ 479,963 | 1.0% |
| Total Sources | \$ 164,119,257 | \$ 167,657,446 | \$ 3,538,189 | 2.2% | \$ 172,400,491 | \$ 178,458,542 | \$ 4,743,045 | \$ 6,058,051 | 2.8% |
| Uses of Funds | | | | | | | | | |
| School | \$ 71,950,648 | \$ 74,468,918 | \$ 2,518,270 | 3.5% | \$ 77,075,330 | \$ 79,772,967 | \$ 2,606,412 | \$ 2,697,637 | 3.5% |
| Other Town Departments | 36,245,464 | 37,172,184 | 926,720 | 2.6% | 38,101,489 | 39,054,026 | \$ 929,305 | \$ 952,537 | 2.5% |
| Employee Benefits | 28,406,725 | 30,021,059 | 1,614,334 | 5.7% | 31,692,195 | 33,378,651 | \$ 1,671,136 | \$ 1,686,456 | 5.6% |
| Cash Capital | 6,703,374 | 5,305,108 | (1,398,266) | -20.9% | 6,667,752 | 6,187,730 | \$ 1,362,644 | \$ (480,022) | 25.7% |
| Debt (inside Levy) | 3,984,283 | 4,002,083 | 17,800 | 0.4% | 3,978,675 | 4,518,345 | \$ (23,408) | \$ 539,670 | -0.6% |
| Other Uses | 4,072,439 | 4,297,409 | 224,970 | 5.5% | 2,998,451 | 3,047,254 | \$ (1,298,958) | \$ 48,803 | -30.2% |
| Exclusions & Exemptions | 12,756,325 | 12,552,089 | (204,236) | -1.6% | 12,667,289 | 13,149,052 | \$ 115,200 | \$ - | 0.9% |
| Total Uses | \$ 164,119,257 | \$ 167,818,850 | \$ 3,699,593 | 2.3% | \$ 173,181,181 | \$ 179,108,024 | \$ 5,362,331 | \$ 5,445,080 | 3.2% |
| Surplus/(Deficit-Override) | \$ (0) | \$ (161,404) | | | \$ (780,690) | \$ (649,483) | | | |

Based on these assumptions and no overrides, we are projecting deficits in the range of \$700,000 to \$2 million over the years' FY20-22, depending on the growth of the school budget. The new debt and capital policies will contribute significantly to reducing these deficits, but allowing any growth in operating guidelines would have a detrimental impact. The debt exclusion that will be placed on the ballot over the next few years will have the effect of increasing taxes to fund the construction of the HHU schools, and other projects, so added operating overrides should be avoided if possible.

Further details regarding these projections are provided in Exhibit II. We will continue to refine these projections over the next few weeks and provide an update at Town Meeting. The projected deficits underscore the need for further planning to better balance service expectations against taxpayers' willingness to pay. Reducing or eliminating these deficits without an override would require some combination of lower rates of spending growth, renegotiation of the health plans that reduces those costs, a targeted use of Free Cash if available, and/or further growth in revenues.



The following table is a roll-forward projection of the median tax bill (i.e., the tax bill for a home valued at \$1,051,000) for the period FY18 – FY22:

Median Tax Bill

| | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|------------------------------|-------------|-------------|-----------------------|-------------|-------------|
| Prior year median tax bill | | | | | |
| Levy growth | | | | | |
| Override | | | <i>To be provided</i> | | |
| Hardy/Hunnewell/Upham | | | | | |
| Middle School Infrastructure | | | | | |
| Other debt exclusions | | | | | |
| OPEB funding exclusion | | | | | |
| Current year median tax bill | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>% Increase</i> | 0% | 0% | 0% | 0% | 0% |

This Town-Wide Financial Plan is a continual work-in-progress and we will provide further updates on these matters at Town Meeting.

We would like to express our sincere appreciation to all of the Town boards and their respective staffs for their cooperation in working with us to create a plan that will ensure the continued financial health of our community.

Exhibits:

- I - FY19 Summary Sources & Uses of Funds
- II - Projected Sources & Uses of Funds

Appendices appearing later in this book:
B – FY19 Detail Sources & Uses of Funds
C – Five Year Capital Budget Program

TOWN OF WELLESLEY- SOURCES AND USES OF FUNDS

Exhibit I

| | FY2018 Tax Rate | FY2019 Request | % Change |
|--------------------------------------------|----------------------------|---------------------------|---------------------|
| *** SOURCES OF FUNDS *** | | | |
| Tax & Other Current Revenues | | | |
| Within Levy Limits | | | |
| Real Estate & Per. Prop. Tax | 123,758,516 | 128,652,479 | 3.95% |
| From the Commonwealth | 9,759,649 | 9,759,649 | 0.00% |
| Local Revenue | 11,338,019 | 11,778,000 | 3.88% |
| Sub-Total (Tax & Cur. Rev.) | 144,856,184 | 150,190,128 | 3.68% |
| Outside Levy Limits | | | |
| Real Estate & Pers.Prop.Tax | 12,203,082 | 12,001,855 | -1.65% |
| Available Funds | | | |
| Parking Meter Receipts | 1,593,009 | 1,097,219 | -31.12% |
| Appropriated/Reserved CPA Surcharge | 780,900 | 1,642,000 | 110.27% |
| CPA Funds for North 40 | 553,244 | 550,244 | -0.54% |
| Free Cash- balance budget | 2,583,737 | 2,500,000 | -3.24% |
| Free Cash- Other items | 1,741,537 | - | 100.00% |
| Unencumbered/Transfers from other funds | 127,564 | - | 100.00% |
| Sub-Total (Available Funds) | 19,583,073 | 17,791,318 | -9.15% |
| TOTAL SOURCES OF FUNDS | 164,439,257 | 167,981,446 | 2.15% |
| | FY2018 Request | FY2019 Request | % Change |
| *** USE OF FUNDS *** | | | |
| Personal Services (Non-School) | 21,919,136 | 22,606,279 | 3.13% |
| Expenses (Non-School) | 6,586,354 | 6,646,646 | 0.92% |
| Subtotal (Non-School) | 28,505,490 | 29,252,925 | 2.62% |
| Personal Services (Facilities Maintenance) | 4,359,946 | 4,461,510 | 2.33% |
| Expenses (Facilities Maintenance) | 3,380,028 | 3,457,749 | 2.30% |
| Subtotal (Facilities Maintenance) | 7,739,974 | 7,919,259 | 2.32% |
| Personal Services (School) | 64,226,913 | 65,485,672 | 1.96% |
| Expenses (School) | 7,723,735 | 8,983,246 | 16.31% |
| Subtotal (School) | 71,950,648 | 74,468,918 | 3.50% |
| Sub-Total (Pers. Svcs.& Exp) | 108,196,112 | 111,641,102 | 3.18% |
| Capital & Debt: | | | |
| Within Levy Limits | | | |
| Capital/Extraord./Special Items | 6,703,374 | 5,305,108 | -20.86% |
| Debt Service | 3,984,283 | 4,002,083 | 0.45% |
| Sub-Total (Within Levy Limits) | 10,687,657 | 9,307,191 | -12.92% |
| Outside Levy Limits | | | |
| Debt Service | 12,756,325 | 12,552,089 | -1.60% |
| SUB-TOTAL (CAPITAL & DEBT) | 23,443,982 | 21,859,280 | -6.76% |
| Employee Benefits: | | | |
| Health Insurance & other | 18,352,862 | 19,532,634 | 6.43% |
| Pension Contribution | 6,621,863 | 7,056,425 | 6.56% |
| OPEB Liability Fund | 3,432,000 | 3,432,000 | 0.00% |
| Sub-Total (Shared Costs) | 28,406,725 | 30,021,059 | 5.68% |
| SUB-TOTAL (OPERATIONS) | 160,046,818 | 163,521,441 | 2.17% |
| Special Items: | | | |
| Traffic & Parking Management | 1,548,950 | 1,046,336 | -32.45% |
| Appropriated/Reserved CPA Surcharge | 780,900 | 1,642,000 | 110.27% |
| State & County Assessments | 1,239,372 | 1,270,356 | 2.50% |
| Property Tax Abatements | 662,717 | 662,717 | 0.00% |
| Free cash | 160,500 | - | 100.00% |
| Free Cash- Contracts | - | - | 100.00% |
| Sub-Total (Special Items) | 4,392,439 | 4,621,409 | 5.21% |
| TOTAL USE OF FUNDS | 164,439,257 | 168,142,850 | 2.25% |
| TOTAL SOURCE OF FUNDS | 164,439,257 | 167,981,446 | 2.15% |
| SURPLUS (DEFICIT) | (0) | (161,404) | |

8. **Executive Director's Update** - there are three items to be addressed on Monday:

- Approval of minutes – the minutes of January 8th and 16th are in your packet for review.

MOVE to approve the minutes of the January 8 and January 16, 2018 meetings.

1 **Board of Selectmen Meeting: January 8, 2018**
2 **Present: Gibbs, Freiman, Ulfelder, Sullivan Woods**
3 **Also Present: Robinson, Jop**
4 **Minutes Approved:**

5
6 **Warrants approved: 2018-024 in the amount of \$2,126,610.43**
7 **2018-025 in the amount of \$5,890,820.71**
8 **2018-026 in the amount of \$1,455,116.13**
9

10 **Meeting Documents:**

- 11 1. Agenda
- 12 2. Agenda Background Memorandum
- 13 3. BOS Calendar
- 14 4. Executive Director's Weekly Report
- 15 5. Memo from Chief of Police to promote Sergeant Jeff Renzella to position of Lieutenant
- 16 6. Sergeant Jeff Renzella Resume
- 17 7. Spreadsheet on FY19 Operating & Capital Budget
- 18 8. PowerPoint Presentation-on FY19 Operating & Capital Budget
- 19 9. Listing of proposed warrant articles
- 20 10. Meme from Blyth Robinson RE: Town Meeting Warrant
- 21 11. Draft Warrant
- 22 12. Town of Wellesley Draft Debt Policy
- 23 13. Town of Wellesley Draft Capital Policy
- 24 14. Memo from Michael Zehner: RFP to develop the Tailby Lot
- 25 15. Memo from Town Clerk RE: Polling place change for Precinct H
- 26 16. Emails regarding Precinct H polling place change
- 27 17. Minutes from November 13, 2018
- 28 18. Minutes from November 20, 2018
- 29 19. Minutes from December 2, 2018
- 30 20. Minutes from December 13, 2018
- 31 21. Spreadsheet from COA listing gifts
- 32 22. MMA Annual Meeting Information Memo
- 33 23. FY18 Work Plan- Updated December 2017
- 34 24. Animal Control Report- November 2017
- 35 25. Commendation Memos from Chief Pilecki
- 36 26. Parking Meter Collections Summary, November 2017

37
38 **1. Call to Order & Citizen Speak**

39
40 Ms. Gibbs, Chair, called the Board of Selectmen meeting to order at 7:02 PM. She announced that the
41 Town has been designated as a Green Community and has been awarded an initial grant. In addition,
42 status as a Green Community allows for additional grant opportunities on a yearly basis.
43

44 Citizen Speak

45
46 None.

47
48 **2. Appoint Police Lieutenant**

49 Chief Jack Pilecki, Deputy Chief Scott Whittemore, and Sergeant Jeff Renzella joined the Board. Chief
50 Pilecki described the promotional process for the Lieutenant position. Chief Pilecki noted the Town left
51 civil service in 2010 and worked out a promotional policy with the unions that includes 3 phases: written

52 exam tailored to Wellesley, an assessment center, and an interview. Four Sergeants took the exam and
53 went through the assessment center. The assessment center included role playing and scenarios. Sergeant
54 Renzella achieved the highest score on the promotional exam process and Chief Pilecki recommended
55 Sergeant Renzella to be promoted to the rank of Lieutenant.

56
57 Sergeant Renzella introduced his family and described his leadership style and commitment to the Town
58 of Wellesley. Deputy Chief Whittemore offered his recommendation of Sergeant Renzella and his
59 excellent work mentoring the patrolman, and now the sergeants. The Board asked Sergeant Renzella
60 several questions.

61
62 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to promote**
63 **Sergeant Jeff Renzella to the rank of Lieutenant effective January 8, 2018.**
64

65
66 **3. Discuss FY19 Budget Status – Operating & Capital**
67

68 Finance Director Sheryl Strother joined the Board. Ms. Strother gave a brief presentation on the status of
69 the FY19 Budget. At present, the Town is approximately \$75,000 short of a balanced budget, however
70 that does not include a formally adopted School Budget. Ms. Strother noted the current budget proposal
71 includes the use of \$2.5 million in free cash.
72

73 Mr. Ulfelder asked Ms. Strother how the free cash amount is determined. Ms. Strother noted the Town,
74 year over year is typically generating consistently \$2.5 million in revenue. Over recent years, it has been
75 the practice to apply the funds to the budget. Ms. Strother noted if the Town has a good financial turn out
76 with health care, the budget could use less free cash and put more into the reserves. The current budget is
77 within the reserve policy guidelines, and the question is whether the Board wants to increase the reserve
78 percentage in the desired range.
79

80 The Board briefly questioned the impacts of the free cash on the Special Education (SPED) Stabilization
81 Fund. Ms. Strother noted the Town has not received the SPED assessment from the School Budget. The
82 Board was in agreement if the health care projections are favorable, the Board would not be increasing
83 operating budgets, or putting additional funds in the Special Education Stabilization Fund. Mr. Morgan
84 was in agreement with Mr. Ulfelder that he would like to see the Town's reserve balance percentage
85 increased.
86

87 Ms. Strother reviewed the current debt schedule with the Board.
88

89 Ms. Robinson reviewed several of the proposed Capital Projects proposed for this year. She noted there
90 are three critical building projects associated with the Middle School including the steam pipe
91 replacement, some exterior work to prevent infiltration of water, and the installation of HVAC in the
92 gym. Ms. Robinson noted the School Committee also put forward the reconstruction of the Middle School
93 Parking Lot, however that may be impacted by the building projects, so continues to be evaluated. Ms.
94 Robinson stated she is asking the School Department to review all projects, particularly in the Middle
95 School and prioritize the projects, and then to come back to a later Town Meeting with the paving project.
96

97 Mr. Morgan noted the Steam Pipe project will be reviewed later in the week and asked the Board to
98 consider whether they would vote support for the design of the project.
99

100 Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to support the
101 School Department proposal for steam pipe design at the Middle School.
102

103 **4. Review Draft Annual Town Meeting Warrant**

104
105 Ms. Robinson reviewed the current draft of the Annual Town Meeting Warrant. Ms. Robinson noted this
106 year's Warrant has several organizational changes including the insertion of budget and project costs. Ms.
107 Robinson asked the Board to review the order of the Articles. Ms. Robinson noted the timing of the
108 Town Hall Exterior Project funding and noted for timing, the Town might want to include a Special Town
109 Meeting with in the Annual Town Meeting.

110
111 Ms. Sullivan Woods noted historically the funding for large projects has had movement late in the
112 process. Town Meeting Members have given feedback that constant changes are more disconcerting than
113 getting the correct amount in the Warrant. Ms. Sullivan Woods stated a concern is that if cost estimates
114 come in ahead of the amount in the Warrant, than the Town has no recourse to increase the amount.

115
116 Ms. Robinson asked the Board for any additional comments or changes, noting it is anticipated the Board
117 would sign the Warrant at the meeting on January 29, 2018.

118
119 **5. Review Draft Capital and Debt Policies**

120
121 Ms. Robinson briefly reviewed an initial draft of a proposed Debt Policy. She further noted that she and
122 Ms. Strother are also working on a Capital Budget Policy.

123
124 **6. Discuss Dissemination of an RFP to develop the Tailby Lot**

125
126 Ms. Jop noted the Board received a request from the Planning Board in a memo from Michael Zehner,
127 asking for the Board to consider issuing a housing Request for Proposals (RFP) for the Tailby and
128 Railroad Parking lots. Ms. Jop gave an overview of the past studies the Town and the Planning Board
129 have performed on the sites relative to redevelopment and specific to housing. Ms. Jop noted the
130 significant number of 40B proposals the Town is currently facing, and in particular the current project
131 proposed at Delanson Circle, which is across the street from the Tailby Lot. Ms. Jop noted the Town
132 parking lots provide dual access and both front the commuter rail. The RFP process would be similar to
133 the process the Town recently underwent with the 900 Worcester Street project. Should the Board select a
134 project, the Board would negotiate a lease, and the lease would require approval at Town Meeting.

135
136 Ms. Deborah Carpenter, Chair Planning Board, Mr. Jim Roberti, Planning Board, and Mr. Michael
137 Zehner, Planning Director joined the Board. Ms. Carpenter discussed the Planning Board's view that the
138 site is better situated and suited for development than the proposed Delanson site. She noted the Board
139 could put out the RFP, and if responses are not favorable does not have to move forward. The release of
140 the RFP is low risk to the Town, with the potential for better affordable housing design. Mr. Roberti and
141 Mr. Zehner agreed, both noting, if the Town does not move forward with a proposal for these two sites
142 there likely will never be another opportunity. If the Delanson project is constructed, it will preclude
143 redevelopment of the Tailby and Railroad Lots, which the Town has been studying for nearly 40 years.

144
145 The Board discussed the proposal and in general was supportive of directing staff to draft the RFP. Ms.
146 Sullivan Woods noted there are many considerations to the development of the lot including the potential
147 impact to commuters and to the merchants. Ms. Sullivan Woods thought the proposal was being rushed
148 and that all stakeholders were not being considered. It was noted this is not the Town's typical course,
149 which generally includes a release of a Request for Information, followed by a Request for Proposals.
150 However given the affordable housing development pressure and the low risk release of an RFP, the
151 Planning Board and staff were supportive of moving forward with a draft for the Board to consider.

152

153 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (4-1, with Ms.**
154 **Sullivan Woods against) to direct staff to develop a draft RFP for development of the Tailby and**
155 **Railroad commuter parking lots for further review by the Board of Selectmen.**

156
157

158 **7. Discuss Designation of Tolles Parsons Center as a Polling Place**

159

160 The Board continued to review the request to make the Tolles Parsons Center a polling location for
161 Precinct H. The Board previously had taken this item up, and wanted to verify with the Council on Aging
162 (COA) that they were in agreement with the use of the building as a polling location. Mr. Ulfelder noted
163 that he has discussed the matter with Ms. Diana Campbell, Chair of the COA, and although the COA has
164 not officially voted, has verified they are favorable to making the location a new polling location. The
165 Board briefly noted the School Department is very supportive of moving the Precinct H polling location
166 from the High School.

167

168 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to change the**
169 **poll location for Precinct H from Wellesley High School to the Tolles Parsons Center at 500**
170 **Washington Street effective with the March 6, 2018 Annual Town Election.**

171

172 **8. Executive Director's Update**

173

174 Approval of Minutes

175

176 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve the**
177 **minutes of November 13, November 20, December 2, and December 4, 2017.**

178

179 Accept COA Gifts

180

181 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to accept a gift**
182 **from the Friends of the Wellesley Council on Aging of \$694.00 for the November Senior Lunch**
183 **Program.**

184

185 **9. New Business/ Correspondence**

186 None.

187

188 **At 9:17 pm the meeting was adjourned.**

189

1 **Board of Selectmen Meeting: January 16, 2018**

2 **Present: Gibbs, Freiman, Ulfelder, Sullivan Woods, Morgan**

3 **Also Present: Robinson, Jop**

4 **Minutes Approved:**

5
6 **Warrants approved: 2018-027 in the amount of \$3,778,197.03**

7
8
9 **Meeting Documents:**

- 10 1. Agenda
11 2. Agenda Background Memorandum
12 3. BOS Calendar
13 4. Executive Director's Weekly Report
14 5. Minutes of the November 27, 2017 Meeting
15 6. Applications from Babson College for one-day beer & wine licenses for April 26 & 27, 2018
16 7. Applications for a Common Victualler and All Alcohol License from Smith & Wollensky's
17 8. Listing of proposed warrant articles
18 9. Draft Annual Town Meeting Warrant
19 10. Letter from DPW Requesting Additional Winter Maintenance Funds
20 11. Animal Control Report, December 2017
21 12. Commendation Memo from Chief Pilecki
22 13. North 40 Landfill MCP Phase II Report from Environmental Partners
23 14. Town Government Study Committee General Bylaw Edit Recommendations
24 15. Documents regarding the acceptance of Granite Street
25 16. Street Acceptance Policy
26 17. FY18 Work Plan- Updated December 2017

27
28 **1. Citizen Speak**

29
30 Ms. Gibbs, Chair, called the Board of Selectmen meeting to order at 7:00 PM.

31
32 None.

33
34 **2. Executive Director's Update**

35 Ms. Robinson indicated that the minutes of the November 27, 2017 meeting were ready for approval.
36 Furthermore, that Babson College has applied for two one-day licenses for events at the college during
37 the month of April.

38 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve the**
39 **minutes of the November 27, 2017 meeting.**

40
41 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve a**
42 **one-day license for Babson College on April 26, 2018 for the Needham Step Ups event, and on April**
43 **27, 2017 for the Athletics Senior Awards Banquet on April 27, 2018, both to be held in Knight**
44 **Auditorium.**

45
46 Ms. Robinson noted that the first request from DPW for additional winter maintenance funds was in the
47 Board's correspondence. She reminded the Board that the Municipal Modernization Act allowed for the
48 Executive Director to approve, but that she would keep the Board apprised of the requests. The Board
49 expressed their concern that the vehicle maintenance and fuel costs seem high at this point in the year

50 given that there have not been many snow events. Mr. Morgan noted that he continues to disagree with
51 the philosophy that we budget a much smaller number than is actually needed for snow and ice and we
52 are being unrealistic. Should there be available funds for FY19, he would like us to consider an increase
53 in the budget for this line item. Mr. Ulfelder expressed his support for this position, adding that the Town
54 has enough of a track record to get an average and account for it in a better way. The Board asked to have
55 DPW come in to discuss this with them at a meeting in the near future, specifically wanting information
56 on the average maintenance and repair for the winter fleet, and to let us know if costs are escalated due to
57 not having a full complement of mechanics on staff.

58
59 In other updates Ms. Robinson mentioned that the meeting regarding the public records law with Town
60 Counsel and Representative Alice Peisch which had been scheduled today was cancelled; and that the
61 Governor has signed the OPEB legislation that was approved at ATM in March.

62
63 She also noted that staff had a meeting with the company that manages our parking fine collections
64 regarding the penalties and fines that have accrued over time. We may want to carve out those from cars
65 with out-of-state plates and send them to a collection agency. For Massachusetts plates, the company
66 diligently marks them at the RMV so that outstanding amounts are collected when residents either re-
67 register their vehicles or renew their license. Ms. Sullivan Woods asked that we provide the schedules of
68 the actions by year and the actions that have been taken to try and collect the funds.

69
70 Ms. Robinson also circulated a draft agenda for the meeting on January 23rd - to see if we could start at
71 6:30 for an executive session on collective bargaining.

72 73 **3. Public Hearing – Smith & Wollensky Common Victualler & All Alcohol License**

74 Ms. Gibbs opened the public hearing at 7:15 PM and asked the representatives of Smith and Wollensky to
75 give an opening statement.

76
77 Attorney David Himmelberger, representing Smith and Wollensky, gave a brief overview of the proposed
78 restaurant space. As the result of a question received from an abutter concerned about cooking odors
79 from the restaurant, Mr. Himmelberger stated that the restaurant is installing additional filters on the fans
80 from the cooking areas. Filters catch grease vapors and they are a significant upgrade from what is there
81 presently. He also noted that the restaurant is approximately 300 feet to the abutters' home. Mr. Peter
82 Baker, proposed Manager of Smith and Wollensky, also pointed out that the filters ionize the materials. It
83 was also noted that the kitchen will be in the same interior location as the previous restaurant. It was
84 noted that they have been in front of the DRB for façade improvements and signage and they will be
85 going before the ZBA for the signs and the outdoor seating. Our zoning was modified to allow outdoor
86 seating (18 seats) with a special permit from the ZBA. The Board considered whether the outdoor seating
87 should have a condition not to be utilized past 9:30 PM. Mr. Baker noted that they will simply not seat
88 patrons outside after a certain point so as to make sure they were not there past the closing time of the
89 restaurant. The Board raised several other questions.

90
91 Mr. Ulfelder asked about the width of the sidewalk that will remain with the outdoor seating in place. He
92 asked if they had looked at redesigning and pulling it back, leaving enough room for walkability. Mr.
93 Baker responded that he believes we will have that covered to allow for 5 feet of sidewalk. Ms. Gibbs
94 brought up questions about the hours of operation and parking issues. Mr. Himmelberger discussed the
95 proximity of the restaurant to a number of locations where patrons can park. He further noted that
96 employees will be required to park in municipal lots. Ms. Freiman asked when they anticipated opening
97 and the answer is April – which is aggressive but they hope to be open for the Boston Marathon weekend.
98 Finally, Mr. Baker noted that they will have private dining.

99

100 Ms. Gibbs asked if anyone in the audience wished to speak on this matter.

101

102 The public hearing was closed at 7:35 PM.

103

104 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve**
105 **both a Common Victualler and an On-Premises All Alcohol License to Smith & Wollensky of**
106 **Wellesley LLC through December 31, 2018 and to name Peter Baker as Manager.**

107

108 **4. Discuss Selectmen's Policy & Procedures Manual**

109 The Board next took up the draft manual developed by Ms. Freiman. The items the Board covered in
110 discussion included who should be responsible for review of minutes prior to approval, the references to
111 building officials in section #2, and the frequency of the Board having off site/off camera working
112 meetings. No changes were made to the sections discussed. The Board did agree that a review of the
113 manual should be included on the Board's annual work plan.

114 **Upon a motion by Ms. Freiman and seconded by Mr. Morgan, the Board voted (5-0) to approve the**
115 **Selectmen's Policy and Procedures Manual.**

116 **5. Follow Up on Library Renovation Project with Board of Trustees**

117 Chair Marla Robinson, Bill McNamara – president of Wellesley Free Library Association, Jamie
118 Jurgensen, Library Director, Ann Mara Lanza, Ann Howley, and several other members of the Wellesley
119 Free Library Association and Library Board of Trustees joined the meeting.

120

121 Mr. Morgan gave an overview of the history of the proposed library renovations to date regarding funding
122 in the proposed capital plan. It is unclear where this project would fit into the Town's financial planning in
123 the near term. He noted that we have moved forward with substantial success in getting cash capital in
124 line this fiscal year, and we are getting close to settling the operating budgets as well. We have started to
125 discuss the 5-year capital plan and a policy on the amount of debt the Board believes is fiscally
126 responsible each year. He also noted that in December he, Advisory Chairman Mike Hluchyj and some
127 of the Library Trustees met to discuss this project. At present there are two articles on the Town Meeting
128 warrant, the design of this project and installation of a materials handler.

129

130 Ms. Robinson noted that the School Committee and Advisory have been talking about HHU and that
131 there will be disruption for students and there will be overflow. The Library could act as swing space for
132 the school library and also this may be useful/helpful for meeting space. She pointed out that for the
133 Library Foundation to raise funds privately through donations, they would need to obtain funding to
134 develop the design and generate construction documents to show donors. She clarified that the Trustees
135 put the materials handler in as a broader request (\$350k), noting that there will likely be cost savings if it
136 is done as part of the main project. She also offered that if Town Meeting were to authorize the design
137 funds this year (\$325k), the Trustees would forgo the materials handler for this year. Ms. Lanza addressed
138 the Unified Plan and the findings, noting that this project aligns with the findings in the Unified Plan
139 including values and the challenges the community faces. Ms. Robinson advocated that this project is a
140 forwarding thinking proposal.

141

142 The Board provided their thoughts on the request. Ms. Freiman noted that the hardest part of the Unified
143 Plan is ahead - looking at the prioritization and the sequencing of the projects within what the Town can
144 afford. We need to develop a process before considering future projects. Mr. Ulfelder said that he thinks
145 this is a matter of merits versus timing. He believes the project has merits, but that this is not the right

146 time and we need to prioritize our projects. Further that he agrees the materials handler is better suited to
147 be done as part of the larger project. Ms. Sullivan Woods pointed out that as a board we have not had a
148 rich discussion of the capital budget. She also said she was not familiar with town's doing a feasibility
149 study, finding a project has merit, and then holding off on moving forward. Her impression was that
150 investigation for feasibility does mean moving on to the next phase. Mr. Morgan noted that the definition
151 of feasibility is to evaluate a project and learn more about it, and that taking this step is not a commitment
152 to complete a project. He agreed with other Selectmen that this was not the right time to move forward
153 with this project. Ms. Gibbs concluded by noting that the Board needs to embark on a process to get to a
154 capital policy and plan first. She suggested that at the next inter-board meeting we should work as a
155 group the priorities for what should move forward- and see where we are.
156

157 **6. Review Draft Annual Town Meeting Warrant**

158 Ms. Robinson reviewed the warrant and the proposed changes. She noted that one article has been
159 removed, and that the NRC clarified the weed harvester is not budgeted for FY19 and has been removed
160 from the debt schedule. The Board discussed the Selectmen's articles, and what additional review and
161 presentations were needed.
162

163 **7. New Business/ Correspondence**

164 None.

165
166 **The meeting was adjourned at 9:21 p.m.**
167

- Proclamation - League of Women Voters – We have been requested to have the Board consider a proclamation This proposal to name March 1st “LEAGUE OF WOMEN VOTERS MAKING DEMOCRACY WORK DAY” in honor of the League’s 80th anniversary. Included in your packet is that document for your consideration.

MOVE to proclaim March 1, 2018 as “League of Women Voters Making Democracy Work Day” and execute the proclamation.

TOWN OF WELLESLEY



MASSACHUSETTS

WELLESLEY BOARD OF SELECTMEN

***RESOLUTION IN HONOR OF
The League of Women Voters of Wellesley***

- Whereas:** League of Women Voters of Wellesley is the organization where hands on work to safeguard democracy leads to civic improvement;
- Whereas:** 2018 marks the 80th anniversary of the League of Women Voters of Wellesley and the 98th anniversary of passage of the 19th amendment to the U.S. Constitution, which gave U.S. women full voting rights;
- Whereas:** League of Women Voters of Wellesley is a nonpartisan political organization, that has fought since 1938 to improve our system of government and impact public policies through citizen education and advocacy;
- Whereas** League members are constantly striving to serve this community to make strong, safe, fair and vibrant places to live;
- Whereas:** the League of Women Voters of Wellesley believes in representative government and in the individual liberties established in the Constitution of the United States;
- Whereas:** the League of Women Voters of Wellesley collaborates with other organizations to achieve mutual goals, increase civic participation, create lasting change in the community, and to *Make Democracy Work*;
- Whereas:** the League, for 80 years, has held the public trust by respectfully bringing elected leaders and the public together through non-partisan, civil means and through thoughtfully advancing solutions;

NOW, THEREFORE BE IT RESOLVED THAT, that we, the Board of Selectmen of the Town of Wellesley, hereby proclaim March 1, 2018 as "LEAGUE OF WOMEN VOTERS MAKING DEMOCRACY WORK DAY" in the Town of Wellesley and to honor the League's 80th anniversary by urging all residents to pay tribute and respect to the League of Women Voters of Wellesley for all they have contributed in making our community, healthy, vibrant and strong.

The Board of Selectmen of the Town of Wellesley, Massachusetts, in witness whereof, have hereunto set our hand at Wellesley Massachusetts on this 12th day of February, 2018.

Ellen F. Gibbs., Chairman

Jack Morgan, Vice Chairman

Marjorie R. Freiman, Secretary

Thomas H. Ulfelder

Elizabeth Sullivan Woods

- Acceptance of Gifts – as you may recall, the host community agreement that the Town negotiated with the owner of the property at 892 Washington Street included a payment of \$7,500 to pay for any costs associated with monitoring and enforcing the conservation restriction. As you can see from the email we received from Finance, they would like the Board to vote to accept this as a gift and they will establish such an account.

MOVE to accept a gift of \$7,500 from the owner of the property at 892 Washington Street for the monitoring and enforcement costs associated with the conservation restriction of the property.

Robinson, Blythe

From: Lopes, Rachel
Sent: Friday, February 02, 2018 3:34 PM
To: Jop, Meghan; Robinson, Blythe
Cc: Schmitt, Brandon; Strother, Sheryl
Subject: FW: 892 Washington St HCA Agreement

Megan – Please add the acceptance of this \$7,500 gift to the Selectmen’s agenda. We are going to set up a gift account in Fund 29 called “892 Washington St Conservation Restriction Monitoring”.

Thanks,

Rachel Lopes
Assistant Finance Director
Town of Wellesley
525 Washington Street
Wellesley, MA 02482
(781) 431-1019 ext 2211

From: Schmitt, Brandon
Sent: Friday, February 2, 2018 9:59 AM
To: Zehner, Michael <mzehner@wellesleyma.gov>; Lopes, Rachel <rlopes@wellesleyma.gov>
Cc: Strother, Sheryl <sstrother@wellesleyma.gov>; Tom Harrington <tom@miyares-harrington.com>
Subject: RE: 892 Washington St HCA Agreement

I believe this money was intended to offset the administrative costs associated with inspecting the property and for enforcing ongoing compliance with the Conservation restriction. We would hope that we would never have to expend it, but it might make sense to treat this as a revolving account to be used at a future date?

I’ve looped Tom Harrington in as he was involved in the negotiated amount. Tom, do I understand this correctly?

Thanks,

Brandon Schmitt, Director
Wellesley Natural Resources Commission
525 Washington Street
Wellesley, MA 02482
(781) 431-1019 x2294
Certified Arborist, Municipal Specialist: International Society of Arboriculture

From: Zehner, Michael
Sent: Friday, February 02, 2018 9:54 AM
To: Lopes, Rachel <rlopes@wellesleyma.gov>; Schmitt, Brandon <bschmitt@wellesleyma.gov>
Cc: Strother, Sheryl <sstrother@wellesleyma.gov>
Subject: RE: 892 Washington St HCA Agreement

Definitely not Planning’s money

Michael D. Zehner, AICP, LEED Green Assoc.
Planning Director

9. New Business & Correspondence

Other Documents: The Board will find documents the staff are not seeking action on, but is for informational purposes only. Please find the following:

- ❖ Veterans District Report – December & January
- ❖ Wellesley Citizen Engagement Plan
- ❖ FY19 Budget Sources & Uses – Detail
- ❖ Debt Budget Spreadsheet
- ❖ Commendations from Chief Pilecki
- ❖ School Supplemental Budget Request Presentation - FY18
- ❖ Letter from Xfinity
- ❖ Memo and Documents in Anticipation of the ZBA Hearing on Delanson (2/15/18)

Report Date: 12-01-2017 through 01-31-2018

ENGAGE

- Jan 22nd 2018 – Weston Council on Aging hosted a Veterans Breakfast. 20 Veterans in attendance, and we were lucky to have Secretary of Veteran Services Francisco Urena as the guest speaker.
- Jan 24th 2018- MVSOA Legislative Luncheon at the state house hosted by Speaker of the House Deleo and most of the Reps.
Greater Boston Veterans' Council at the Wellesley Armory. Special Guest Congressman Kennedy. It's an opportunity to meet different organizations. (I have met these key players before but I went as it was in Wellesley)

ADVOCATE

•

SERVE

•

CHALLENGES, CHANGES & OTHER

- Time to focus on getting younger Vets involved in the Memorial and Veteran's Day ceremonies!!

METRICS WELLESLEY

| Priority | Metric & Target | This Month | Δ | Last Year |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|---|-----------|
| Engagements | Total Constituent Contacts | 34 | - | N/A |
| Chapter 115 Financial Assistance | # Active Cases | 2 | - | N/A |
| | \$ Financial assistance provided (FY to Date) | \$ 7,087.90 | - | N/A |
| | # New Applications | 0 | - | N/A |
| | | | | |
| VA Assistance & Misc | Health Care Enrollment VA Pensions / Compensation / A&A (open cases) Housing Assistance (Assisted Living, Hospice, ETC) | 3 | | |

METRICS NEEDHAM

| Priority | Metric & Target | This Month | Δ | Last Year |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------|---|-----------|
| Engagements | Total Constituent Contacts | 46 | - | N/A |
| Chapter 115 Financial Assistance | # Active Cases | 4 | - | N/A |
| | \$ Financial assistance provided (FY to Date) | \$ 11,710.56 | - | N/A |
| | # New Applications | 0 | - | N/A |
| | | | | |
| VA Assistance & Misc | Health Care Enrollment VA Pensions / Compensation / A&A (open cases) Housing Assistance (Assisted Living, Hospice, ETC) | 6 | | |



METRICS WAYLAND

| Priority | Metric & Target | This Month | Δ | Last Year |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|---|-----------|
| Engagements | Total Constituent Contacts | 28 | - | N/A |
| Chapter 115 Financial Assistance | # Active Cases | 1 | - | N/A |
| | \$ Financial assistance provided (FY to Date) | \$ 2,786.20 | - | N/A |
| | # New Applications | 0 | - | N/A |
| | | | | |
| VA Assistance & Misc | Health Care Enrollment VA Pensions / Compensation / A&A (open cases) Housing Assistance (Assisted Living, Hospice, ETC) | 2 | | |

METRICS WESTON

| Priority | Metric & Target | This Month | Δ | Last Year |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------|---|-----------|
| Engagements | Total Constituent Contacts | 14 | - | N/A |
| Chapter 115 Financial Assistance | # Active Cases | 0 | - | N/A |
| | \$ Financial assistance provided (FY to Date) | \$ 0 | - | N/A |
| | # New Applications | 0 | - | N/A |
| | | | | |
| VA Assistance & Misc | Health Care Enrollment VA Pensions / Compensation / A&A (open cases) Housing Assistance (Assisted Living, Hospice, ETC) | 2 | | |

UPCOMING EVENTS & ANNOUNCEMENTS

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------|
| Feb 14 th , 2018 | Community Crisis Intervention Team (CCIT) initiative MTG |
| Feb 16 th , 2018 | Veteran's Patient week. Visit with Patients at West Roxbury VA and deliver handmade blankets, scarves etc. |
| Mar 13 th , 2018 | MTG with Senator Ross in Wayland TH. |



Town of Wellesley

Citizen Engagement Strategy

Prepared By: Amelia Percentie, Vitoria Fonseca, and Michael Hamel

Office of Municipal & School Technology

EOTSS | Executive Office of Technology Services & Security

Index

| | |
|---------------------------------------------------------------|-----------|
| Introduction | 2 |
| COMMUNITY PROFILE | 3 |
| Project Overview | 3 |
| PROJECT PROCESS & PURPOSE | 3 |
| Current Engagement Initiatives | 5 |
| WEBSITE | 5 |
| SOCIAL MEDIA | 6 |
| TRADITIONAL ENGAGEMENT | 6 |
| Recommendations | 7 |
| POTENTIAL SHORT-TERM OPPORTUNITIES | 7 |
| ORGANIZATIONAL APPROACHES THE TOWN COULD CONSIDER | 12 |
| NEXT STEPS IN COMMUNICATION AND TECHNOLOGY | 15 |
| Appendices | 18 |
| APPENDIX A – Measure Website Success with Analytics Software | 18 |
| APPENDIX B – Information Guide Examples | 19 |
| APPENDIX C – Merge and Verify Facebook Page | 21 |
| APPENDIX D – Verify Twitter Page | 23 |
| APPENDIX E – Social Media Popularity Chart – Demographic Data | 24 |
| APPENDIX F – SMART Worksheet | 25 |
| APPENDIX G – Best Time to Post on Twitter and Facebook | 26 |
| APPENDIX H – Finding the Right Schedule for Social Media | 27 |
| APPENDIX J – Facebook Basics and Best Practices | 31 |
| APPENDIX K – Twitter Basics & Best Practices | 34 |



Image: Town Hall, Wellesley, MA¹

Introduction

In Spring 2017, the Town of Wellesley signed a Community Compact agreement with the Baker-Polito administration. Creation of the Community Compact Cabinet was Governor Baker's first Executive Order in January 2015 to strengthen partnerships between the administration and Massachusetts' cities and towns. Wellesley selected Citizen Engagement as an Information Technology Best Practice, taking advantage of technical assistance available from the State to develop a more cohesive Citizen Engagement strategy. On August 2, 2017, a group from the Office of Municipal and School Technology met with departmental leadership in Wellesley. The purpose of this meeting was to have a candid discussion around where effective communication was occurring, where improvement could be made, and any barriers preventing those improvements.

¹ JamesWoodward (October 16, 2009). Wellesley Town Hall, MA. *Wikimedia Commons*. [Creative Commons Attribution-Share Alike 3.0 Unported](https://commons.wikimedia.org/wiki/File:Wellesley_MA_Town_Hall_06.jpg). Retrieved from https://commons.wikimedia.org/wiki/File:Wellesley_MA_Town_Hall_06.jpg

COMMUNITY PROFILE

The Town of Wellesley, Massachusetts, has a population of roughly 28,000 residents². Located in Norfolk County as part of Greater Boston, Wellesley is a well-regarded suburb with a school system recognized as one of the best in the state. Like many New England cities and towns, the Town of Wellesley does their best to handle community concerns and continues to seek new ways to establish two-way communication with constituents.

Project Overview

PROJECT PROCESS & PURPOSE

Wellesley aims to educate its citizens so they feel empowered to proactively participate in civic activities. The Town strives to listen and be more responsive to concerns voiced by residents who engage through official and un-official communication platforms. To meet these objectives, Blythe Robinson, Wellesley's Executive Director, coordinated a partnership between the Office of Municipal and School Technology at EOTSS and the Town to develop a strategy that would potentially increase community engagement. The following framework was used by the Office of Municipal and School Technology to assess Wellesley's digital communication environment and devise a plan to help them advance in this area of Information Technology.

1. *Interview Key Stakeholders* – It was decided early-on that Wellesley's input would be the driving force of this initiative. The first step of the project process involved gathering information from staff members and volunteers from various boards and commissions, regarding their views around current digital communication methods and organizational structure. An in-person meeting was held at Wellesley's Town Hall to kick off the project and collect the information necessary to develop a citizen engagement strategy. The event was attended by approximately twenty-five individuals, who were encouraged to speak openly about their communication concerns. The Office of Municipal and School Technology documented Wellesley's feedback, which was an important source of information in evaluating the options available to Wellesley and making recommendations later in the document.

² 2010 Census. *U.S. Census Bureau. American Factfinder*. Retrieved from https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml#

2. *Themes* – From the project kickoff meeting, we were able to identify a few common themes and concerns affecting the Town:

- a) Lack of human resources available to effectively manage new communication platforms and expectations.
- b) A perception that there is a clear message at the department-level, but ability to disseminate this information effectively varies across departments.
- c) Lack of knowledge around cutting edge communication platforms.
- d) Lack of training and institutional capacity around communication and digital platforms.

It has been a challenge to push information to citizens who are not already proactively engaged. Wellesley wants to adopt a new approach for disseminating information to the public but is unsure if their organization has the technological expertise or resources to support such a change.

3. *Understand Objectives* – Currently, communication in Wellesley is very decentralized, resulting in varying levels of capacity in each department. While some departments are regularly engaged with constituents via digital platforms, like Facebook and Twitter, others lack the skill, confidence or time to pursue them. The Town is looking to explore new strategies and technology solutions that will help level the playing field. They want to empower employees and volunteers through technology and make it easier for them to reach their audience.

4. *Recommendations and Opportunities* – After meeting in Wellesley, we furthered our research of the Town’s digital communications environment by examining their online presence. In the following pages, we’ve summarized findings around Wellesley’s current engagement initiatives and have provided suggestions for possible enhancement to the great work already happening across the community.

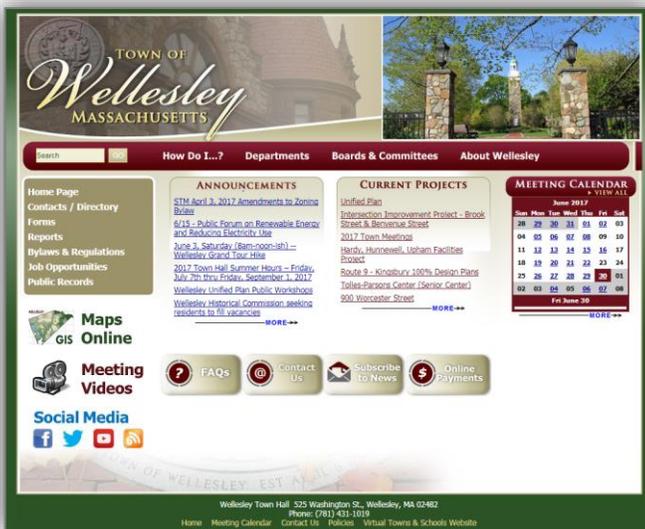
Current Engagement Initiatives

WEBSITE

Wellesley initiated a complete redesign of the Town’s website to better support ‘Information-As-A-Service’ for constituents. In doing so, Wellesley has strengthened their ability to provide relevant, accurate information to citizens when they need it. New interactive features such as agenda display, bid postings, and job postings were added to keep residents up to date on Town initiatives. With the help of [CivicPlus](#), the new website was launched in July 2017. Below is a before and after comparison of the “Town of Wellesley” homepage, there is a clear difference in how the information is organized. The previous design was less intuitive and contained a multitude of buttons and hyperlinks. The new website offers simplified navigation and layout, sleek design and a neutral color palette, which gives users a clear sense of direction as soon as they enter the homepage.

Before Refresh

After Refresh



Screenshot: Taken June 30, 2017



Screenshot: Taken August 24, 2017

SOCIAL MEDIA

Currently, knowledge and use of social media in Wellesley is varied, nine departments have created at least one social media account (i.e. Facebook, Twitter, YouTube). As of this writing, the [Wellesley Police Department](#) has by far the largest social media presence with approximately 9,650 followers on Twitter and 3,060 followers on Facebook. The Town of Wellesley has dormant [Facebook](#) and [Twitter](#) pages; however, there are plans to start engaging on these platforms more regularly in the near future. Initially these pages will be used to post daily news and interact with users. Their role may change depending on the outcome of this initiative.

TRADITIONAL ENGAGEMENT

In the project kick-off meeting, an excellent point was made regarding the importance of offering a range of communication options to constituents. Wellesley is a diverse community, and is home to citizens with various demographic backgrounds and levels of technological expertise. While there are a growing number of opportunities to engage through the use of technology, namely social media, departments have also found the following communication methods to be effective, particularly in reaching less tech-savvy residents:

- *Public Access Channel* – There may be an opportunity to better leverage the public access channel for communication, while the reach may be limited, there is a sense that this method may still provide value.
- *Email Newsletter* – The Town recently considered this option but needs more time to iron out the details around resident emails and subscription options.
- *Banners/Stickers* – For some departments, this has been the most effective method of communication.
- *Hard-copy Information* – Historically the Town delivered reports and other documentation in print to residents' homes. The reality is that most electronic communications are opt-in and delivery to the home may still be the best avenue to reach most residents.

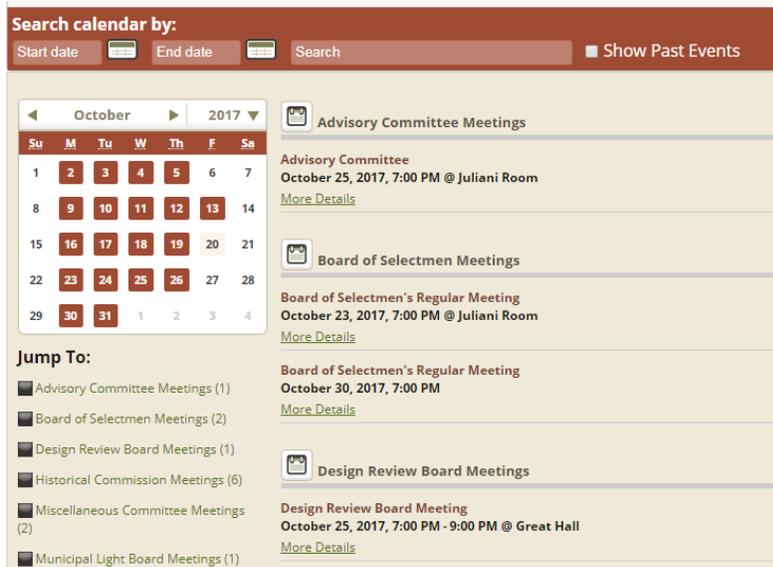
- *Local Print Media* – Newspapers, and other public print media, remain relevant to many citizens.

Recommendations

To accompany Wellesley’s engagement initiatives, the Office of Municipal and School Technology has prepared several recommendations based on our assessment of the Town’s existing digital communication platforms and priorities. The following suggestions highlight relatively simple ideas that could be implemented short-term, as well as longer-term organizational considerations.

POTENTIAL SHORT-TERM OPPORTUNITIES

Look Into the Possibility of Enhancing the Town-Wide Calendar – Based on a great suggestion from the Town, we believe it would be worthwhile to consider enhancing the Town calendar so it would be more inclusive of departments and event types happening across the community. The newly deployed Town website has a great ‘Meeting Calendar’ that spans a variety of town functions; however, there could be an opportunity to engage with a broader range of audiences that might also be interested in family or young adult activities. For instance, the Wellesley Free Library offers courses like ‘Etsy Shop Management’ and ‘Girls Who Code’ programs. The Town Calendar could serve as an avenue to increase the reach of these programs and by reaching groups that might not traditionally interact with the Town through the website, you might expand the reach of other communications.



Screenshot: Town of Wellesley Meeting Calendar

The City of Boston’s website is an excellent example of a master events page. While most of their events are aggregated to this one site, they do include links to other relevant calendars in the City. If technical limitations prevent integration between the Town and Library calendars, it can still be useful to indicate to website visitors that additional activities can be found in another location³. Like Wellesley, the Town of Winchester uses the calendar feature on their CivicPlus website, their approach is to differentiate their ‘meeting’ and ‘community’ calendars⁴. The Town of Fairfield, Connecticut, allows constituents to view events by department, and may also serve as an interesting example⁵.

Measure Website Success with Analytics Software – In today’s data driven world, collecting and analyzing constituent data can be an effective way to get to know them better. Like Wellesley, the Commonwealth of Massachusetts recently implemented a website redesign. During the planning phase of the redesign, the Massachusetts Digital Services team analyzed old website data and discovered that a mere 10% of content drove over 80% of user traffic. Today, that 10% of highly-sought after content is showcased at the forefront of the new website. Data analytics, surveys, and marketing research were the driving force behind the [Mass.gov](http://www.mass.gov) redesign. One analytics tool the Digital Services team uses is [Crazy Egg](http://www.crazyegg.com/)⁶. This software generates

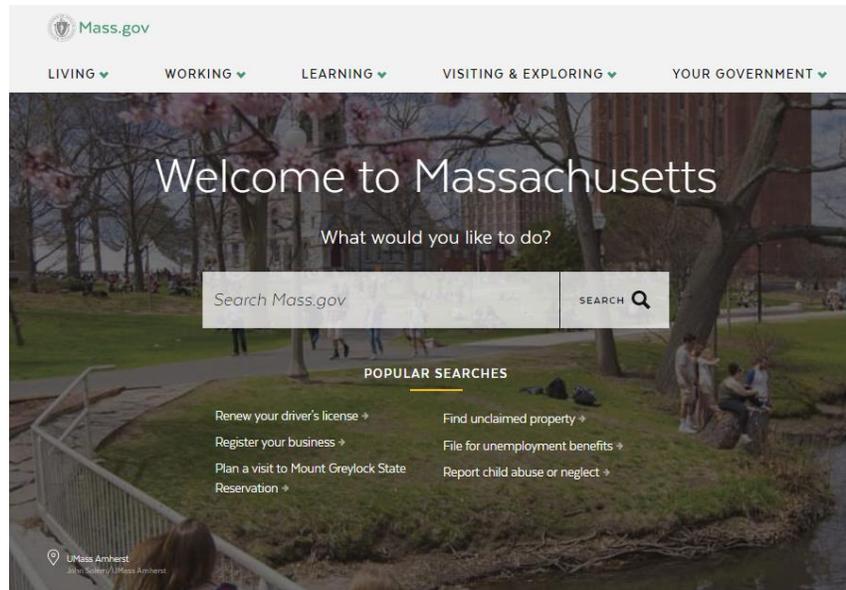
³Events. *City of Boston*. Retrieved from <https://www.boston.gov/events>

⁴Community Calendar. *The Town of Winchester Massachusetts*. Retrieved from <https://www.winchester.us/calendar.aspx>

⁵Town Calendars. *Fairfield Connecticut*. Retrieved from <http://www.fairfieldct.org/towncalendars>

⁶*Crazyegg, Inc.* Received from <https://www.crazyegg.com/>

a heatmap and scroll map to show how users interact with the website. Results showed that most visitors on Mass.gov go directly to the search box in the center of the page.



[Chalkmark](#)⁷ is another tool that was used in the development of Mass.gov, this service allowed users to test and provide quick feedback on website designs before they were implemented or updated. Currently, the Digital Services team is using an embedded [Formstack](#)⁸ form to survey users about their experience with the website redesign. When they submit their survey, the results are populated in a basic Google Sheets document where it is kept for further analysis. While these specific solutions may or may not be a good fit in Wellesley, we hope they are interesting examples of how analytics can be used in making informed website decisions. Having access to website data will provide insight into constituent interests using key performance indicators (KPI) to build a better online engagement strategy. See Appendix A for a list of pertinent KPI metrics to look out for.

Consider Creating a Resident Informational Guide – Another interesting suggestion coming from the Town was the creation of a ‘Resident Information Guide’. The information guide would provide residents with fun and educational details about Wellesley. Available in both print and electronic formats, the document could potentially contain a welcome letter (for new residents), dog license form, trash/recycle information,

⁷ Chalkmark Online Screenshot Testing. *Optimal Workshop*. Retrieved from <https://www.optimalworkshop.com/chalkmark>

⁸ *Formstack*. Retrieved from <https://www.formstack.com/>

etc. While we don't have direct experience with 'information guides' or data on their effectiveness, an important part of changing the way we engage in government includes evolution of organizational culture, which includes sincere consideration of suggestions from employees and volunteers. This idea could be a good opportunity for a pilot -- as Brian Elms notes in *Peak Performance*, pilots are rare in local governments, and when we do try something new, they aren't often the ideas of municipal employees who have lots of experience and ideas.⁹ See Appendix B for examples from other Towns.

Provide Content Management Training Opportunities – As more departments become involved with updating the new website, there will be an increased need for training. CivicPlus sells a variety of training resources the Town can use to develop or sharpen their content editing skills including [on-site or virtual training](#), pre-recorded training videos, educational webinars, and consulting services. We would suggest providing ample training opportunities along with any new website deployment, whether this support is provided by the vendor or an internal resource. Consider sending your content editors a weekly tip, a useful tidbit they can consume in 30 seconds, increasing their skill without disrupting their day – and providing a gentle reminder that they have a responsibility to keep their web content current.

Claim/Merge/Verify “Town of Wellesley” Social Media – Since the official “Town of Wellesley” Facebook page is not verified; Facebook and Twitter allow other users to create pages with the same name. Constituents benefit from the verification process because it reassures them that the information is coming from an official source. We've provided step-by-step instructions on how to claim/merge, and verify a page for Facebook in Appendix C and Twitter in Appendix D.

Finding the Right Social Media Platform for Your Audience¹⁰ – Departments that are interested in establishing a social media presence should research available platforms to determine if they are the right avenues to connect with their constituents. Social media accounts do not accrue large followings overnight, they take time and dedication to build. Each platform is unique with a different set of pros and cons; however, when used effectively, social media can be a great tool to amplify the delivery of your message

⁹ Elms, B., & Wogan, J. B. (2016). *Peak performance: how Denvers Peak Academy is saving money, boosting morale and just maybe changing the world. (And how you can too!)*, 55. Washington, DC: Governing Books.

¹⁰ Lee, K. (September 24, 2017). How to Create a Social Media Marketing Plan From Scratch How to Create a Social Media Marketing Plan From Scratch. *Buffer Social*. Retrieved from <https://blog.bufferapp.com/social-media-marketing-plan>

and reach members of the community that aren't typically engaged in government spaces. Departments should pursue social media platforms that possess useful features and will enable them to achieve their communication objectives, on their terms. The following considerations can help to determine which social networks to try.

Content – An important first step in finding the right social media network is to identify the type of information, or content, you want to share. Departments should produce content that is aligned with their audience's goals, rather than for the sake of having something to post on social media. Whether its job postings, quick tidbits about your department, or video footage from Town events, there may be a special place for you content on the social media spectrum.

Audience – Figure out where your audience spends most of their time (online). Leverage any demographic information you have from Town databases or website metrics to develop a persona, or identity, that best describes the interests of your target audience. This way you'll have some tangible information to analyze and use to develop a social media strategy. Another way you can measure audience preferences is by taking advantage of daily interactions with citizens. Briefly interview them by asking where they would like to start receiving information. Leverage this feedback to form an educated guess, or generalization, about your audience and where to find them. Once you have some solid characteristic/demographic data, you can utilize social media research, like the chart provided in Appendix E, to weigh out your options. In the table below, we've categorized several popular social networks categories based on their general purpose. If you have a business or economic development initiative underway, these may be some channels to consider.

| Purpose | Platform |
|-------------------------|------------------------------|
| All inclusive | Facebook, Twitter |
| Image-based | Pinterest, Instagram, Tumblr |
| Video | YouTube, Vimeo |
| Business | LinkedIn |
| Local Engagement | Nextdoor |
| Real Estate Development | CoUrbanize |

Time/Workflow – As public servants, time is our most valuable asset, which is why it is necessary to determine how much of it can be put towards developing a social media presence. Best practice is to spend about an hour per day per social media platform to gather information and brainstorm ideas for new posts. Automated scheduling software like Hootsuite or Buffer can save time, but do require paid subscriptions.

Resources – Take inventory of human and technology resources. Who on your team has the skillset to maintain a social media account and be the voice of your department? What software or devices do you possess that could help you create quality authentic content?

ORGANIZATIONAL APPROACHES THE TOWN COULD CONSIDER

In implementing a Citizen Engagement strategy, there is not necessarily a ‘one-size-fits-all’ or ‘right way’. The best approach is one that takes into account local factors and avoids known pitfalls. In this section, we provide the most viable approaches for Wellesley and provide some of the pros and cons of each approach.

Continue on the Current Path

The current strategy in Wellesley is very decentralized, while this has led to some excellent work at the department level, it has also resulted in some inconsistency when looking at the Town as an organization. This has led to some departments being better positioned to get their message out than others and leaves the community with fewer options in dealing with time sensitive communications. While this is not an optimal approach in effectively communicating with the public, it is not unusual and is the lowest financial cost option.

Hire Full -time Staff for a Highly Centralized Communications Function

Taking an approach that leads to a highly centralized communications function would make it very easy to make communication from the Town to residents more consistent, and might make it easier for leaders in Town Hall to get a consistent message out quickly. Centralizing all Town communications would almost certainly require at least one new full-time staffer, making this likely to be the highest cost option. The Town should also consider that they have very engaged department heads, many who are doing excellent communication work today, taking away all autonomy internally could be very discouraging, leading to less engagement internally, and ultimately less ability to effectively get the message out externally.

Hire New Full/Part-time Staff for Partially Centralized Coordination and Support

Taking an approach that leads to a partially centralized communications function would make it easier to make communications from the Town to residents more consistent, in that it would provide ground rules for departments and potentially allows Town-wide accounts to amplify important messages from departments and departments to amplify important messages from the Town-wide accounts. This approach would require significant investment, in that it requires new full or part-time staff. Overall Town communications would likely improve under this approach and internal stakeholders would likely accept this model.

Formalizing Communications Role and Provide Training for Departments

Pursuing an incremental approach that takes the status quo and adds ground rules and training is a very viable option. This approach could allow for slightly more consistent messaging and slightly better communication from the Town. This would be a relatively low-cost alternative. The downside of this approach is that it would likely result in very modest improvements, and while some departments might be able to improve their communications, others have no capacity today, which would not be addressed by this approach. While there would likely be some cost in providing some level of training for staff and volunteers, it would be a relatively low-cost option.

Organizational Recommendation

Based on our analysis, which considers best practices in engagement and our time spent with department leadership in Wellesley, we would recommend that the Town consider a ‘Partial Centralization’ approach, which would include hiring full or part-time communications staff. We were impressed with the willingness of department leadership to collaborate, and the great communication already coming from Town Departments. We were also impressed with the apparent level of readiness and willingness to take communication to residents to another level. We believe this approach would be aligned with a suggestion from our meeting with Town leadership, described as a “conductor”. If the Town elects to pursue this approach, we recommend that there be additional thought around the scope of responsibilities assigned to this position. If the Town envisions this role to encompass all Town communications – beyond technology-based communication, such as the website and social media, we would strongly suggest that the Town consider a full-time resource. The primary reasons we believe this would be the most advantageous approach include:

- Responsibility for creating and maintaining communication ‘ground rules’ would be clearly defined.
- There would very likely be a good balance between consistency of communication and ability to respond in a timely manner.
- Departments that are doing well with communications today could keep doing what they are doing with additional support and guidance, while those who do not have communications expertise would be better positioned to get their message out.

Impact Matrix – Predict the Effect of Alternative Approaches

As part of our analysis, we utilized the matrix below to evaluate the most viable organizational alternatives the Town could pursue. This approach allows for comparison of alternatives based on anticipated outcomes for identified criteria – which can be a useful exercise given that we all have gut reactions that may or may not be based on the right or consistent considerations. The criteria and weighting below are based on our experience and interpretation of Town feedback; however, the Town could certainly leverage this tool and modify any assumptions that we have made.

Criteria Definitions:

1. *Sustainability* – Ability to maintain and evolve the program as needed long-term.
2. *Ease of Implementation* – Effort required to implement the solution.
3. *Buy-in* – Likelihood that internal stakeholders will embrace/accept the approach.
4. *Consistency of Communication* – Ability to provide a consistent message, tone and brand.
5. *Responsiveness to Residents* – Capacity to address inquiries coming in through multiple sources and from residents with diverse backgrounds and interests.
6. *Timeliness of Communications* – Ability to provide timely, accurate information to residents on a variety of communication platforms.
7. *Cost* – The financial implications of implementing the solution.

Impact Relative to Criteria:

- 2 – Very Advantageous
- 1 – Advantageous
- 0 – Neutral
- (-1) – Disadvantageous
- (-2) – Very Disadvantageous

Weight of Criteria:

- 0.5 – Lower Weighted
- 1 – Not Weighted
- 1.5 – Higher Weighted

| Local Criteria | Weighted Impact | Current Path (reference point) | Full Centralization | Partial Centralization | Formalizing Communications |
|------------------------------|-----------------|--------------------------------|---------------------|------------------------|----------------------------|
| Sustainability | 1.5 | 0 | 0 | 2 | 1 |
| Ease of Implementation | 1 | 0 | -1 | 0 | 1 |
| Buy-In | 1 | 0 | -1 | 2 | 1 |
| Consistency of Communication | 1 | 0 | 2 | 2 | 1 |
| Responsiveness to Residents | 1 | 0 | 0 | 2 | 1 |
| Timeliness of Communications | 1 | 0 | 0 | 2 | 1 |
| Cost | 0.5 | 0 | -2 | -2 | -1 |
| TOTAL SCORE: | | 0 | -1 | 10 | 6 |

NEXT STEPS IN COMMUNICATION AND TECHNOLOGY

If the Town elects to move forward with an organizational change in the way communications are handled, particularly those with a technology component, there are a number of best practices that could be considered in developing a successful strategy. Here are some you might consider:

Implement the S.M.A.R.T. Method – When approaching a new technology initiative, think *SMART* by pursuing initiatives that are *Specific, Measurable, Attainable, Relevant and Time-Bound (SMART)*. The activity provided in Appendix F can be used for future technology planning. The activity can help you to clearly communicate the benefits of the new technology to internal and external stakeholders.

Tactfully Introduce New Technology to the Community – Before unleashing a new public facing technology, consider creating a small outreach campaign to get residents excited about the new features they'll have access to. Leverage Wellesley's existing communication platforms to share interesting details about the new tool and incorporate visual aids into the campaign to grab the attention of the end user. For instance, the new website launch is an opportunity to highlight the new tools that the website offers and tools that existed previously but were perhaps underutilized. These can be identified by comparing the online and offline figures for things like payments for excise and real estate taxes, parking tickets, and other financial transactions. Making the same comparison with the other types of orders that can be placed online would also be useful -- for instance, license renewals and requests for vital records like birth, marriage, and death certificates. Wherever the statistics show a low percentage of online transactions, that might be a good candidate for a tweet or Facebook post to promote the website:

Provide Adequate Opportunities for Training – There tend to be a number of training resources online that can be very useful in training staff. Vet training materials and make it easy for Town employees and volunteers to learn about and effectively work in new platforms.

Do Not Underestimate the Value of Traditional Communication Vehicles – Cutting edge communication vehicles like social media have significantly impacted the way citizens receive information today. However, traditional print and digital media like the public access channel, banners, stickers, and mail, may still have a place – it is important to think about the target audience and how best to achieve your desired outcome.

Remember that Different Departments Have Different Audiences – For instance, the library book club might be very important to some residents, and not others. Default to trusting that departments know their constituency and be open to their input on effective communication. The best experience for residents will be the result of individuals across the organization working as a team.

Create Social Media/Communication Guidelines –If the approach we recommend in this report is pursued, establishing standards will be essential in effectively allowing for a high degree of autonomy to continue while retaining a consistent voice. These should be living guidelines, and we would recommend developing a working group to discuss effective approaches and challenges, rather than rely on a punitive policy driven approach.

Use Town-Wide Social Media Accounts to Amplify Important Messages from Departments – A number of departments are actively engaged on social media and have done great work. We would recommend that departments continue to produce content on their individual accounts, helping to maintain active communication that’s relevant for their particular audience. The official “Town of Wellesley” social media accounts can re-post or share those messages that would be relevant to a town-wide audience.

Appendices

APPENDIX A – Measure Website Success with Analytics Software

Today, municipalities do not need extensive technical expertise to effectively manage their website. With user friendly web analytics tools available, it is much easier to access and gain valuable insight from website data. Once there is a tool in place, pay special attention to key metrics like the ones listed below¹¹:

- *Bounce Rate* – The rate at which users visit a page, and leave without navigating to another page on the site. This typically indicates that there is a user navigation or content issue that needs to be addressed.
- *Behavior Flow* – Take advantage of behavior flow to understand visitors’ goals and aversions.
- *Trends* – Keep an eye out for trends in the data, especially those that are not so obvious. They could indicate that something important is happening in the community.
- *Sources of Traffic* – Your source of traffic can be an indication of how well the Town of Wellesley is promoted through various communication channels. For instance, if most users are entering the website via a search engine (i.e. Google) this may mean that there is a lack of representation on social media.

¹¹ Forbes Agency Council. (January 20, 2017). 14 Ways You Can Use Google Analytics to Improve Your Website. *Forbes*. Retrieved from <https://www.forbes.com/sites/forbesagencycouncil/2017/01/30/14-ways-you-can-use-google-analytics-to-improve-your-website/#5355df073e93>

APPENDIX B – Information Guide Examples

Example: Town of Freetown – [2017 Resident Informational Guide](#)¹²

Examples: Welcome Letters from Other Towns

Town of Stow



Town of Stow
OFFICE OF THE TOWN CLERK
Town Building - 380 Great Road
Stow, Massachusetts 01775-2127
(978) 897-4514 x 1
FAX (978) 897-4534

January 3, 2017

Welcome to Stow!

Enclosed please find information about our Town, a **census form, voter registration, a dog license application, and website information.**

Forms to Complete & Return to the Town Clerk

- Census/Street Listing Form:** Please complete, sign, and return to this office. Directions are printed on the back page of the Census.
- Voter Registration Card(s):** If you would like to vote at the Town Meetings and Elections please complete, sign, and return your voter registration forms to this office. The State also has an Online Voter Registration System: <https://www.sec.state.ma.us/ovr/>

Upcoming voting opportunities:

| | |
|-------------|----------------------|
| May 1, 2017 | Annual Town Meeting |
| May 9, 2017 | Annual Town Election |

- Dog License Application:** If you own a dog(s) please complete the form, and return the form with your payment, rabies vaccination certificate(s), and a self addressed 70¢ stamped envelope. (94¢ for 3+ tags).

More information about Stow may be found on the town's website: www.stow-ma.gov.

Sincerely,

Deb Seith
Assistant Town Clerk

Town of Lynnfield



Town of Lynnfield

55 Summer Street, Lynnfield, MA, 01940
781-334-9401

May 2017

Welcome New Resident!!

Greetings. It has come to my attention that you have recently moved to Lynnfield. Our records indicate that we do not have you listed in our street listing file, nor do we have a voter registration on file. I am enclosing several forms to be completed and returned to my office:

- Lynnfield Census Form
- 2017 Dog License Application (if applicable)
- Voter Registration Form (or to register on line, www.registertovotema.com and once this has been completed, you will receive an acknowledgement letter from my office)

For additional information about the town and the town departments, you can log onto www.town.lynnfield.ma.us for the town's web site.

Should you have any questions regarding any of the information I have provided, please do not hesitate to call. The Clerk's office hours are Mon – Thurs, 8:00 AM – 4:30, and Friday, 8:00 AM – 1:00 PM. The town clerk's office can be reached by calling 781-334-9400.

Sincerely,

Trudy L. Reid

Trudy L. Reid
Town Clerk

¹²Brown, J. A., & Estrella, C. (2017) Town Clerk's Office: 2017 Informational Guide. Retrieved from http://www.freetownma.gov/sites/freetownma/files/info_guide_20170803110724.pdf

Town of Lancaster



Town of Lancaster

Office of the Town Clerk

625 Main Street, Suite 2
Lancaster, Massachusetts 01523
Tel (978) 365-3326 ext. 1015 Fax (978) 362-4011

Mary de Alderete
Town Clerk

Dianne Reardon
Assistant Town Clerk

June 8, 2017

Name
Lancaster, MA 01523

Dear Name,

Our records indicate that you may have recently moved into Lancaster.

Enclosed is a voter registration card so that you may register to vote in town. Also, we have enclosed a census form to be filled out and sent back to us. In addition, if you have a dog, the 2017 licenses are now on sale. You will have to provide a rabies certificate in order to license.

Additional information regarding the Town may be found on our website www.ci.lancaster.ma.us.

You may reach our Office during our regular hours of Monday 9:00 AM to 5:00 PM, and Tuesday through Thursday 9:00 AM to 4:00 PM if you should have any questions regarding the Town or the information enclosed.

Once again, it is our sincere pleasure to welcome you and we look forward to assisting you in the future.

Sincerely,

Mary de Alderete
Town Clerk

Dianne M. Reardon
Assistant Town Clerk

ENC:

Town of Essex



OFFICE OF THE TOWN CLERK

Christina J. St. Pierre - Town Clerk - Notary Public - CSJPierre@EssexMA.org - www.EssexMA.org
30 Martin Street, Essex, MA 01929-1235 | Office (978) 768-7111 | Facsimile (978) 768-2505

Haley Joy Stevens
9 School Street
Essex, MA 01929

Mrs. Stevens:

June 13, 2017

Thank you for registering to vote in Essex! I wanted to remind you of a few Essex-specific details. We are working on bolstering up our Town web site, so you can always check www.EssexMA.org or connect via Facebook to various local non-profit and government sponsored pages. We often place public notices in the local papers such as the Gloucester Daily Times, the Cape Ann Beacon or the Manchester Cricket.

We have a few parking areas that are designated for Resident Parking only. Those are at Centennial Grove, the public boat launch on Main Street ("Town Landing"), the center of the municipal lot off Shepard Memorial Drive, Water Street, Island Road and Conomo Point. Resident parking stickers are issued annually and can be picked up at Town Hall Monday through Thursday from 7:30am-3:30pm. There is no charge for these stickers; however you must bring your vehicle registration that shows the vehicle as being registered to an Essex address to qualify. If you have a lease or corporate owned car please provide a utility bill or something of the sort in your name to confirm residency. If you cannot make it to Town Hall during these hours this can be done by mail. Valid Transfer Station stickers may also be used as Resident Parking Stickers.

There is no formal leash law in Essex however we do require all dogs that are 6 months old and older be licensed and tagged. If your pet was registered in your previous community please bring in the information and we can transfer the license. Essex dog licenses expire March 31st of each year and spay/neutered fee is \$15 and the fee for males/females is \$24. Any animal control issues may be directed to the Essex Police Department's non-emergency line at 978-768-6628.

The Town of Essex runs their government via a Board of Selectmen and Open Town Meeting. Our Annual Town Meeting is the first Monday in May while the Town Election for local offices is the second Monday in May. Our Fall (Special) Town Meeting is the 2nd Monday prior to Thanksgiving, annually. Our Town Meetings are held at the Essex Elementary School, and our single polling location is at the Memorial Fire Station, 24 Martin Street. For more details or deadlines check out our Town By-laws on our web site or contact Town Hall.

Enclosed you will find information regarding absentee voting. We hope all parties that are interested in participating in elections are given the opportunity. If you cannot make it to the polls on Election Day please see the attached information for Absentee Voting. Also, in order to maintain an "active" voting status, you must complete and return the "Annual Street Listing" which is mailed to every household in Essex in January or February of each year.

Lastly, the Town of Essex has a Winter Parking ban that is in effect December 1 - April 1st of each year. During this ban no street parking is allowed from midnight to dawn on all streets. There is one exception - Pickering Street - which allows for street parking during the Winter Ban on the odd numbered side of the street only.

Any other questions or anything I can do to help you become acclimated to the Town of Essex or Town government please do not hesitate to contact our office.

Warm Regards,

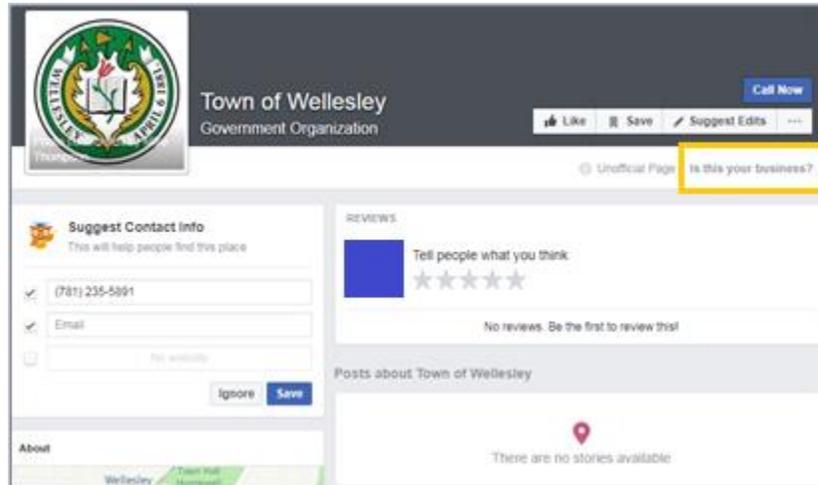
Christina J. St. Pierre
Town Clerk | Board of Registrars
Notary Public | Justice of the Peace

APPENDIX C – Merge and Verify Facebook Page

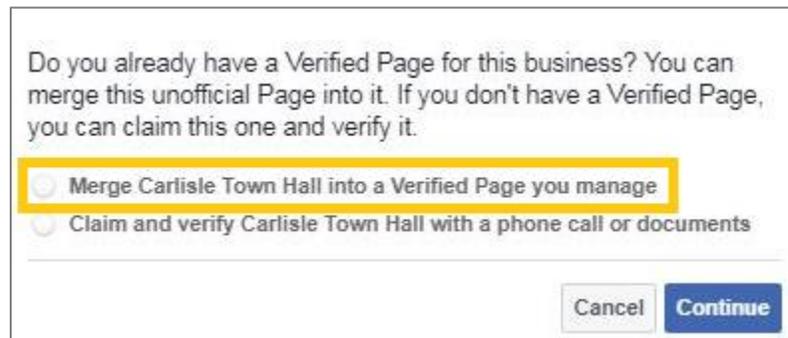
1. **Request Verification Badge.** Verification badges are typically displayed next to the page name. They reassure users that the page is a trustworthy source of information, according to Facebook’s standards. Submit a verification request for the Town of Wellesley Facebook Page by following the on-screen instructions provided in [Facebook’s Help Center](#) or by emailing your request to Facebook directly at gov@fb.com.



2. **Merge Official and Unofficial Pages.** Log into the Facebook account used to manage the Town of Wellesley Facebook Page. Go to the unverified [Town of Wellesley](#) Facebook Page. At the top of the page, in the bottom right corner of the cover photo, *click* on **Is this your business?**



Facebook will ask if you have a verified page for the organization. Although it is not verified, Wellesley does have a Facebook Page so *select* the option to **Merge** and *click* **Continue**. Next, you will be prompted to **Choose a Page** to merge with. One you've *selected* the **Town of Wellesley** Page, *click* **Submit**. The request could take up to 72 hours to process.



APPENDIX D – Verify Twitter Page



1. **What you'll need.** To submit a request for verification, the "Town of Wellesley" Twitter account must have the following information:
 - A verified phone number
 - A confirmed town email address
 - A brief biography about the organization.
 - A profile photo and header photo
 - A website
 - Tweets set to **public** in the account privacy settings
2. **Submit Verification Form.** Fill out and submit an Account Verification Form at: <https://verification.twitter.com/welcome>. To access the form, you must be logged in to your Twitter account.
3. **Complete Validation.** Twitter will respond to your request via email and ask for additional information to validate the account, follow the remaining prompts to complete the validation process.

APPENDIX E – Social Media Popularity Chart – Demographic Data¹³

% of U.S. adults who use each social media platform

| | Facebook | Instagram | Pinterest | LinkedIn | Twitter |
|---------------------|-----------------|------------------|------------------|-----------------|----------------|
| Total | 68% | 28% | 26% | 25% | 21% |
| Men | 67% | 23% | 15% | 28% | 21% |
| Women | 69% | 32% | 38% | 23% | 21% |
| Ages 18-29 | 88% | 59% | 36% | 34% | 36% |
| 30-49 | 79% | 31% | 32% | 31% | 22% |
| 50-64 | 61% | 13% | 24% | 21% | 18% |
| 65+ | 36% | 5% | 9% | 11% | 6% |
| High school or less | 56% | 19% | 18% | 9% | 14% |
| Some college | 77% | 35% | 31% | 25% | 24% |
| College graduate | 77% | 32% | 33% | 49% | 28% |
| Less than \$30,000 | 65% | 29% | 23% | 16% | 18% |
| \$30,000-\$49,999 | 68% | 27% | 27% | 11% | 16% |
| \$50,000-\$74,999 | 70% | 30% | 29% | 30% | 26% |
| \$75,000+ | 76% | 30% | 34% | 45% | 30% |
| Urban | 70% | 34% | 26% | 29% | 22% |
| Suburban | 68% | 24% | 29% | 26% | 21% |
| Rural | 65% | 25% | 20% | 15% | 19% |

Note: Race/ethnicity breaks not shown due to sample size.

Source: Survey conducted March 7-April 4, 2016.

¹³(January 12, 2016). Social Media Fact Sheet. *Pew Research Center*. Retrieved from <http://www.pewinternet.org/fact-sheet/social-media/>

APPENDIX F – SMART Worksheet

Specific – Explain why the new technology solution is needed in your community, what purpose does it serve? If the goal is to automate an internal process or reach more citizens, describe how this would be accomplished.

Response:

Measurable – Does the proposed solution come with metrics? Will the data be quantitative, qualitative, or a combination of the two? Do you have an internal resource that can perform an analysis of the data you gather?

Response:

Attainable – Develop a sustainability plan for each technology solution you wish to pursue. Determine if your organization is financially prepared to support the new product or service long term.

Response:

Relevant – Ensure that the goal behind the project is aligned with community’s mission; describe how this would be achieved.

Response:

Time-Bound – Set a soft deadline for your project and any relevant goals. (For example: Getting X number of citizens signed up for citizen request tool by January 2018)

Response:

APPENDIX G – Best Time to Post on Twitter and Facebook

| facebook | | | | | |
|-------------------------------|-----------|----------------------|-----------|-----------|-----------|
| Source | Monday | Tuesday | Wednesday | Thursday | Friday |
| HubSpot ¹⁴ | | | 3pm – 4pm | 1pm – 4pm | 1pm - 4pm |
| TrackMaven ¹⁵ | | Best Day of the Week | | | |
| Forbes ¹⁶ | | | | 1pm – 3pm | 1pm – 3pm |
| Huffington Post ¹⁷ | | | | 1pm – 3pm | 1pm – 3pm |
| Buffer ¹⁸ | | | | 1pm – 3pm | 1pm – 3pm |
| Fast Company ¹⁹ | 1pm – 4pm | 1pm – 4pm | 1pm – 4pm | 1pm – 4pm | 1pm – 4pm |
| QuickSprout ²⁰ | 1pm – 3pm | 1pm – 3pm | 1pm – 3pm | 1pm – 3pm | 1pm – 3pm |

| twitter | | | | | |
|-------------------------------|------------|----------------------|------------|------------|------------|
| Source | Monday | Tuesday | Wednesday | Thursday | Friday |
| HubSpot ²¹ | 12pm – 3pm | 12pm – 3pm | 12pm – 3pm | 12pm – 3pm | 12pm – 3pm |
| TrackMaven ²² | | Best Day of the Week | | | |
| Huffington Post ²³ | 12pm | 12pm | 12pm | 12pm | 12pm |
| Fast Company ²⁴ | 1pm - 3pm | 1pm – 3pm | 1pm – 3pm | 1pm – 3pm | 12pm |
| QuickSprout ²⁵ | 12pm | 12pm | 12pm | 12pm | 12pm |

¹⁴ Kolowich, L. (July 25, 2017). The Best Times to Post on Facebook, Twitter, LinkedIn & Other Social Media Sites. *HubSpot*. Retrieved from <https://blog.hubspot.com/marketing/best-times-post-pin-tweet-social-media-infographic>

¹⁵ The Best Times to Post on Social Media. *TrackMaven*. Retrieved from http://pages.trackmaven.com/rs/251-LXF-778/images/TrackMaven_Best-Times-to-Post-on-Social-Media.pdf

¹⁶ Connor, C. (November 8, 2015). For Brands and PR: When is the Best Time to Post on Social Media? *Forbes*. Retrieved from <https://www.forbes.com/sites/cherylsnappconner/2015/11/08/for-brands-and-pr-when-is-the-best-time-to-post-on-social-media/#6ed257d71779>

¹⁷ Pollard, C. (April 6, 2015). The Best Times to Post on Social Media. *Huffington Post*. Retrieved from https://www.huffingtonpost.com/catriona-pollard/the-best-times-to-post-on_b_6990376.html

¹⁸ Cooper, B. (June 1, 2016). A Scientific Guide to Posting Tweets, Facebook Posts, Emails, and Blog Posts at the Best Time. *Buffer Social*. Retrieved from <https://blog.bufferapp.com/best-time-to-tweet-post-to-facebook-send-emails-publish-blogposts>

¹⁹ Gillet, R. (September 25, 2014). The Best (and Worst) Times to Post on Social Media. *Fast Company*. Retrieved from <https://www.fastcompany.com/3036184/the-best-and-worst-times-to-post-on-social-media-infograph>

²⁰ Patel, N. (January 2, 2015). What are the Best Times to Post on Social Media. *QuickSprout*. Retrieved from <https://www.quicksprout.com/2015/01/02/what-are-the-best-times-to-post-on-social-media/?display=wide>

²¹ Ibid.

²² Ibid.

²³ Ibid.

²⁴ Ibid.

²⁵ Ibid.

APPENDIX H – Finding the Right Schedule for Social Media

In Appendix G, we've provided examples of posting schedules for Facebook and Twitter based on suggestions from 5 – 7 different sources. While these sources are intended to capture the complexity of user behavior on social media, many fail to take the following local factors into account:

- *Newsfeed Algorithms* - Above scheduling, social media posts need to be interesting. They need to capture the attention of the user. Otherwise, platforms like Facebook will use their "Newsfeed Algorithm" to determine whether a post will appear on people's feeds²⁶.
- *Scalability* – If your social media page only has 10 followers, having regular engagement from 2 or 3 people means that 20 – 30% of your audience is engaged. That is quite an achievement! The same concept can be applied to pages with 5,000+ followers. Numbers do not necessarily determine success, but they can be useful in defining what success means to an organization.
- *Timing* – Holidays and days of the week play a significant role in the level of engagement a post will receive. Social media users are drawn to relevant content that helps them feel like they are part of a community. Posting content that everyone can understand or enjoy will likely get a higher response rate than posting content for a specific topic.
- *Audience* – Knowing the type of audience you have will also help to define what success means for your social media accounts. Depending on the demographic status and interests of your followers, posting less or more frequently than recommended may be a better strategy for your team.

To effectively utilize social media, these types of nuances must be incorporated into the long-term strategy. The examples in Appendix G should only be used as guidelines to help build an initial following on Facebook and Twitter. Once this has been achieved, consider enhancing your strategy by following the instructions below to create a custom posting schedule²⁷.

²⁶Hsiung, C. (July 27, 2017). Your Social Media Strategy: Social Media Is the Way Communities Network Now. *ICMA*. Retrieved from <https://icma.org/articles/your-social-media-strategy>

²⁷Lee, K. (December 1, 2016). The Biggest Social Media Science Study: What 4.8 Million Tweets Say About the Best Time to Tweet. *Buffer Social*. Retrieved from <https://blog.bufferapp.com/best-time-to-tweet-research>

1. *Pick 4 times to test* – Select 4 different times to upload content to your social media. These times can be picked at random, based on availability of resources, the tables in Appendix G, or a combination of the three.
2. *Schedule Tweets for each of these times* – To keep your data consistent, upload the same post to your social media at the 4 selected times.
3. *Examine your analytics to compare* – Once you've uploaded the post at the selected times, compare results. Analyze which timeslot resulted in the most responses and log your findings.
4. *Keep testing* – Explore other content options, repeat this process using images or links instead of text. Try posting on other days of the week (including weekends) to see which begets better results.
5. *Refine your approach* – The results of this experiment can be used to create or update your posting schedule. The process can be repeated regularly until an ideal posting schedule has been achieved.

APPENDIX I – Social Media Metrics

Facebook – One way Wellesley can measure engagement is by leveraging [Facebook Insights](#), the platform’s built-in analytics tool. It provides a dashboard overview of performance metrics such as page likes, post reach, and page engagement (i.e. likes, shares, comments). Page admins can drill down into each metric and uncover demographic information about their audience. Age, gender, and geolocation are some examples of insights that can be gained by using this tool. To access the Insights tool for your Facebook page, follow the instructions below.

How to Access Insights:

1. *Log in* to the **Facebook Page**
2. *Click* on **Insights** at the top
3. *Click* on sections to the **left** to focus on a metric

How to Export Data from Insights:

1. From Insights page, *click* **Overview** on the left
2. *Click* on **Export Data** on the right
3. *Select* how you want the data
4. *Click* on **Export Data** again

For more information about this tool, go to: <http://www.facebook.com/help> .

Twitter – [Twitter Analytics](#), the social network’s built-in analytics feature, allows page admins to track tweet activity, followers, and Twitter Cards²⁸. By clicking into a tweet, admins can access details about the post including the number times it showed up in people’s feeds. It can even highlight which part of the tweet received the most engagement (likes, retweets, etc.). To access the analytics dashboard for your page, complete the steps below.

Access the Analytics Dashboard for Your Page:

2. *Log in* to analytics.twitter.com with your **username** and **password**.

²⁸Seiter, C. (September 2, 2014). The Everything Guide to Twitter Cards: How to Choose, Set Up, Measure Them and More. *Buffer Social*. Retrieved from <https://blog.bufferapp.com/twitter-cards-guide>

3. *Click* on **Tweets**.

Other – If you are looking to explore other social media analytics tools, you may find the following link useful: <https://blog.bufferapp.com/social-media-analytics-tools>

APPENDIX J – Facebook Basics and Best Practices

Background & Features – Facebook is a free social media platform where users can connect with one another online. With roughly 214 million active members in the U.S. and close to 2 billion members world-wide, Facebook is the most popular social network available today. Facebook’s immediacy, popularity, and accessibility make it an efficient, effective, and economical tool for municipalities to engage with their constituents. With this platform, cities and towns can tap into their online community and distribute a wide variety of civic-related information, including but not limited to: job opportunities, press releases from council meetings, event invitations, and traffic notices. The social network is also available via mobile application, so users can read, post, or share information from almost any remote location that has internet connection.

Approximately 76% of American adults online, from various age groups (*shown below*), are reportedly using Facebook daily to stay informed about local and global events²⁹. By applying proper strategies and best practices, municipalities can take advantage of the network to direct their constituents to accurate, useful information.

| Percentage of U.S. Users on Facebook (79% of Online Adults) | Age Group (68% of all Americans) |
|----------------------------------------------------------------|-------------------------------------|
| 88% | 18 – 29 |
| 84% | 30 – 49 |
| 72% | 50 – 64 |
| 62% | 65+ |

Upon creating a Facebook account, users have access to a variety of engagement tools including a timeline, photo/video albums, event pages, an analytics dashboard, voting polls and surveys. Page visitors can interact with their municipality by commenting on or sharing a post, or by selecting from a range of “reaction” emojis. These features encourage two-way conversations and can help create an environment for municipalities to gauge public opinion around particular issues or initiatives.

²⁹ Greenwood, S. Perrin, A. & Duggan, M. (November 11, 2016). Social Media Update 2016. *Pew Research Center*. Retrieved from <http://www.pewinternet.org/2016/11/11/social-media-update-2016/>

Getting Started – To get started with using Facebook, go to www.facebook.com and create a personal account. This is a necessary step when establishing either a profile or page³⁰. Once your account is setup, fill in the **About** section, to provide visitors with at-a-glance information about you or your organization. Adjust your page/timeline settings, privacy and notification preferences. Depending if you have a profile or a page, you can also [assign page roles](#), to other people who will help manage your page. These individuals will need Facebook accounts as well. To learn more about this feature go to [Facebook’s Help Center](#). After following these guidelines, you can begin uploading content, as “posts”, to your page or profile; which mainly consist of text, photos, videos, links, or a combination of those media.

Build Your Facebook Following – Facebook’s Global Politics and Government Outreach Director, Katie Harbath, offers a few best practices to municipalities that wish to increase the effectiveness of their Facebook presence and maximize citizen engagement³¹. Her recommendations are as follows:

- *Create a Visually Oriented Layout:* Users are more likely to interact with Facebook pages and posts that contain images and graphics rather than links and texts. Cities and towns are advised to use strong images in their public outreach endeavors.
- *Upload Succinct Content:* Posts that are between 100 and 250 characters long get the most likes, comments, and shares on average. Users prefer text that is short, yet meaningful. Written content should contain a single idea, any additional information can be made available as a link.
- *Adorn Posts with Pictures and Videos:* Strong media such as video clips, pictures, and infographics complement the written text in Facebook posts and encourage more interaction from users.
- *Be Timely:* Tie posts to current events or holidays to grab your audience’s attention and increase relevance.

³⁰ Ramos, J. (June 9, 2014). Facebook Page vs Facebook Profile: Do You Know the Difference? *Hootsuite*. Retrieved from <https://blog.hootsuite.com/facebook-page-vs-facebook-profile/>

³¹ Knell, N. (September 11, 2012). Cities Must Change Facebook Page Names, Or Else. *Government Technology*. Retrieved from <http://www.govtech.com/e-government/Cities-Must-Change-Facebook-Page-Names-or-Else.html>

- *Post Regularly:* Create a posting schedule for your team and stick to it. Regular, consistent uploads keep your content visible on Facebook news feeds.
- *Give your Followers Exclusive Access:* Provide a behind-the-scenes preview of government operations to your Facebook followers. Staff member FAQs and video/photo footage from council meetings are the types of content that followers don't often see. It helps them feel more connected to the organization's mission.
- *Post During Popular Hours:* Facebook users are most active between the hours of 9 p.m. and 10 p.m. Municipalities are encouraged to think about creating a posting schedule to maximize engagement opportunities and viewership of their content. If you haven't already, we've provided some information on how to get started, in Appendix H.
- *Encourage Engagement:* Create posts that encourage followers to provide input or take action. The [Facebook Questions](#) tool allows page admins to solicit valuable feedback from their followers by polling their audience. Posts can be phrased in a fun and engaging way, below are some examples of fill-in-the-blank statements municipalities can use today. Keep in mind that the results of these surveys will only represent a sample of the population and not the view of the entire community.
 - "When I attend town hall meetings I like to see _____"
 - "The new community garden should include _____"
 - "Next week's meeting should prioritize _____"
 - "'Like' if you would like to watch a live-stream of council meetings"
 - A funny picture with a "Caption this!" description.
 - "Like if you want a pool at the new community park. Share if you prefer tennis courts."

APPENDIX K – Twitter Basics & Best Practices

Twitter is a social network and micro-blog with roughly 68 million American active users³² and over 328 million users worldwide. Page admins can upload messages, or ‘tweets’, to their site up to 140 characters at a time. Because of this character limitation, Twitter is often used by municipalities to distribute short, timely messages, such as traffic accidents or weather advisories. In a matter of seconds, users can reply to posts, or share them with a “re-tweet”. Like Facebook, there is no registration fee requirement to create an account. The platform is available via mobile app, so users can read, tweet, or share content from almost anywhere depending on internet availability. Roughly 42% of Twitter users³³, from various age groups (*shown below*)³⁴, are reportedly using the site on a daily basis to stay informed about local and global events. By applying best practices, cities and towns can take advantage of the network to direct their constituents to accurate, useful information.

| Percentage of U.S. Users on Twitter (24% of Online Adults) | Age Group (21% of all Americans) |
|---------------------------------------------------------------|-------------------------------------|
| 36% | 18 – 29 |
| 23% | 30 – 49 |
| 21% | 50 – 64 |
| 10% | 65+ |

The Anatomy of a Tweet – Below is a brief overview of a basic tweet and its 6 main components³⁵.

1. *Tweet*: A message posted on Twitter can contain text, links, and visual media.
2. *Reply*: Allows you to leave a comment in response to a tweet.

³²Number of monthly active Twitter users in the United States from 1st quarter 2010 to 2nd quarter 2017 (in millions). *Statista*. Retrieved from <https://www.statista.com/statistics/274564/monthly-active-twitter-users-in-the-united-states/>

³³(January 12, 2016). Social Media Fact Sheet. *Pew Research Center*. Retrieved from <http://www.pewinternet.org/fact-sheet/social-media/>

³⁴Greenwood, S. Perrin, A. & Duggan, M. (November 11, 2016). Social Media Update 2016. *Pew Research Center*. Retrieved from <http://www.pewinternet.org/2016/11/11/social-media-update-2016/>

³⁵(2016). Intro to Twitter for Business. *Twitter + Research Now: Twitter for Business Study*. Retrieved from <https://business.twitter.com/en/basics/intro-twitter-for-business.html>

3. *Retweet*: Shares the post with your followers. Clicking the retweet icon once allows you to add a comment before retweeting a post, while clicking it twice allows you to share the tweet without changes.
4. *Like*: A positive reaction to a tweet. Twitter bookmarks all of the posts you like so you can review them again at any time.
5. *Hashtag*: This sign “#”, when placed before a word or phrase, is used to identify messages of a specific topic. You can click on a hashtag and see all related content for that particular word or phrase.
6. *Mention*: Include another Twitter user in your tweet by adding “@” before their Twitter username (E.g. [@MassLocalTech](#)). Make sure there are no extra spaces lodged in between characters or the link will not become active.



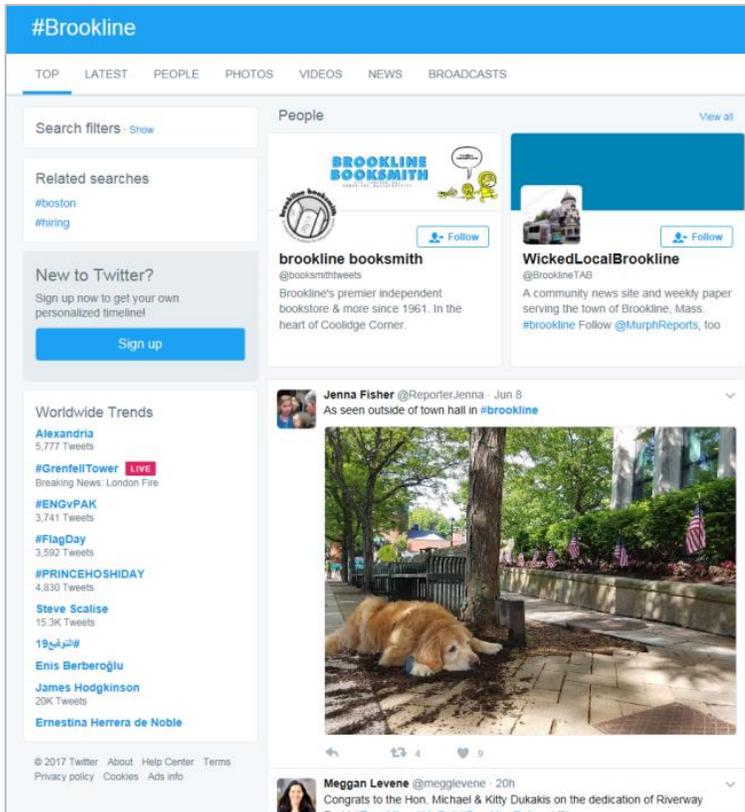
Update Twitter Account Settings – To adjust your account settings, *click* on the **Profile** icon, next to the **Compose a Tweet** button, and *select* **Settings and Privacy** from the drop-down menu. Several options will be displayed, including privacy and notification preferences.

Build Your Twitter Following – Twitter offers the following strategy for organizations that want to build their following around engagement and effective communication³⁶:

- *Keep it Short*: Each tweet should be concise, focusing on a single topic. Include a link to more information if necessary.
- *Use Visuals*: Twitter claims that incorporating visual media in posts increases engagement. Users are three times more likely to interact with a tweet that has a video or image associated with the message.
- *Incorporate Relevant Hashtags*: Adding hashtags at the end of a tweet could potentially boost engagement and increase your following. Doing so pulls in other members of the Twitter community who may be interested your content. In the example below, the Town of Brookline incorporated a “#Brookline” hashtag in one of their tweets. Their tweet would appear in the list of search results for [#Brookline](#), in addition to other relevant posts about the Town. Twitter recommends using no more than two hashtags per post, to effectively leverage the 140-character limitation.



³⁶ What to Tweet: Create your Twitter content strategy. [Internal Data]. *Business Twitter*. Retrieved from <https://business.twitter.com/en/basics/what-to-tweet.html>



- *Ask Questions and Run Polls:* [Twitter Polls](#) is a built-in surveying tool that enables users vote on a particular topic. It displays the results of the poll in real time on your Twitter feed.
- *Connect with Retweets and Replies:* Be kind, responsive, and diligent when responding to followers. Good, quick customer service is a main ingredient when assembling a strong Twitter presence. Each interaction is an opportunity to demonstrate your organization’s mission and principles. For longer or more difficult exchanges, continue the conversation privately over direct message.

TOWN OF WELLESLEY - TOWN MEETING APPROVED ALLOCATION OF FUNDS

| SOURCES OF FUNDS | FY18 SOURCES OF FUNDS | FY19 SOURCES OF FUNDS | CHANGE - FY18 to FY19 | |
|-----------------------------------------------------------|------------------------------|------------------------------|------------------------------|-----------------|
| | | | \$ Change | % Change |
| Real Estate & Personal Property Tax | | | | |
| Within the Levy Limit | 123,758,516 | 128,652,479 | 4,893,963 | 3.95% |
| Outside the Levy Limit | 12,203,082 | 12,001,855 | (201,227) | -1.65% |
| Subtotal - Real Estate & Personal Property Tax | 135,961,598 | 140,654,334 | 4,692,736 | 3.45% |
| From the Commonwealth | | | | |
| Chapter 70 Aid | 8,399,961 | 8,399,961 | 0 | 0.00% |
| Lottery Aid | 1,294,148 | 1,294,148 | 0 | 0.00% |
| Other Aid | 65,540 | 65,540 | 0 | 0.00% |
| Subtotal - From the Commonwealth | 9,759,649 | 9,759,649 | 0 | 0.00% |
| Local Revenue | | | | |
| Motor Vehicle Excise | 5,000,000 | 5,270,000 | 270,000 | 5.40% |
| Licenses and Permits | 2,300,000 | 2,500,000 | 200,000 | 8.70% |
| MLP Payment In Lieu of Taxes | 1,000,000 | 1,000,000 | 0 | 0.00% |
| Interest Earnings | 350,000 | 450,000 | 100,000 | 28.57% |
| RDF Revenue | 625,000 | 625,000 | 0 | 0.00% |
| Fines & forfeits | 570,000 | 570,000 | 0 | 0.00% |
| Recreation | 100,000 | 50,000 | (50,000) | -50.00% |
| Meals/Hotel/Motel Tax | 700,000 | 700,000 | 0 | 0.00% |
| Pilot Payments | 76,000 | 76,000 | 0 | 0.00% |
| Increased fees - BOH | 12,000 | 12,000 | 0 | 0.00% |
| Other Local Revenues | 605,019 | 525,000 | (80,019) | -13.23% |
| Subtotal - Local Revenue | 11,338,019 | 11,778,000 | 439,981 | 3.88% |
| Other Sources | | | | |
| Parking Meter Receipts | 1,593,009 | 1,097,219 | (495,790) | -31.12% |
| Free Cash to balance budget | 2,583,737 | 2,500,000 | (83,737) | -3.24% |
| Other free cash FY18 items | 241,537 | 0 | (241,537) | |
| Free Cash to offset capital | 1,500,000 | 0 | (1,500,000) | |
| Appropriated CPA Surcharge | 780,900 | 1,642,000 | 861,100 | |
| CPA Funds applied to North 40 | 553,244 | 550,244 | (3,000) | -0.54% |
| Police detail | 127,564 | 0 | (127,564) | |
| Subtotal - Other Sources | 7,379,991 | 5,789,463 | -1,590,528 | -21.55% |
| TOTAL SOURCES OF FUNDS | 164,439,257 | 167,981,446 | 3,542,189 | 2.15% |

Exhibit B

USES OF FUNDS

| | FY18 USE OF FUNDS (Tax Rate) | | | FY19 USE OF FUNDS (Request) | | | CHANGE - FY18 to FY19 | | | |
|-----------------------------------------------------------|------------------------------|------------------|-------------------|-----------------------------|------------------|-------------------|-----------------------|----------------------|------------------------|-----------------------|
| | Pers Srvs | Expenses | Total Ops | Pers Srvs | Expenses | Total Ops | Variance Pers Srvs | Variance Expenses | Variance Total - \$ | Variance Total - % |
| GENERAL GOVERNMENT | | | | | | | | | | |
| Board of Selectmen - Administration | | | | | | | | | | |
| Executive Director's Office | 460,572 | 28,925 | 489,497 | 463,319 | 33,225 | 496,544 | 2,747 | 4,300 | 7,047 | 1.44% |
| Sustainable Energy | 18,132 | 1,500 | 19,632 | 33,452 | 5,425 | 38,877 | 15,320 | 3,925 | 19,245 | 98.03% |
| Central Administrative Services | 0 | 29,000 | 29,000 | 0 | 26,500 | 26,500 | 0 | (2,500) | (2,500) | -8.62% |
| Finance Department | 431,837 | 10,200 | 442,037 | 444,699 | 10,950 | 455,649 | 12,862 | 750 | 13,612 | 3.08% |
| Information Technology | 670,326 | 395,750 | 1,066,076 | 657,307 | 420,750 | 1,078,057 | (13,019) | 25,000 | 11,981 | 1.12% |
| Information Technology - Reimbursements | | -293,709 | -293,709 | | -299,583 | -299,583 | 0 | (5,874) | (5,874) | 2.00% |
| Treasurer & Collector | 315,990 | 126,450 | 442,440 | 310,443 | 129,750 | 440,193 | (5,547) | 3,300 | (2,247) | -0.51% |
| Town Report | 0 | 4,000 | 4,000 | 0 | 4,000 | 4,000 | 0 | 0 | 0 | 0.00% |
| Board of Selectmen - Human Services | | | | | | | | | | |
| Council on Aging | 354,620 | 114,866 | 469,486 | 369,147 | 63,446 | 432,593 | 14,527 | (51,420) | (36,893) | -7.86% |
| West Suburban Veterans District | 0 | 68,000 | 68,000 | 0 | 69,150 | 69,150 | 0 | 1,150 | 1,150 | 1.69% |
| Youth Commission | 82,579 | 17,090 | 99,669 | 82,998 | 17,090 | 100,088 | 419 | 0 | 419 | 0.42% |
| Board of Selectmen - Facilities | | | | | | | | | | |
| Facilities Management | 4,359,946 | 3,380,028 | 7,739,974 | 4,461,510 | 3,457,749 | 7,919,259 | 101,564 | 77,721 | 179,285 | 2.32% |
| Board of Selectmen - Other Services | | | | | | | | | | |
| Housing Development Corporation | 0 | 6,000 | 6,000 | 0 | 6,500 | 6,500 | 0 | 500 | 500 | 8.33% |
| Historical Commission | 0 | 750 | 750 | 0 | 750 | 750 | 0 | 0 | 0 | 0.00% |
| Memorial Day | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 0 | 0 | 0 | 0.00% |
| Celebrations Committee | 0 | 4,700 | 4,700 | 0 | 4,700 | 4,700 | 0 | 0 | 0 | 0.00% |
| Zoning Board of Appeals | 54,335 | 6,940 | 61,275 | 75,638 | 11,940 | 87,578 | 21,303 | 5,000 | 26,303 | 42.93% |
| Board of Selectmen - Shared Services | | | | | | | | | | |
| Law | 0 | 325,000 | 325,000 | 0 | 375,000 | 375,000 | 0 | 50,000 | 50,000 | 15.38% |
| Audit Committee | 0 | 58,200 | 58,200 | 0 | 64,020 | 64,020 | 0 | 5,820 | 5,820 | 10.00% |
| Risk Management | 0 | 540,454 | 540,454 | 0 | 535,679 | 535,679 | 0 | (4,775) | (4,775) | -0.88% |
| Street Lighting | 0 | 246,876 | 246,876 | 0 | 145,000 | 145,000 | 0 | (101,876) | (101,876) | -41.27% |
| Subtotal - Board of Selectmen - General Government | 6,748,337 | 5,073,520 | 11,821,857 | 6,898,513 | 5,084,541 | 11,983,054 | 150,176 | 11,021 | 161,197 | 1.36% |

Exhibit B

USES OF FUNDS

| | FY18 USE OF FUNDS (Tax Rate) | | | FY19 USE OF FUNDS (Request) | | | CHANGE - FY18 to FY19 | | | |
|-------------------------------------------------|------------------------------|------------------|-------------------|------------------------------|------------------|-------------------|-----------------------|-------------------|---------------------|--------------------|
| | Pers Srvs | Expenses | Total Ops | Pers Srvs | Expenses | Total Ops | Variance Pers Srvs | Variance Expenses | Variance Total - \$ | Variance Total - % |
| Other General Government | | | | | | | | | | |
| Town Clerk/Election & Registration | 233,085 | 40,915 | 274,000 | 271,549 | 40,465 | 312,014 | 38,464 | (450) | 38,014 | 13.87% |
| Board of Assessors | 272,589 | 82,450 | 355,039 | 277,592 | 83,050 | 360,642 | 5,003 | 600 | 5,603 | 1.58% |
| Planning Board | 261,561 | 42,750 | 304,311 | 276,470 | 42,750 | 319,220 | 14,909 | 0 | 14,909 | 4.90% |
| Advisory Committee | 7,000 | 25,000 | 32,000 | 7,000 | 25,000 | 32,000 | 0 | 0 | 0 | 0.00% |
| Reserve Fund | 0 | 175,000 | 175,000 | 0 | 175,000 | 175,000 | 0 | 0 | 0 | 0.00% |
| Permanent Building Committee | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Human Resources Board | 302,779 | 37,250 | 340,029 | 303,834 | 37,900 | 341,734 | 1,055 | 650 | 1,705 | 0.50% |
| HR Salary adjustments | 44,582 | 0 | 44,582 | 170,000 | | 170,000 | 125,418 | 0 | 125,418 | |
| Subtotal - Other General Government | 1,121,596 | 403,365 | 1,524,961 | 1,306,445 | 404,165 | 1,710,610 | 184,849 | 800 | 185,649 | 12.17% |
| GENERAL GOVERNMENT TOTAL | 7,869,933 | 5,476,885 | 13,346,818 | 8,204,958 | 5,488,706 | 13,693,664 | 335,025 | 11,821 | 346,846 | 2.60% |
| PUBLIC SAFETY - BOARD OF SELECTMEN | | | | | | | | | | |
| Police Department | 5,447,627 | 630,035 | 6,077,662 | 5,572,892 | 643,085 | 6,215,977 | 125,265 | 13,050 | 138,315 | 2.28% |
| Injured on Duty | see Risk Management Dept 945 | | | see Risk Management Dept 945 | | | | | | |
| Special School Police | 126,294 | 3,105 | 129,399 | 127,606 | 3,183 | 130,789 | 1,312 | 78 | 1,390 | 1.07% |
| Fire Department | 5,030,186 | 263,549 | 5,293,735 | 5,215,425 | 265,770 | 5,481,195 | 185,239 | 2,221 | 187,460 | 3.54% |
| Building Department | 507,724 | 26,150 | 533,874 | 491,587 | 40,600 | 532,187 | (16,137) | 14,450 | (1,687) | -0.32% |
| Sealer of Weights & Measures | 15,600 | 2,800 | 18,400 | 16,000 | 2,550 | 18,550 | 400 | (250) | 150 | 0.82% |
| PUBLIC SAFETY TOTAL - BOARD OF SELECTMEN | 11,127,431 | 925,639 | 12,053,070 | 11,423,510 | 955,188 | 12,378,698 | 296,079 | 29,549 | 325,628 | 2.70% |
| DEPARTMENT OF PUBLIC WORKS | | | | | | | | | | |
| Engineering | 523,803 | 64,139 | 587,942 | 522,832 | 65,500 | 588,332 | (971) | 1,361 | 390 | 0.07% |
| Highway | 1,043,316 | 440,100 | 1,483,416 | 1,067,862 | 456,550 | 1,524,412 | 24,546 | 16,450 | 40,996 | 2.76% |
| Fleet Maintenance | 157,767 | 43,862 | 201,629 | 160,922 | 43,462 | 204,384 | 3,155 | (400) | 2,755 | 1.37% |
| Park | 1,222,553 | 365,420 | 1,587,973 | 1,242,196 | 372,570 | 1,614,766 | 19,643 | 7,150 | 26,793 | 1.69% |
| Recycling & Disposal | 1,064,655 | 1,222,235 | 2,286,890 | 1,080,614 | 1,273,874 | 2,354,488 | 15,959 | 51,639 | 67,598 | 2.96% |
| Management | 363,005 | 23,968 | 386,973 | 360,016 | 24,070 | 384,086 | (2,989) | 102 | (2,887) | -0.75% |
| Winter Maintenance | 0 | 348,703 | 348,703 | 0 | 357,420 | 357,420 | 0 | 8,717 | 8,717 | 2.50% |
| PUBLIC WORKS TOTAL | 4,375,099 | 2,508,427 | 6,883,526 | 4,434,442 | 2,593,446 | 7,027,888 | 59,343 | 85,019 | 144,362 | 2.10% |
| WELLESLEY FREE LIBRARY | | | | | | | | | | |
| Library Trustees | 1,932,130 | 541,383 | 2,473,513 | 1,975,985 | 554,621 | 2,530,606 | 43,855 | 13,238 | 57,093 | 2.31% |
| LIBRARY TOTAL | 1,932,130 | 541,383 | 2,473,513 | 1,975,985 | 554,621 | 2,530,606 | 43,855 | 13,238 | 57,093 | 2.31% |
| RECREATION | | | | | | | | | | |
| Recreation Commission | 331,508 | 26,500 | 358,008 | 331,839 | 28,040 | 359,879 | 331 | 1,540 | 1,871 | 0.52% |
| RECREATION TOTAL | 331,508 | 26,500 | 358,008 | 331,839 | 28,040 | 359,879 | 331 | 1,540 | 1,871 | 0.52% |

Exhibit B

USES OF FUNDS

| | FY18 USE OF FUNDS (Tax Rate) | | | FY19 USE OF FUNDS (Request) | | | CHANGE - FY18 to FY19 | | | |
|---------------------------------------------|------------------------------|-------------------|--------------------|-----------------------------|-------------------|--------------------|-----------------------|----------------------|------------------------|-----------------------|
| | Pers Srvs | Expenses | Total Ops | Pers Srvs | Expenses | Total Ops | Variance Pers Srvs | Variance Expenses | Variance Total - \$ | Variance Total - % |
| HEALTH | | | | | | | | | | |
| Board of Health | 434,354 | 80,453 | 514,807 | 488,944 | 80,453 | 569,397 | 54,590 | 0 | 54,590 | 10.60% |
| Mental Health Services | 0 | 245,691 | 245,691 | 0 | 238,691 | 238,691 | 0 | (7,000) | (7,000) | -2.85% |
| HEALTH TOTAL | 434,354 | 326,144 | 760,498 | 488,944 | 319,144 | 808,088 | 54,590 | (7,000) | 47,590 | 6.26% |
| NATURAL RESOURCES | | | | | | | | | | |
| Natural Resources Commission | 208,627 | 19,650 | 228,277 | 208,111 | 22,000 | 230,111 | (516) | 2,350 | 1,834 | 0.80% |
| Morses Pond Project - (NRC, DPW, Rec) | 0 | 141,754 | 141,754 | 0 | 143,250 | 143,250 | 0 | 1,496 | 1,496 | 1.06% |
| NATURAL RESOURCES TOTAL | 208,627 | 161,404 | 370,031 | 208,111 | 165,250 | 373,361 | (516) | 3,846 | 3,330 | 0.90% |
| NON-SCHOOL TOTAL | | | | | | | | | | |
| | 26,279,082 | 9,966,382 | 36,245,464 | 27,067,789 | 10,104,395 | 37,172,184 | 788,707 | 138,013 | 926,720 | 2.56% |
| WELLESLEY PUBLIC SCHOOLS | | | | | | | | | | |
| Instruction | 45,837,146 | 2,165,335 | 48,002,481 | 46,384,093 | 2,106,840 | 48,490,933 | 546,947 | (58,495) | 488,452 | 1.02% |
| Administration | 790,910 | 164,116 | 955,026 | 781,003 | 151,466 | 932,469 | (9,907) | (12,650) | (22,557) | -2.36% |
| Operations | 1,508,001 | 937,854 | 2,445,855 | 1,526,033 | 870,469 | 2,396,502 | 18,032 | (67,385) | (49,353) | -2.02% |
| Special Education | 16,090,856 | 4,456,430 | 20,547,286 | 16,794,543 | 5,854,471 | 22,649,014 | 703,687 | 1,398,041 | 2,101,728 | 10.23% |
| SCHOOL TOTAL | 64,226,913 | 7,723,735 | 71,950,648 | 65,485,672 | 8,983,246 | 74,468,918 | 1,258,759 | 1,259,511 | 2,518,270 | 3.50% |
| EMPLOYEE BENEFITS | | | | | | | | | | |
| Group Insurance | 0 | 17,576,288 | 17,576,288 | | 18,955,834 | 18,955,834 | 0 | 1,379,546 | 1,379,546 | 7.85% |
| Workers Compensation | 0 | 517,860 | 517,860 | | 287,700 | 287,700 | 0 | (230,160) | (230,160) | -44.44% |
| OPEB Liability Fund | 0 | 3,432,000 | 3,432,000 | 0 | 3,432,000 | 3,432,000 | 0 | 0 | 0 | 0.00% |
| Retirement Contribution | 0 | 6,621,863 | 6,621,863 | | 7,056,425 | 7,056,425 | 0 | 434,562 | 434,562 | 6.56% |
| Unemployment Compensation | 0 | 150,000 | 150,000 | | 150,000 | 150,000 | 0 | 0 | 0 | 0.00% |
| Compensated Absences | 0 | 90,000 | 90,000 | | 120,000 | 120,000 | 0 | 30,000 | 30,000 | 33.33% |
| Non-Contributory Pensions | 0 | 18,714 | 18,714 | | 19,100 | 19,100 | 0 | 386 | 386 | 2.06% |
| EMPLOYEE BENEFITS TOTAL | 0 | 28,406,725 | 28,406,725 | 0 | 30,021,059 | 30,021,059 | 0 | 1,614,334 | 1,614,334 | 5.68% |
| ALL PERSONAL SERVICES & EXPENSES | | | | | | | | | | |
| | 90,505,995 | 46,096,842 | 136,602,837 | 92,553,461 | 49,108,700 | 141,662,161 | 2,047,466 | 3,011,858 | 5,059,324 | 3.70% |

Exhibit B

USES OF FUNDS

| | FY18 USE OF FUNDS (Tax Rate) | | | FY19 USE OF FUNDS (Request) | | | CHANGE - FY18 to FY19 | | | |
|--------------------------------------------------------------|------------------------------|-------------------|--------------------|-----------------------------|-------------------|--------------------|-----------------------|--------------------|---------------------|--------------------|
| | Pers Srvs | Expenses | Total Ops | Pers Srvs | Expenses | Total Ops | Variance Pers Srvs | Variance Expenses | Variance Total - \$ | Variance Total - % |
| CAPITAL & DEBT | | | | | | | | | | |
| <i>Departmental Cash Capital</i> | | | | | | | | | | |
| Public Works Capital | 0 | 2,173,000 | 2,173,000 | 0 | 2,026,000 | 2,026,000 | 0 | (147,000) | (147,000) | -6.76% |
| School Capital | 0 | 2,009,253 | 2,009,253 | 0 | 947,629 | 947,629 | 0 | (1,061,624) | (1,061,624) | -52.84% |
| Facilities Capital - School | 0 | 1,553,000 | 1,553,000 | 0 | 1,159,000 | 1,159,000 | 0 | (394,000) | (394,000) | -25.37% |
| Facilities Capital - Town | 0 | 322,000 | 322,000 | 0 | 691,000 | 691,000 | 0 | 369,000 | 369,000 | 114.60% |
| Planning Board | 0 | 0 | 0 | 0 | 25,000 | 25,000 | 0 | 25,000 | 25,000 | 0.00% |
| Board of Health | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Selectmen Capital | 0 | 364,009 | 364,009 | 0 | 240,679 | 240,679 | 0 | (123,330) | (123,330) | -33.88% |
| Library Capital | 0 | 100,612 | 100,612 | 0 | 76,800 | 76,800 | 0 | (23,812) | (23,812) | -23.67% |
| Town Clerk | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Recreation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| NRC Capital | 0 | 141,500 | 141,500 | 0 | 99,000 | 99,000 | 0 | (42,500) | (42,500) | -30.04% |
| Morses Pond Capital | 0 | 40,000 | 40,000 | 0 | 40,000 | 40,000 | 0 | 0 | 0 | 0.00% |
| Subtotal - Cash Capital | 0 | 6,703,374 | 6,703,374 | 0 | 5,305,108 | 5,305,108 | 0 | (1,398,266) | (1,398,266) | -20.86% |
| <i>Debt Service</i> | | | | | | | | | | |
| Current Inside Levy Debt Service - Issued | 0 | 3,984,283 | 3,984,283 | 0 | 4,002,083 | 4,002,083 | 0 | 17,800 | 17,800 | 0.45% |
| Outside Levy Debt Service - Issued/Unissued | 0 | 12,756,325 | 12,756,325 | 0 | 12,552,089 | 12,552,089 | 0 | (204,236) | (204,236) | -1.60% |
| Subtotal - Debt Service | 0 | 16,740,608 | 16,740,608 | 0 | 16,554,172 | 16,554,172 | 0 | (186,436) | (186,436) | -1.11% |
| CAPITAL & DEBT TOTAL | | 23,443,982 | 23,443,982 | 0 | 21,859,280 | 21,859,280 | 0 | (1,584,702) | (1,584,702) | -6.76% |
| SPECIAL ITEMS | | | | | | | | | | |
| <i>Receipts Reserved for Appropriation</i> | | | | | | | | | | |
| Traffic & Parking Operations | 247,280 | 1,301,670 | 1,548,950 | 248,250 | 798,086 | 1,046,336 | 970 | (503,584) | (502,614) | -32.45% |
| Community Preservation Appropriated | 0 | 780,900 | 780,900 | 0 | 1,642,000 | 1,642,000 | 0 | 861,100 | 861,100 | 0.00% |
| Free Cash items - IOD insurance 2016,2017; unpaid bill, land | 0 | 160,500 | 160,500 | 0 | 0 | 0 | 0 | (160,500) | (160,500) | 0.00% |
| Contract settlements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Property Tax Abatements | 0 | 662,717 | 662,717 | 0 | 662,717 | 662,717 | 0 | 0 | 0 | 0.00% |
| State & County Assessments | 0 | 1,239,372 | 1,239,372 | 0 | 1,270,356 | 1,270,356 | 0 | 30,984 | 30,984 | 2.50% |
| SPECIAL ITEMS TOTAL | 247,280 | 4,145,159 | 4,392,439 | 248,250 | 4,373,159 | 4,621,409 | 970 | 228,000 | 228,970 | 5.21% |
| TOTAL USES OF FUNDS | | | 164,439,257 | | | 168,142,850 | | | 3,703,593 | 2.25% |
| TOTAL SOURCES OF FUNDS | | | 164,439,257 | | | 167,981,446 | | | 3,542,189 | 2.15% |
| SURPLUS (DEFICIT) | | | 0 | | | (161,404) | | | | |

Town of Wellesley

Long Term Debt Summary Revised 12-28-17

DRAFT

2/8/2018 15:10

| | <u>Amount</u> | <u>Vote Date</u> | <u>2018 P&I</u> | <u>2019 P&I</u> | <u>2020 P&I</u> | <u>2021 P&I</u> | <u>2022 P&I</u> | <u>2023</u> |
|---------------------------------------|---------------|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| ISSUED: INSIDE DEBT LIMITS | | | \$ 3,963,544 | \$ 2,479,331 | \$ 1,476,806 | \$ 1,370,956 | \$ 1,327,756 | \$ 1,389,456 |
| TM APPROVED BUT UNISSUED | | | | | | | | |
| unused | | | \$ 20,739 | | | | | |
| Bacon Street | \$ 380,000 | | \$ - | \$ - | \$ 53,200 | \$ 51,680 | \$ 50,160 | \$ 48,640 |
| school security unissued | \$ 428,414 | | \$ - | \$ 159,145 | \$ 301,811 | \$ - | \$ - | \$ - |
| Rt 9/Kingsbury Turnaround | \$ 565,015 | 2017 | \$ - | \$ 79,102 | \$ 76,842 | \$ 74,582 | \$ 72,322 | \$ 70,061 |
| Hunnewell Field -Restroom | \$ 180,000 | 2018 | \$ - | \$ 43,200 | \$ 41,760 | \$ 40,320 | \$ 38,880 | \$ 37,440 |
| Cliff Road - Construction | \$ 2,470,000 | 2018 | \$ - | \$ 345,800 | \$ 335,920 | \$ 326,040 | \$ 316,160 | \$ 296,400 |
| Town Hall Envelope - design | \$ 895,505 | 2018 | \$ - | \$ 895,505 | \$ - | \$ - | \$ - | \$ - |
| NOT APPROVED - UNISSUED | | | | | | | | |
| Feasibility for HHU (BAN) Upham/Hardy | \$ 2,300,000 | 2019F | \$ - | \$ - | \$ 110,000 | \$ - | \$ - | \$ - |
| Feasibility for HHU (BAN) Hunnewell | \$ 1,000,000 | 2019F | \$ - | \$ - | \$ 75,000 | \$ - | \$ - | \$ - |
| HHU Swingspace | x,xxx,xxx | | | | | | | |
| MS Steam Pipes Design | \$ 384,175 | 2019 | \$ - | \$ - | \$ 143,156 | \$ 138,215 | \$ 133,274 | \$ - |
| MS Steam Pipes Construction | \$ 4,197,780 | 2020 | \$ - | \$ - | \$ - | \$ 448,000 | \$ 436,800 | \$ 425,600 |
| MS parking lot | \$ 1,511,000 | 2022 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 141,750 |
| MS Feasibility | \$ 125,000 | 2019 | \$ - | \$ - | \$ 125,000 | \$ - | \$ - | \$ - |
| PAWS | x,xxx,xxx | | | | | | | |
| Town Hall Envelope- Construct | \$ 6,000,000 | 2019 | \$ - | \$ - | \$ 840,000 | \$ 816,000 | \$ 792,000 | \$ 768,000 |
| Town Hall Interior design | \$ 2,000,000 | 2020 | \$ - | \$ - | \$ - | \$ 280,000 | \$ 272,000 | \$ 264,000 |
| Fuel Depot Rehabilitation | \$ 350,000 | 2020 | \$ - | \$ - | \$ - | \$ 49,000 | \$ 47,600 | \$ 46,200 |
| Sprague Field Artificial turf- DPW | \$ 1,000,000 | 2020 | \$ - | \$ - | \$ - | \$ 140,000 | \$ 136,000 | \$ 132,000 |
| Warren HVAC Upgrades | \$ 500,000 | 2020 | \$ - | \$ - | \$ - | \$ 70,000 | \$ 68,000 | \$ 66,000 |
| Grove St- Phase 2 | \$ 2,000,000 | 2019 | \$ - | \$ - | \$ 280,000 | \$ 272,000 | \$ 264,000 | \$ 256,000 |
| Granite Street | \$ 195,000 | 2019 | \$ - | \$ - | \$ 46,800 | \$ 45,240 | \$ 43,680 | \$ 42,120 |
| Library Materials Handler | \$ 350,000 | 2019 | \$ - | \$ - | \$ 49,000 | \$ 47,600 | \$ 46,200 | \$ 44,800 |
| Library design | \$ 324,000 | 2021 | \$ - | \$ - | \$ - | \$ - | \$ 35,000 | \$ 34,000 |
| Library reconfigure | \$ 2,740,404 | 2022 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 392,000 |
| Stadium restroom | \$ 175,000 | 2019 | \$ - | \$ - | \$ 23,380 | \$ 22,712 | \$ 22,044 | \$ 21,376 |
| Fire Engine | \$ 700,000 | 2020 | \$ - | \$ - | \$ - | \$ 98,000 | \$ 95,200 | \$ 92,400 |
| Walnut St - Phase2 | \$ 1,750,000 | 2021 | \$ - | \$ - | \$ - | \$ - | \$ 245,000 | \$ 238,000 |
| Main Library Roof Replacement | \$ 705,000 | 2021 | \$ - | \$ - | \$ - | \$ - | \$ 98,700 | \$ 95,880 |
| N40 Landfill Remediation | \$ 2,100,000 | 2020 | \$ - | \$ - | \$ - | \$ 224,000 | \$ 218,400 | \$ 212,800 |
| DPW Yard facilities - Phase 1 | \$ 1,000,000 | 2022 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 140,000 |
| Hunnewell Field- Baseball field | \$ 200,000 | 2022 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 28,000 |
| Sprague Projects (FMD) | \$ 1,200,000 | 2022 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 161,000 |
| Fire (1) roof Roof Replacement | \$ 525,000 | 2023 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,800 |
| | | | \$ 20,739 | \$ 1,522,752 | \$ 2,501,869 | \$ 3,143,389 | \$ 3,431,420 | \$ 4,155,267 |
| TOTAL INSIDE | \$ - | | \$ 3,984,283 | \$ 4,002,083 | \$ 3,978,675 | \$ 4,514,345 | \$ 4,759,176 | \$ 5,544,723 |

ISSUED 2 1/2 EXEMPT DEBT

| | | | | | | |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| North 40 - cpc | \$ 12,203,081 | \$ 11,501,845 | \$ 10,888,408 | \$ 10,638,135 | \$ 9,410,393 | \$ 9,188,779 |
| | 553,244 | 550,244 | 552,044 | 553,444 | 549,444 | 550,244 |
| | 12,756,325 | 12,052,089 | 11,440,452 | 11,191,579 | 9,959,837 | 9,739,023 |

TM APPROVED BUT UNISSUED EXEMPT

| | | | | | | |
|--------------------------------------|----------------|------|---------------|---------------|---------------|-------------------------------------------|
| Tolles- Parsons | \$ 1,293,627 | | 500,000 | - | - | - |
| DEBT GAP FILL WITH EXCLUSION? | | | | 2,500,000 | | |
| NOT APPROVED UNISSUED, EXEMPT | | | | | | |
| Middle School Infrastructure | \$ 8,899,800 | 2021 | - | - | - | 800,982 783,182 |
| Town Hall Interior construction Ph 1 | \$ 8,000,000 | 2020 | - | - | \$ 1,120,000 | \$ 1,088,000 \$ 1,056,000 |
| Town Hall Interior construction Ph2 | \$ 7,000,000 | 2020 | - | - | \$ - | \$ 980,000 \$ 952,000 |
| Elem: Two School solution HHU | \$ 26,000,000 | 2020 | | | | |
| Elem: Two School solution HHU | \$ 26,000,000 | 2020 | | | | 2,250,000 |
| Elem: Two School solution HHU | \$ 26,000,000 | 2020 | | | | 2,200,000 |
| Elem: Two School solution HHU | \$ 26,000,000 | 2020 | | | 2,250,000 | 2,200,000 |
| | \$ 127,899,800 | | \$ - | \$ 500,000 | \$ 2,500,000 | \$ 3,370,000 \$ 7,318,982 \$ 9,391,182 |
| Total Exempt | | | \$ 12,756,325 | \$ 12,552,089 | \$ 13,940,452 | \$ 14,561,579 \$ 17,278,819 \$ 19,130,205 |
| Total | | | \$ 16,740,608 | \$ 16,554,172 | \$ 17,919,127 | \$ 19,075,924 \$ 22,037,995 \$ 24,674,928 |

"O" outside debt limit



TOWN OF WELLESLEY

WELLESLEY, MA 02482
Telephone 781-235-1212

POLICE DEPARTMENT

JACK PILECKI
Chief of Police

TO: OFFICER RON POIRIER
FROM: CHIEF JACK PILECKI
SUBJECT: LETTER OF COMMENDATION
DATE: FEBRUARY 6, 2018

I wanted to take a moment to recognize your recent hard work involving a developing crisis situation with an elderly Wellesley family. In January of 2018, the Wellesley Police Department had responded to multiple 9-1-1 calls for assistance to a senior citizen couple. The husband had been recently diagnosed with a degenerative, cognitive memory loss condition. This put some strain on the elderly residents and resulted in calls for service to the department.

There was no apparent remedy to the situation as the calls for service, for the most part, were not valid complaints, but represented more of a plea for overall help from the wife. The wife was becoming overwhelmed with her increasing and future role as a caregiver for her husband.

On the fifth such call for help, the third in two days, you took the time to sit down with the wife and find out exactly what the situation was. As you continued to speak with her, it became clear that the family had no direction or overall plan for dealing with the medical issues and challenges ahead. You realized that the family was not aware of the many services available to them in the Town of Wellesley.

You were able to rapidly craft a plan to introduce the family to Kate Burnham, the Social Services Coordinator at the Wellesley Council on Aging. Working with Mrs. Burnham, a tour of the new Tolles Parson Center was arranged for the couple. This tour ultimately led to a referral with Human Relations Service for services. Additionally, you were able to convince the family to sit down with their doctor to explain some of the frustrations and challenges they were experiencing after receiving the life changing medical diagnose.

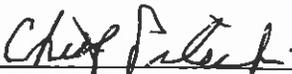
Throughout this ongoing process, you have continued to follow up with the Council on Aging to provide any needed assistance. Since your intervention, which was entirely self-initiated, there have been no further 9-1-1 calls for service for either resident, and both are taking advantage of the programs and services that you and Mrs. Burnham have arranged.

This entire situation is the very definition of the non-traditional police services in which the Wellesley Police prides itself on providing to the citizens on a daily basis. You took the time to look beyond the minor calls for service, investigating the root causes. This allowed you to help the residents in a truly meaningful way.

I would also like to recognize how respectful and polite you were when dealing with the family, allowing them to maintain their dignity throughout this situation. Your respect allowed the family to have the direction, courage, and needed outside services to face the challenges ahead.

A copy of this commendation will be maintained in your personnel file.

AUTHORIZED:



JACK PILECKI
CHIEF OF POLICE

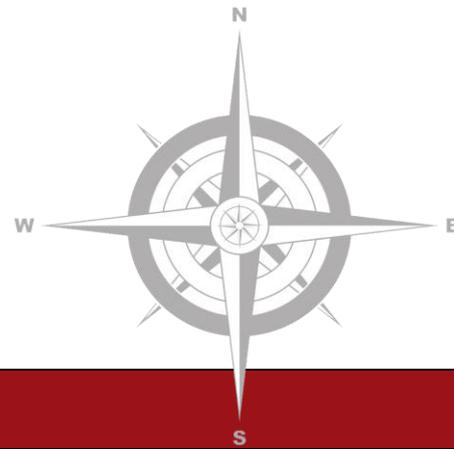
Cc: Bulletin Board
Board of Selectmen
Personnel File

FY18 SUPPLEMENTAL REQUEST

**Presented to Advisory Committee
February 7, 2018**

WELLESLEY PUBLIC SCHOOLS

Learning • Caring • Innovating



FY18 SUPPLEMENTAL REQUEST

FY18 End of Year Projections as of 12/31/17

| CATEGORY | REVISED BUDGET | YTD EXPENDED | ENCUMBERED | TOTAL YTD EXPENDED | PROJECTED ADDITIONAL EXPENDITURES | PROJECTED YEAR END | UNDER/(OVER) BUDGET |
|---------------------------------|----------------------|----------------------|---------------------|----------------------|-----------------------------------|----------------------|-----------------------|
| <u>Personal Services</u> | | | | | | | |
| Salary/Hourly | \$ 62,563,852 | \$ 23,621,021 | \$ - | \$ 23,621,021 | \$ 38,281,868 | \$ 61,902,889 | \$ 660,963 |
| Substitutes | \$ 975,265 | \$ 316,533 | \$ - | \$ 316,533 | \$ 658,732 | \$ 975,265 | \$ (0) |
| Stipends | \$ 282,869 | \$ 72,142 | \$ - | \$ 72,142 | \$ 211,627 | \$ 283,769 | \$ (900) |
| Other Temporary | \$ 937,314 | \$ 537,881 | \$ - | \$ 537,881 | \$ 399,433 | \$ 937,314 | \$ (0) |
| Other Misc. | \$ 167,966 | \$ 101,965 | \$ - | \$ 101,965 | \$ 66,001 | \$ 167,966 | \$ 0 |
| Offset | \$ (700,353) | \$ (469,192) | \$ - | \$ (469,192) | \$ (199,985) | \$ (669,177) | \$ (31,176) |
| Total Personal Svcs | \$ 64,226,913 | \$ 24,180,350 | \$ - | \$ 24,180,350 | \$ 39,417,676 | \$ 63,598,026 | \$ 628,887 |
| <u>Expenses</u> | | | | | | | |
| Supplies and Services | \$ 3,864,527 | \$ 1,445,458 | \$ 897,239 | \$ 2,342,697 | \$ 1,500,660 | \$ 3,843,357 | \$ 21,170 |
| Transportation | \$ 1,700,075 | \$ 602,664 | \$ 974,690 | \$ 1,577,354 | \$ 133,116 | \$ 1,710,470 | \$ (10,395) |
| Special Ed Tuition | \$ 6,560,834 | \$ 2,496,652 | \$ 4,205,077 | \$ 6,701,729 | \$ 807,899 | \$ 7,509,628 | \$ (948,794) |
| Vocational & Ch 222 | \$ 119,645 | \$ 4,182 | \$ 20,390 | \$ 24,572 | \$ 25,000 | \$ 49,572 | \$ 70,073 |
| Offset | \$ (4,521,346) | \$ (3,258,425) | | \$ (3,258,425) | \$ (725,943) | \$ (3,984,368) | \$ (536,978) |
| Total Expenses | \$ 7,723,735 | \$ 1,290,531 | \$ 6,097,396 | \$ 7,387,927 | \$ 1,740,732 | \$ 9,128,659 | \$ (1,404,924) |
| Grand Total | \$ 71,950,648 | \$ 25,470,881 | \$ 6,097,396 | \$ 31,568,278 | \$ 41,158,408 | \$ 72,726,686 | \$ (776,038) |



Special Education Out of District Placements

| Placement Type | FY17 Budget | FY18 Budget | FY18 Actual as of 01/25/18 | FY19 Projected |
|---------------------------------------|------------------|------------------|----------------------------|------------------|
| Collaborative | 609,214 | 673,970 | 659,733 | 1,055,842 |
| Other Public | 112,981 | 40,000 | 123,900 | 42,900 |
| Private Schools (day and residential) | 4,704,533 | 5,441,984 | 5,483,249 | 6,087,121 |
| Out of State | 1,013,719 | 404,879 | 452,705 | 696,844 |
| Subtotal | 6,440,447 | 6,560,833 | 6,719,587 | 7,882,707 |
| Pending Tuition Costs | | | 790,042 | |
| Total Cost to the District | 6,440,447 | 6,560,833 | 7,509,629 | 7,882,707 |
| Offset-Circuit Breaker Reimbursement | -2,988,362 | -3,341,578 | -2,558,830 | -3,548,980 |
| Net Cost to the District | 3,452,085 | 3,219,255 | 4,950,799 | 4,333,727 |



Special Education Out of District Placements

Impact of Move-Ins

| Student Move Ins Who Went Directly to Out of District Placement | | | |
|------------------------------------------------------------------------|---------------------|------------|---------------|
| School Year | Total # of Students | Impact | Budget Impact |
| FY15 | 1 | 0 | \$0 |
| FY16 | 1 | 0 | \$0 |
| FY17 | 2 | 1 tuition | \$116,261 |
| FY18 | 7 | 5 tuitions | \$315,206 |

Special Education Settlements

| | FY15 | FY16 Budget | FY17 Budget | FY18 Budget | FY18 Actual to Date | Projected FY19 Budget |
|--------------------------|-------------|------------------------|------------------------|------------------------|---------------------------------------------|--------------------------------------|
| District Placements | 52 | 56 | 59 | 54 | 46 *8 pending | 53 |
| Settlement Agreements | 11 | 11 | 8 | 15 | 17 settled *4 pending | 18 |
| Total | 66 | 66 | 67 | 69 | 63 *75 w/pending | 71 |



Special Education Circuit Breaker Reimbursement

| Circuit Breaker | FY15 | FY16 | FY17 | FY18 | FY19 Proj |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| Budget | \$2,238,288 | \$2,619,319 | \$2,988,362 | \$3,341,578 | \$3,152,924 |
| Actual | \$2,372,565 | \$2,989,663 | \$2,851,857 | \$2,558,830 | |
| Gap | \$134,277 | \$370,344 | (\$136,505) | (\$782,748) | (\$188,654) |
| % | 70% / 73.5% | 70% / 75% | 70% / 73.2% | 72% / 65% | 73% / |

% Budgeted / % State Reimbursed

FY18 SUPPLEMENTAL REQUEST

QUESTIONS?



February 8, 2018

Via UPS

Board of Selectmen
Town of Wellesley
525 Washington Street
Wellesley, MA 02481

Dear Chairman and Members of the Board:

Pursuant to G.L. Ch. 166A, Section 10, Comcast is pleased to provide a copy of its Form 500 for 2017. The Form 500 contains information on customer video service related issues in your community and how Comcast responded, including the time taken to resolve these complaints. For the Form 500, the Massachusetts Department of Telecommunications and Cable defines a complaint as:

Any written or verbal contact with a cable operator in connection with subscription in which a person expresses dissatisfaction with an act, omission, product or service that is (1) within the operator's control, and (2) requires a corrective measure on the part of the operator.

Comcast also has forwarded a copy of the enclosed Form 500 to the Department of Telecommunications and Cable.

If I can be of further assistance on any matter related to the Form 500, please contact me at 508-647-1418.

Very truly yours,

A handwritten signature in black ink, appearing to read "Greg Franks". The signature is written in a cursive style.

Greg Franks
Sr. Manager of Government Affairs

cc: Department of Telecommunications and Cable



Form 500 Complaint Data

Code Key: Avg. Resolution Time

<1> Less than 1 Day <2> 1-3 Days <3> 4-7 Days <4> 8-14 Days <5> 15-30 Days <6> >30 Days

Code Key: Manner of Resolution

A. Resolved to the satisfaction of both parties.
 B. Resolved, customer dissatisfied. C. Not Resolved.

Town WELLESLEY
Year 2017
Subscribers 3898

Manner of Resolution (see code key above for the manner represented by the letters below) The number below each letter indicates the number of complaints resolved in that manner.

| | Total Complaints | Avg Resolution Time (see code above) | A. | B. | C. |
|--------------------------|------------------|--------------------------------------|----|----|----|
| Advertising/Marketing | 0 | 1 | | 0 | |
| Appointment Service Call | 0 | 1 | | 0 | |
| Billing | 13 | 2 | 13 | 0 | |
| Customer Service | 1 | 6 | 1 | 0 | |
| Equipment | 7 | 2 | 7 | 0 | |
| Installation | 5 | 2 | 5 | 0 | |
| Other | 0 | 1 | | 0 | |
| Other | 0 | 1 | | 0 | |
| Reception | 0 | 1 | | 0 | |
| Service Interruption | 6 | 3 | 6 | 0 | |

Form 500 Service Interruption Data

Code Key: Duration of Service Interruption

<1> Less than 1 Day <2> 1-3 Days <3> 4-7 Days <4> 8-14 Days <5> 15-30 Days <6> >30 Days

| Town | Year | Date of Service Interruption | Subscribers | Duration of Service Interruption (see Code Key above) |
|-----------|------|------------------------------|-------------|-------------------------------------------------------|
| Wellesley | 2017 | 4/21/2017 1:13:00 PM | 3898 | 1 |
| Wellesley | | 7/12/2017 3:12:00 PM | | 1 |
| Wellesley | | 5/19/2017 7:43:00 PM | | 1 |
| Wellesley | | 6/10/2017 10:15:00 AM | | 1 |
| Wellesley | | 6/14/2017 1:15:00 PM | | 1 |
| Wellesley | | 6/28/2017 9:07:00 AM | | 1 |
| Wellesley | | 6/29/2017 2:47:00 PM | | 1 |
| Wellesley | | 5/3/2017 4:03:00 PM | | 1 |
| Wellesley | | 7/13/2017 10:41:00 AM | | 1 |
| Wellesley | | 8/14/2017 10:21:00 AM | | 1 |
| Wellesley | | 8/16/2017 11:45:00 PM | | 1 |
| Wellesley | | 8/20/2017 9:38:00 PM | | 1 |
| Wellesley | | 9/6/2017 2:20:00 PM | | 1 |
| Wellesley | | 11/29/2017 1:06:00 PM | | 1 |
| Wellesley | | 12/6/2017 12:22:00 PM | | 1 |
| Wellesley | | 10/17/2017 3:37:00 AM | | 1 |
| Wellesley | | 10/5/2017 2:45:00 PM | | 1 |
| Wellesley | | 2/3/2017 6:24:00 PM | | 1 |
| Wellesley | | 12/28/2017 8:04:00 AM | | 1 |
| Wellesley | | 1/24/2017 10:45:00 AM | | 1 |
| Wellesley | | 1/25/2017 12:51:00 AM | | 1 |
| Wellesley | | 2/2/2017 1:06:00 PM | | 1 |
| Wellesley | | 2/2/2017 11:24:00 AM | | 1 |
| Wellesley | | 2/9/2017 8:36:00 AM | | 1 |
| Wellesley | | 2/15/2017 6:48:00 AM | | 1 |
| Wellesley | | 2/15/2017 1:25:00 AM | | 1 |
| Wellesley | | 3/17/2017 2:02:00 AM | | 1 |
| Wellesley | | 4/11/2017 8:03:00 PM | | 1 |

Form 500 Service Interruption Data

Code Key: Duration of Service Interruption

<1> Less than 1 Day <2> 1-3 Days <3> 4-7 Days <4> 8-14 Days <5> 15-30 Days <6> >30 Days

| Wellesley | 3/26/2017 4:42:00 PM | | | 1 |
|-----------|-----------------------|--|--|---|
| Wellesley | 2/16/2017 10:02:00 AM | | | 1 |
| Wellesley | 3/16/2017 6:06:00 AM | | | 1 |
| Wellesley | 3/14/2017 1:42:00 PM | | | 1 |
| Wellesley | 3/16/2017 10:54:00 AM | | | 1 |
| Wellesley | 3/4/2017 8:53:00 AM | | | 1 |
| Wellesley | 3/4/2017 4:46:00 AM | | | 1 |
| Wellesley | 2/13/2017 1:06:00 PM | | | 1 |

TOWN OF WELLESLEY



MASSACHUSETTS

BOARD OF SELECTMEN

TOWN HALL • 525 WASHINGTON STREET • WELLESLEY, MA 02482-5992

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WWW.WELLESLEYMA.GOV
BLYTHE C. ROBINSON
EXECUTIVE DIRECTOR OF GENERAL GOVERNMENT

DATE: February 9, 2018
TO: Board of Selectmen
FROM: Meghan Jop
SUBJECT: Delanson Circle Comprehensive Permit

The Zoning Board of Appeals will continue the public hearing of the Comprehensive Permit for 90 Units at the Delanson Circle property on Thursday, February 15, 2018 at 7:30 pm. The topics for discussion at the meeting will be centered on traffic, parking, and a continuation of stormwater review. Since the last meeting of the ZBA on this matter on January 18th, VHB has been working on the peer review of traffic; and Walker Consultants has been working on the peer review for parking. The Town has also engaged Judi Barrett as a 40B consultant, paid by the applicant, to assist the ZBA with the facilitation of the project.

Attached herein you will find the following documents:

- VHB Traffic Peer Review Letter prepared by Rob Nagi.
- Walker Consultants Parking Peer Review Letter prepared by Art Stadig
- Letter from the College Heights Neighborhood Association

As of February 9th, the Town has not received any additional information on stormwater, so it is likely that unless received by Monday, February 12th, this item will likely not be discussed at the ZBA hearing.

The Selectmen's Staff has also engaged Beta, our additional on-call traffic consultants to review all documents.

As a reminder, all documents for the project can be reviewed online at:
<http://www.wellesleyma.gov/964/Delanson-Original-Application>



February 8, 2018

Ref: 13810.00

Mr. Richard Seegal, Chair
Zoning Board of Appeals
Town of Wellesley
525 Washington Street
Wellesley, MA 02482

Re: Transportation Peer Review Commentary
Wellesley Square Residences
8 Delanson Circle
Wellesley, Massachusetts

DRAFT FOR TOWN REVIEW ONLY 2/1/2018

Dear Mr. Seegal and members of the Zoning Board of Appeals:

VHB/Vanasse Hangen Brustlin, Inc. (VHB) has performed a technical ‘peer’ review of the Traffic Impact and Access Study (the “Study”)and associated site plans for the proposed residential development to be located at 8 Delanson Circle in Wellesley, Massachusetts. The project known as the “Wellesley Square Residences” as proposed is a development of 90 apartment units being serviced by 100 parking spaces on a site located off of Linden Street and Hollis Street (the “Project”). As part of this review effort, VHB reviewed the following documents:

Traffic Impact Assessment “Wellesley Crossing, Delanson Circle, Wellesley Massachusetts;
dated November 2017 and prepared by Vanasse & Associates, Inc.

“Wellesley Square Residences, 8 Delanson Circle, Wellesley, MA 02482 ZBA Submission”;
dated November 17, 2017 prepared by EMBARC Architects, Mckenzie Engineering Group, and Verant Landscape Architecture.

VHB also visited the Project site on January 22, 2018 and again on Thursday February 8, 2018 to review and observe the traffic conditions in and around the Project site and to verify and compare the results presented in the report with what was occurring in the field.

PREFACE

For the purposes of this review, it was assumed that the Project meets the eligibility criteria for a comprehensive permit and VHB therefore does not provide commentary on this subject matter. VHB

101 Walnut Street
PO Box 9151
Watertown, Massachusetts 02471
P 617.924.1770
F 617.924.2286

Engineers | Scientists | Planners | Designers



does not offer commentary on the actual site plan, other than how it relates to transportation-related issues. It is assumed that another firm and/or Town staff will focus on reviewing the application for typical site/civil engineering purposes (utilities, drainage and grading, environmental, etc.). The focus of this review is exclusively on the engineering and technical merits of the Study as well as the driveway and roadway plans submitted in support of the Comprehensive Permit application.

REVIEW OF THE TRANSPORTATION INFORMATION

In general, the traffic report and supporting plans have been prepared in a professional manner that is generally consistent with standard engineering practices. As part of this effort, VHB has conducted a detailed, point-by-point evaluation of the study and its supporting documentation. In general, it is our professional opinion that the information contained in the report is both technically accurate and portrays the likely impacts of the Project on the surrounding roadway system.

VHB has identified additional informational needs that focus on the operational impacts of the Project on the surrounding roadway network, the proposed parking for the Development, and the Project commitments. The expectation is that these requests will provide the opportunity to clarify inconsistencies, provide additional insight, and/or address technical issues raised during the course of this review. The Applicant should be prepared to address, discuss, and/or respond to these topics as they all have to do with either public safety and/or site design considerations.

Detailed Discussion of Findings on the Traffic Study

The following comments are provided to the Board for its consideration as they relate to the Applicant's Traffic Study. This evaluation follows the headings of each of the chapters in the Study for clarity.

VHB offers technical comments after each section and, if additional information is needed or requested, the comment may also include **bold text** stating why and what information would be helpful to the Board.

1.0 Introduction

As noted in the Study, the five existing single-family homes that currently exist on the site will be replaced by a development that will include 90 for-rent apartment units (according to the site plans, 18 units will be designated as affordable – 20%) and will provide 100 parking spaces, of which 46 spaces will be accessed via the use of mechanical stackers. This results in a parking ratio of 1.11 spaces/unit. The Study notes that this ratio complies with Section XXI (Off-Street Parking) of the Town of Wellesley's Zoning By-Law. Access to the 100-underground parking space garage will be provided from Hollis Street near Linden Street.

The Study identified several intersections that would likely be impacted by the Project. VHB has reviewed these locations and the distribution of Project-related traffic on the roadway network. Given the projected volumes expected to be generated by the development and the likely distribution of traffic onto the surrounding roadways, it is VHB's opinion the Study area selected appears to be reasonable and



within industry standards. Note that any changes to site access may result in this assumption being revisited.

Lastly, the Study methodology notes that the Project's traffic Study was performed in accordance with MassDOT standards, the Town of Wellesley's PSI standards, and within the standards of the normal Traffic Engineering and Transportation Planning profession. VHB concurs that the Study was done in a professional manner and is consistent with these guidelines.

Comment #1 (PARKING): *The site is located predominantly in the General Residence zoning district, with a small portion in the northwest corner of the site (off of Delanson Circle) being in Single Residence 10 (SR10) district. Delanson Circle is noted as being a private way on the site plans.*

The Town's Zoning By-Law Section XXI (Off-Street Parking) does not specifically state parking ratios for Apartment uses in these two districts. In fact, Apartment uses are not allowed in these districts. Therefore, the Applicant's claim that the Project complies with the Town's zoning By-Laws is inaccurate.

For apartment uses, parking is defined in the following districts in the By Laws as follows:

- *Business A or Industrial A District : 1 space/unit for Apartment Houses.*
- *Limited Apartment District : 1.5 spaces/dwelling unit of two bedrooms or less and two parking spaces for each dwelling unit providing three bedrooms or more;*
- *Linden Street Corridor Overlay District : 2.5 spaces per one, two, or three-bedroom unit.*

While the 1.1 space/unit ratio meets the zoning in Business A and Industrial A, it does not meet the By-Law for the other apartment-based codes.

It has been VHBs experience that parking ratios of about 1.4-1.5 spaces per unit are the minimum for a suburban residential apartment complex such as this one. Parking must account for residents, visitors, and deliveries. If it is the Applicant's intent to use a rate as low as 1.11 spaces/unit, it should provide information on other locations where a parking ratio this low has been used successfully in a suburban environment.

Similarly, VHB is concerned about how the stacker units will function, both in a layout perspective as well as providing real access to the 1.11 space/unit ratio being proposed. The Applicant should provide a detailed description of these spaces and how they will be utilized.

Comment #2 (DELANSON CIRCLE RIGHT OF WAY): *Delanson Circle is noted as a Private Way on the plans. **The Applicant should confirm that they have legal title to abandon this roadway.***



2.0 Existing Conditions

For the most part, the Applicant describes the existing roadway and intersections accurately in its narrative. The notable exception is that Hollis Street is a private way (not under the Town's Jurisdiction) with a variable width roadway ranging from 13-18 feet.

The peak hour and daily traffic volumes collected at the Study area intersections appear to be done in an acceptable manner. The volume (both pedestrian and vehicular) and speed data provided in the Study appendix is consistent with the traffic networks provided in the report and those generally observed by VHB staff during their site visit. Of note, some of the traffic data was collected on Wednesday June 14, 2017. Wednesdays are half-days for the Town of Wellesley school system, so the pedestrian and traffic volume information may not be fully representative of these modes of transportation during the peak periods.

The Public Transportation section discusses the various transit options near the Project site. This includes bus routes for both the MBTA Commuter Rail via the Worcester/Framingham line as well as Route #8 of the MWRTA. The area appears to be well served by transit options (which is discussed later in the trip generation section).

The Motor Vehicle Crash Data section provides information on the crash history of the various area locations selected for Study. Only one intersection experiences a crash rate higher than the statewide average (Weston Road at Linden Street). (note: the Applicant makes a commitment to fund and facilitate a Roadside Safety Audit at this location).

Comment #3 (TRAFFIC VOLUMES): *Because the proposed residential development is likely to generate traffic during weekends at a similar rate as on weekdays; coupled with the fact that the area surrounding the development is heavily influenced by the retail developments along Linden Street, **the Applicant should provide some basic information demonstrating that the weekend conditions experience less traffic (or is comparable) to the weekday conditions.***

The Applicant should also conduct an evening traffic count at the intersection of Hollis Street and Linden Street on a Tuesday or Thursday to confirm that the Wednesday half-day school condition did not influence the traffic conditions near the Project Site.

3.0 Future Conditions

The Study uses a seven-year traffic projection horizon, which is typical for a development of this type and is consistent with MassDOT guidelines.

The 2024 No Build traffic conditions were developed by assigning the background traffic growth a 1% rate per year (essentially 7% over the course of the seven-year period) and considers the transportation impacts of two potential developments near the Project:



- Sports Complex located at 900 Worcester Road in Wellesley (130,000 sf sports center with fields, ice rinks, and pool services along with a health club component)
- Tolles-Parson's Senior Center, located at 494-496 Washington Street in Wellesley (13,275 sf senior center)

In addition to these projects, the Town of Wellesley's Planning Department noted that there is a 55-unit Chapter 40B Apartment development to be located at 148 Weston Road in Wellesley.

The Study notes that there are no specific roadway projects that will be taking place in the Study Area over the course of the next seven years which might impact roadway capacity/operations.

The traffic Study determined Project-related trips using procedures consistent with Institute of Transportation Engineers (ITE) guidelines. The Study also considers the impact of the various transit services and a robust ped/bike environment in the immediate vicinity of the Project site. In summary, the Project would be expected to generate approximately 490 daily, 32 morning peak hour, and 40 evening peak hour unadjusted vehicle trips using the ITE's Trip Generation¹.

When taking into account transit (15%), bike/ped (10%), and vehicle occupancy (1.13 passengers/automobile) adjustments, the site is expected to generate 368 automobile daily trips, 24 morning automobile trips, and 30 evening peak hour automobile trips. Table 5 of the Study highlights this information in tabular form.

Trip Distribution was developed using journey-to-work data and was refined based on observations of traffic during the commuter peak hours. Figure 11 of the Study reflects the results of this evaluation.

VHB Comment 4 (BACKGROUND DEVELOPMENT & TRIP GENERATION): *The Applicant should incorporate the impacts of the 55-unit apartment project into the No-Build and Build Condition.*

We are in agreement with the methodology that was used to develop the anticipated traffic generation of the Project and the Trip Distribution patterns. VHB has reviewed the calculations and confirms that the numbers presented are consistent with the ITE-based approach and the adjustments are consistent with those presented from their data sources. VHB notes that the difference in trips between the unadjusted and adjusted volumes is minimal from a trip generation impact. Additionally, trip distribution estimates generally reflect those observed in the field.

4.0 Intersection Capacity Analysis

Utilizing the observed roadway geometry, the traffic volumes – both existing and projected – and the appropriate traffic control at each location; the Study analyzed the impacts of the Project at each of the Study area intersections. The Study utilizes the most appropriate version of the highway capacity software and presents an accurate description of the Level of Service terms.

¹ *Trip Generation*, 10th Edition; Institute of Transportation Engineers; Washington DC; 2017



In reviewing the operational analysis, the following information was presented:

- **Linden Street @ Crest Road (Signalized)** : Under 2024 Build conditions (with the addition of Project-related traffic), traffic operations are expected to remain at LOS D with only minor increased in delays (less than one second) over the 2024 No-Build conditions (without the addition of Project-related traffic).
- **Linden Street @ Everett Street and a Private Driveway (signalized)** : Under 2024 Build conditions (with the addition of Project-related traffic), traffic operations are expected to remain at LOS B with only minor increases in delays (less than one second) over the 2024 No-Build conditions (without the addition of Project-related traffic).
- **Weston Road @ Linden Street (unsignalized)** : This unsignalized T-intersection has traditionally been operationally challenged from a congestion perspective. Impacts are minimal at this location, with less than 10 Project-related trips being added during either of the commuter peak hours. Under 2024 Build conditions (with the addition of Project-related traffic), left-turn movements from Linden Street operate at LOS F with only minor increases in delays (less than one second) over the 2024 No-Build conditions (without the addition of Project-related traffic).
- **Linden Street at Delanson Circle and the MBTA Commuter Lot Parking Drive (unsignalized)** : This unsignalized intersection would have the Delanson Circle approach eliminated through the development of the Project. Operationally, this would improve the LOS for drivers exiting the MBTA lot in the evening as there would be no opposing traffic coming from the opposite side of the roadway. Under 2024 Build conditions (with the addition of Project-related traffic), all movements the MBTA driveway will operate at LOS D or better with minor decreases in delays when compared to the 2024 No-Build conditions (without the addition of Project-related traffic). See note below on vehicle queuing influencing this intersection.
- **Linden Street at Hollis Street and private driveway (unsignalized)** : This unsignalized intersection would have traffic increases along Hollis Street as the Project's driveway will connect to the street approximately 100 feet from its intersection with Linden Street. Under 2024 Build conditions (with the addition of Project-related traffic), there would be a drop in LOS for the Hollis Street approach from B to C in both the morning and evening peak hour when compared to the 2024 No-Build conditions (without the addition of Project-related traffic). See note below on vehicle queuing influencing this intersection.
- **Hollis Street at the Project Site Driveway (unsignalized)** : Under 2024 Build conditions (with the addition of Project-related traffic), there would be a drop in LOS for the Hollis Street approach from B to C in both the morning and evening peak hour when compared to the 2024 No-Build conditions (without the addition of Project-related traffic).

In addition, Tables 9 and 10 of the report documents the expected (calculated) vehicle queuing at each of the Study area intersections. VHB observed typical vehicle delays and queuing and visually confirmed that the existing information contained within the Study is accurately representative of the actual conditions in



the field with the noted exception of traffic queuing that exists along Linden Street (mainly focused around its intersection with Crest Street (signalized)).

In this case, queues of traffic on the westbound approach during the evening peak hour were routinely observed to be in excess of those presented in the Study during VHBs visit to the site (from Table 9, WB left-turn lane queues 8 average and 17 95th-percentile and WB through/right-turn lane 10 average and 19 95th-percentile queue). In this case, it appears once the left-turn lane (~100 feet) is filled, the queue extends and mixes with the through/right-turn queue and appeared to approach 15-20 cars regularly and extend past Hollis Street.

Comment #5 (TRAFFIC OPERATIONS) : *We are in general agreement with the methodology that was used to develop the analysis and the findings. The information contained in the Study represents the likely impacts associated with the Project. As the majority of the Project impacts will be at the intersection of Hollis Street and Linden Street, **the Applicant should present information on observed vehicle queuing on the approach noted (Linden Street westbound at Crest Street) and consider options to minimize the likelihood that queues will spill back and routinely block the Hollis Street intersection during the evening peak hour. The Applicant should also consider how drivers seeking to turn left into Hollis Street or out of the MBTA parking lot will be blocked from doing so and possibly further erode traffic flow along the corridor.***

5.0 Sight Distance Evaluation

Table 11 from the Study presents the sight distance information for the proposed driveway along Hollis Street. The text notes that the sight distance exceeds the recommended minimum AASHTO sight distances for a 30mph speed along Hollis Street (vehicles will likely be traveling at a much slower rate given that the intersection is only 120 feet from its intersection with Linden Street) for both the Intersection and Stopping Sight Distance measurements. VHB confirmed these distances appear accurate and notes that the Linden Street intersection limits this sight line for drivers looking/approaching from that direction.

Comment #6 (SIGHT DISTANCE): *We are in general agreement with the methodology that was used to develop the analysis and the findings. **The Applicant should illustrate sight triangle areas for the Project site driveway on the Site Plans along with a note to indicate: "Signs, landscaping and other features located within sight triangle areas shall be designed, installed and maintained so as not to exceed 2.5-feet in height. Snow windrows located within sight triangle areas that exceed 3.5-feet in height or that would otherwise inhibit sight lines shall be promptly removed."***



6.0 Conclusions & Recommendations

VHB has reviewed the traffic Study conclusions and generally agree with the six conclusion points raised in the beginning of this section. Moreover, VHB generally concurs that the project in-and-of itself will not likely result in a significant impact (increase) on motorist delays or vehicle queuing.

The Study makes a number of recommendations with respect to Project Access, Off-Site locations, and with respect to Traffic Demand Management as well. VHB has reviewed all the Project recommendations and offers the following commentary:

Project Access

There are 10 bulleted recommendations presented in this section of the Study. VHB agrees with each of the recommendations and notes the following:

- The fifth bullet notes that "consideration should be given to installing a sidewalk along the Project site frontage on Hollis Street extending to Linden Street". *VHB notes that the site plans do show that there is a sidewalk along this section of roadway.*
- The seventh bullet notes that "a school bus waiting area should be provided at an appropriate location...".

Comment #7 (PICK UP/DROP OFF LOCATIONS) : The Applicant should provide an update to the Board on the discussions with the Town's School Department on the placement of a school bus and other transit services such as the RIDE, Council on Aging, and paratransit operators. Care should be given to identifying locations where a stopped vehicle will not negatively influence traffic flow along either Hollis Street or Linden Street.

- The final bullet notes the consideration of electric vehicle charging stations within the parking facility.

Comment #8 (ELECTRIC VEHICLE CHARGING STATION) : The Applicant should provide an update to the Board on the number and location of any electric vehicle charging stations within the garage.

Off-Site

There are three intersections where recommendations are noted. The Applicant has committed/recommended the following at each of these locations:

- Weston Road at Linden Street – The Applicant will "facilitate the completion of a Road Safety Audit (RSA) in order to identify improvement strategies for this intersection".
- Linden Street at Hollis Street – the Applicant notes that "Independent of the Project... STOP-sign and a marked STOP-line be provided on the Hollis Street approach to Linden Street".



- Linden Street at the MBTA Parking Lot Driveway – the Applicant notes, “Independent of the Project... STOP-sign and a marked STOP-line be provided on the MBTA parking lot approach to Linden Street, and a crosswalk be provided across the driveway and Linden Street with accompanying ADA compliant wheelchair ramps and detectable panels”.

Comment #9 (LINDEN STREET and HOLLIS STREET PEDESTRIAN CROSSING) : *Given that the current demand to cross Linden Street from the Delanson Circle to the MBTA station is minimal, and the Applicant is proposing to construct 90 apartment units that appear to be marketed toward the public transportation resources in the area, **the Applicant should provide clarification as to why the pedestrian crossings over Linden Street should be implemented “independent of the Project” and how they’d access the MBTA Commuter Rail Facility.***

Additionally, Hollis Street is a private way. The Applicant should commit to incorporating these improvements into the system as the Town has no ability to influence and install these options.

Transportation Demand Management

The Study outlines a number of Transportation Demand Management (TDM) measures that should be implemented, including the following:

- The owner of the property should become a member of MassRIDES;
- Post information regarding public transportation services in a central location and made available to interested residents;
- Distribute a “welcome packet” of information to new residents outlining the available transportation services in the area;
- Link the site to the public pedestrian network surrounding the site;
- Provide a secure mail-drop area in a central location; and
- Provide secure bicycle parking consisting of exterior convenient bicycle parking and weather protected bicycle parking in a secure area of the building.

Comment #10 (TDM RECOMMENDATIONS): *There are a number of recommendations in the TDM section (and throughout the Study in general). Should the Board elect to consider applying conditions to the Project’s approval, the recommendations outlined within the TDM section (and elsewhere) should be memorialized.*

VHB is in general agreement with the commitments that were outlined in the Traffic Study. In reviewing the recommendations and comparing them with the site plans, VHB would suggest the following actions also be considered:



- **Comment #11 (BICYCLE PARKING ACCESS)** : *The architectural plans illustrate secure bicycle parking in the northwestern corner of the parking garage. **The Applicant should identify how bicyclists will access these spaces from the outside and how visitors to the facility will utilize this secured parking area. If visitors/guests cannot access these spaces, then public bike storage should be provided outside the garage area for these users.***
- **Comment #12 (APPLICABILITY OF OFF-SITE IMPROVEMENTS)** : *The traffic Study notes that there are several recommended improvements needed to the surrounding roadway network (as it relates to the placement of STOP-signs, STOP-bars, and pedestrian crossings. The recommendation also notes that these should be provided "Independent of the Project". **As the Applicant has identified a series of potential improvements needed in the area of the Project that appear to be directly impacted by the proposed Project, it should provide justification of how/why these should be implemented "independent of the Project" (see comment #9 above noting that Hollis Street is a private way).***

COMMENTS ON THE SITE PLAN

In reviewing the site plan from a transportation and circulation perspective, VHB offers the following comments (note that specific issues relating to site/civil engineering aspect of the plan review are not directly covered as part of this effort):

- **Comment #13** : As noted previously in Comment #1, the Applicant should demonstrate how the parking rate of 1.11 spaces per unit is reasonable for this specific suburban location and what, if any, parking management plans would be implemented to assure that the requested number of spaces is sufficient to accommodate Project parking demands. Parking demand should account for resident and visitor parking needs. Parking demand information for comparable project sites that are in similar suburban locations and also provide access to enhanced transit options would be helpful.

The Board should closely review any restrictions for access to the underground parking and the adequacy of the visitor parking supply (if any), knowing that there is potential for overflow parking to occur along neighborhood streets and into nearby commercial parking areas. If no visitor parking is provided on-site, the Applicant should explain where guest parking will take place – taking into account that many of the nearby streets have parking restrictions already in place (Linden Street, Crest Street, and Summit Street) and noting that Hollis Street is only 18 feet in width at its widest point.

- **Comment #14** : Additional detail should be provided as it relates to the underground parking structure and the mechanical operations of the parking equipment to be used. The Applicant should provide a narrative about how access the 46 stacked spaces will be handled in a residential unit as is proposed and describe the process for sharing spaces between the residents and visitors.



- **Comment #15** : The Applicant should also identify how access to the spaces located closest to Linden Street will be accessed and how a vehicle will exit that space using a turning radius graphic.
- **Comment #16** : The Applicant should identify the grade and length of the ramp leading from Hollis Street into the parking garage area. While it appears to be a relatively light downslope, it would be helpful to have this confirmed.
- **Comment #17** : Will the entrance to the garage be gated/mechanical in nature? If so, consideration of noise attenuation should be considered as the Project is in a neighborhood setting. Moreover, details of how lighting and pedestrian sight lines will be maintained along the Hollis Street driveway.
- **Comment #18** : The Applicant should provide information on how and where loading activities for the Project units will take place. An AutoTurn© (or a similar analysis technique) should be provided which demonstrates how loading truck movements through the site can be managed without impacting parking and/or other static objects within the site. This plan should consider that on-street parking (either via Hollis Street or Linden Street) will disrupt traffic flow significantly. Turning radius for delivery trucks should be noted and the Applicant should present a detailed move-in management plan so that multiple trucks don't arrive at the same time for the move-in areas (if limited by space).
- **Comment #19** : The Applicant should provide information on how and where refuse/garbage pickup for the Project units will take place. An AutoTurn © (or similar) turning radius assessment for refuse/garbage trucks should be identified on the plan.
- **Comment #20** : The Applicant should coordinate with the Town of Wellesley Fire Department for preferred locations and sign requirements for fire lanes within the site and their comfort level with an ability to respond and fight an event at this site. The Applicant should present information from the Fire Department noting that they've reviewed the access needs for the facility and that fire apparatus can effectively handle a response to the facility from a turning radius perspective. This should also include an AutoTurn © (or similar) turning radius assessment to indicate that the Town of Wellesley fire apparatus can circulate freely through the site in the event of an emergency. This turning assessment should be provided to the Board and to the appropriate Fire Department staff for review.
- **Comment #21** : A narrative as to how the Applicant intends to stage the construction of the facility in the residential neighborhood with limited on-street parking should be considered. Given the likely volume of fill to be removed from the site prior to beginning the actual construction phase, information on the number of trucks expected to arrive and depart from the site should be provided along with a likely hauling route should be presented. Any weight-limit restrictions along the haul routes should be noted as well.

Given the limited available roadways surrounding the site, staging of equipment and employees will be challenging. Where will the contractors park and where/how will deliveries be made as the



site without disrupting the overall flow of traffic along the adjacent street system would be helpful to understand.

- **Comment #22** : the site plans should have a note added that all traffic regulatory signage should conform to the most current version of the Manual of Uniform Traffic Control Devices (MUTCD).

Please call if you have any questions or require additional information on any of the requests or comments noted above. Once responses to the initial comments noted above have been received and reviewed, VHB will respond to this information as appropriate. VHB will also suggest potential conditions that the Board may want to consider in their review and deliberations as they relate to transportation elements of the proposed Project.

I will be available at the next Zoning Board of Appeals hearing to discuss in greater detail these findings if needed. The Applicant should be prepared to address as many of these comments as reasonably possible at the upcoming Zoning Board of Appeals hearing and incorporate them into revised traffic plan based on the outcome of the meeting.

We trust that the above information is helpful to address the comments raised at the ZBA hearing and to be responsive to the most recent VAI letter. If you have any questions on the attached, please feel free to contact me at your convenience.

Sincerely,

Vanasse Hangen Brustlin, Inc.

Robert L Nagi, PE

Principal

CC: Meghan Jop, Town of Wellesley

Tom Harrington, Miyares and Harrington, LLP

16-2861.00

DATE: February 8, 2018
TO: Meghan Jop, AICP
COMPANY: Town of Wellesley
ADDRESS: 525 Washington Street
CITY/STATE: Wellesley, MA 02482

20 Park Plaza, Suite 1202
Boston, MA 02116617.350.5040
walkerconsultants.com

Copy to:

FROM: Arthur G. Stadig, PE
PROJECT NAME: Delanson Circle
PROJECT NUMBER: 16-2861.00

Walker Parking Consultants (WPC) has been retained by the Town of Wellesley to review parking for the Delanson Circle application. WPC has reviewed the application materials presented by the proponent that are generally available on the Town's website for this project. Recent materials that pertain to the parking facility (automated parking system data, turning movements, etc.) were received for review on 2-7-2018.

Delanson Circle is currently designed for 90 residential apartments with parking on the lowest level. The most current plans, dated 1.29.2018 show 106 spaces; 4 ADA, 50 Standard spaces, and 52 semi-automated spaces. There is one vehicular access point on the eastern end of the garage off Hollis Street.

We have reviewed the materials and offer the following comments:

1. The current site is located in two zoning districts; General Residence (GR) and Single Residence 10 (SR-10). Neither of the zones allow for multi-unit housing like the proposed development. The application section 1.e Zoning and Current Use indicates the applicant is requesting a reduction of the parking requirement from 1.5/2.0 to 1.11 spaces/unit. Note that the current plans now show an average of 1.18 spaces/unit. The 1.5 and 2.0 spaces/unit requirement information comes from the Multifamily Residence and Limited Apartment Districts where 1.5 spaces are required for 1-2 bedroom units and 2 spaces are required for 3 bedroom units. For the 90 units in this building, these zoning ratios and the current unit mix, 140 spaces, or 1.56 spaces/unit are required. Based on review of census information for this portion of Wellesley, this ratio of 1.56 spaces/unit is very close to what the census data reflects; 1 space for 1 bedroom units and 2 spaces for 2-3 bedroom units. By applying to this development the ratios that are found in the census data, this would render 146 spaces or 1.62 spaces/unit. The census data also revealed that very few people take public transportation to work and many that do own a car.
2. Based on the current design, the parking is all within the footprint of the building and controlled at the entry/exit off of Hollis Street. While there is no indication in the submittal as to how this is controlled, we are assuming that only residents and employees of the residential building will be allowed access. In this case, visitors to the residential building will need to park elsewhere. Currently, there is no indication of where these visitors may park. Based on experience, a visitor demand of approximately 0.15 spaces /unit will be generated during peak night and weekend times. This creates a need for 14 visitor vehicles. If the parking supply were more in line with zoning and visitor access to the parking supply were provided, the visitor demand may be accommodated by "sharing" the resident's spaces at that time.

3. Based on the above, the data leads us to believe the project has a deficit of 35-40 spaces. In addition, approximately 14 visitor spaces need to be accommodated at peak times. The proponent should be more definitive in defending the reduction in required parking down to a ratio that is at 1.11 spaces/unit (1.18 Spaces/unit currently provided). In addition, the proponent needs to be more definitive in how visitor parking is going to be accommodated.
4. We take no exception to the PHV (peak hour volume) information in the traffic report (November 2017 Transportation Impact Assessment prepared by Vanasse & Associates, Inc.). The traffic report indicates a relative PHV of 20% exiting during the morning and 7% entering; a total of 27 trips. The traffic report indicates a relative PHV of 20% entering and 14% exiting during the evening; a total of 34 trips.
5. The entry/exit off of Hollis Street currently does not show any parking equipment or lanes for parking equipment. A single wide overhead door at the face of the building is shown. The width of the entry/exit scales at approximately 26' wide. The traffic volume listed above at the entry/exit to the parking facility should be reasonably accommodated by a vehicular access control system. It is assumed that the garage door is operated by some means such as a radio clicker or automatic vehicle identification. The entering vehicle will be queued on the entry drive/sidewalk while the overhead door is opening. An occasional entering vehicle queue will occur on the street and would be improved if the entry lane and control door are within the interior of the building.
6. The slope of the short ramp at the entry/exit into the garage is not labeled on the plans. We recommend the proponent present this information for review. Depending on the slope, this may affect the entry/exit configuration.
7. A turning study was performed by Vanasse & Associates (with no date). The study shows that a 19' vehicle can enter and park within the facility. However, the turns do not show vehicles both entering and exiting the facility at the same time. Further, while we believe the 19' vehicle is conservative, that size vehicle would not fit in the semi-automated system as discussed below. We recommend that the turning study be updated to reflect simultaneous entry/exit with the access control system being considered.
8. We agree with the traffic report that the proponent should include electric vehicle charging stations in the garage. We recommend considering installation of 5% of the spaces with ability to increase to 10%. Charging stations should accommodate accessible parking.
9. The parking facility utilizes semi-automated vertical puzzle parking to allow a "stacked" parking condition. A manufacturer's brochure has been submitted showing a CityLift 2-level standard system. A similar system has been used successfully in the Boston area for residential parking and the CityLift system has been successfully used elsewhere in the USA. We do not take exception to the use of this type of system for this application. Residential users are repeat users and can become familiar with the use and requirements of the system. It should be noted that this system does not provide the same comfort and level-of-service that a normal zoning compliant self-park space would provide. We recommend further design development to ensure adequate working details and dimensions. Attention should be paid to fire suppression to adequately account for the dimensional needs of sprinklers.
10. The compliance of parking dimensions meeting zoning will need further review considering the mechanical parking system. The CityLift system shown on the most recent plans can accommodate cars that are a maximum of 16'-5" long in one row and 17'-0" long in another row. This needs to be confirmed as it doesn't appear to show a length difference between the two sections of the system.



Zoning requires an 18' space that can accommodate cars longer than 17'-0" and 16'-5", so the semi-automated parking will be perceived to be a smaller space. The car width on the supplied CityLift information and the pallet on the plan do not match. The plan references a maximum car width for the system that is 6'-10" wide and the spec sheets list a maximum car width to be 6'-7". The maximum height of the car allowed in the CityLift system is not listed. In addition to length and width, the height could be a limiting factor for cars able to use the mechanical parking system. As a reference point, current Honda Pilot: 195" (16'-3") long; 79" wide (6'-7"); 70" tall (5'-10"). The current set of plans also shows a drive aisle at the mechanical spaces to be less than 24' wide. We estimate the drive aisle to be less than 22'-6" wide. It is further pinched down in areas because of building columns protruding into the drive aisle; less than 21'-6" wide at the columns. These reduced drive lane widths become more critical as vehicles are entering pallets on the semi-automated system that are somewhat narrower than a regular self-park space. We recommend that the design consider the above and make adjustments as possible to better align with zoning requirements.

11. We do not have enough information to comment on the headroom issues within the parking facility. In particular, the headroom provided by the semi-automated system.
12. Surface spaces and drive aisles appear to meet the dimensional requirements for off-street parking, with the exception of the drive aisle between the surface spaces in the row with accessible spaces and the mechanical parking system (noted above).
13. There are four ADA spaces shown on the plans. For 106 parking spaces, 5 total ADA spaces (1 being van accessible) are required. Confirm 8'-2" headroom clearance at van accessible spaces. The proponent should adjust the layout to comply with ADAAG.
14. The parking facility is enclosed and will require a ventilation system. We suggest that a general description be provided of how the ventilation system is arranged. This would include where intake and exhaust air are provided and how the air is moved.

We remain available to answer further questions and attend the Town's ZBA meeting as required.

COLLEGE HEIGHTS ASSOCIATION

A community of neighbors committed to responsible growth in Wellesley.

February 8, 2018

Dear ZBA,

Thank you for your hard work and continued diligence reviewing the proposed 40B project at Delanson Circle. As you know, we are a group of neighbors and friends who have joined together to discuss the impact that the Delanson Circle 40B project (as currently proposed) would have on our neighborhood and the town. Our group is FOR affordable housing in our neighborhood when it is done in the context and scale of the neighborhood.

As Chairman Seegel requested, we are sending this letter on behalf of the College Heights Association. The residents are alarmed about current **traffic and road-safety** based on the increase in the traffic that cuts through local streets to avoid the congestion along Weston Road and at the intersection of Linden and Weston. Our fear is that these traffic concerns will be magnified with the potential building projects. We have organized our comments into three sections:

- Existing Traffic Concerns
- Impact on Traffic from Wellesley Crossing
- Concerns with Developer's Traffic Study

EXISTING TRAFFIC CONCERNS / COLLEGE HEIGHTS

College Heights has experienced a dramatic increase in traffic over the past three years. The root cause of this problem points to the fact that traffic backups on Route 9 and Weston Rd. result in commuter traffic being directed into the College Heights neighborhood via Waze and other smartphone traffic avoidance apps. In the fall, residents mobilized and formed a neighborhood task force to document current driving behaviors. A proposal for changes to deter reckless driving was submitted on October 24, 2017 to Chief of Police, Jack Pilecki to then present to the Traffic Committee. The consensus among residents is that if something is not done to address the already dangerous driving trends in our neighborhood, an accident involving serious injury or another death is inevitable.

Based on this traffic, many of us have difficulty entering and exiting our driveways during morning and evening rush hours especially as drivers are in a hurry to get through to and from Weston Rd/Linden St. We have the added challenge of not having continuous sidewalks throughout these streets. Being a heavy-walking neighborhood, pedestrian (including children walking to the elementary-, middle school- and high-schools) are at risk with the increased impact from the added traffic of the developments proposed for Delanson Circle, Weston Road and Rt. 9/Hardy School.

IMPACT ON TRAFFIC FROM WELLESLEY CROSSING

1. **Drop-off/Pick-up** A reality of living in Wellesley is driving and carpooling. There does not appear to be any place to pull-off on Linden Street to safely pick-up or drop-off a child (or an adult for that matter) at the proposed Wellesley Crossing.

There is absolutely no parking or stopping on this busy stretch of Linden Street. If a car were to stop in front of the project, it would block the single lane of traffic on Linden Street. It is precisely in front of the proposed project on Linden Street, just before the curve toward the Crest Road/Linden Street intersection, that cars select a lane, to either turn left into the Square, continue straight to Weston

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Road, or turn right to go up Crest Road. Traffic moves quickly and there is no room for error. Commuters exiting the MBTA and school children from multiple public schools navigate through the intersection on a daily basis. A stopped car would cause serious safety concerns and endanger drivers and pedestrians along Linden Street. A dedicated pull-off area is essential to everyone's safety.

- 2. Visitor Parking.** The 1.1 parking ratio is inadequate for a suburban apartment building. Where will the babysitter, visiting family or friends who are coming for dinner park? While the commuter rail is accessible, it has a limited schedule and cannot be relied upon for all transit needs. How will spaces be distributed? 100 spaces for 90 units seems disproportionately low, as a reasonable assumption would be that each one-bedroom unit would have at least one car, and each two and three bedroom unit would have two. Even if we assume that there is only one car per unit, where are visitors to park? Where is Zipcar? How realistic is stacked or tandem parking? Bottom line, there is inadequate parking. With the lack of street parking on Linden Street and Hollis Street, how will this be addressed? How can we ensure that residents and guests do not create dangerous parking situations on adjacent streets?
- 3. Delivery.** Again, no consideration seems to have been given to delivery to residents. Where will moving vans, UPS and FedEx trucks, the pizza delivery or a furniture delivery truck park? Especially in a rental building with a more transient population, moving trucks and delivery services will be a regular reality. These services cannot be accommodated off of Linden Street, or Hollis Street, which is a private way. How will they access the single elevator bank? A plan needs to be clearly articulated and demonstrated.

CONCERNS WITH THE DEVELOPER'S TRAFFIC STUDY

While there is an industry-accepted methodology for reviewing and analyzing traffic, we have concerns regarding the accuracy of the traffic study submitted by the developer based on the existing traffic patterns. We've highlighted three key points to note:

- 1. Study Timing.** The study was conducted on June 14, 2017, which was a Wednesday, an early release day for elementary schools at a time of the year when nice weather means infinitely more kids walk to and from school rather than being driven. Private schools had closed for the year and public schools were tapering off, with the high school graduation having occurred nearly two weeks earlier, eliminating 375 kids from the annual public-school population. Our first-hand experience living in the town supports the fact that traffic at this time of year is in fact far less than during the months of September to May; we disagree vehemently with the conclusion reached in the developer's report, based on irrelevant traffic data taken at the intersection of Interstate 95 and Rt. 20 in Weston, that traffic actually peaks in June. In that regard, the traffic study should take place in the next month or two, but not during either February or April public school vacation weeks or March private school vacation weeks, and should give particular focus not only to morning and evening rush hours, but also the hours between 2PM to 4PM to capture school release times. From our experience living in the neighborhood, that is perhaps the worst time of day to be driving that stretch of Linden Street and would provide a more realistic view of traffic behavior.
- 2. Study Scope.** As part of the study, the report projects traffic forward, including potential impacts from other planned projects in town. The only two projects listed as potentially impacting the area were the Tolles-Parsons Center and the Recreational Center on Rt. 9. The report did not include the 40B project on Weston Road which has now received a site eligibility letter, and the proposed 40B project for the Rt. 9/Hardy School area, both of which would clearly have a huge impact.

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- 3. Study Assumptions.** To calculate projected car trips from the proposed project, the report used data compiled in the town from 2011-2015 of people's modes of commuting, which were: 60.7% single-occupant vehicle, 4.9% carpool, 10.9% public transportation, 13.1% walk, 8.9% work at home, 0.7% biking. From this there is an assumption that 75% of people from the project would drive to work, but with 1.13 persons per car, that 15% would take public transportation, and 10% would walk or bike. **Besides the fallacy that people within the building are going to carpool to work, what they also fail to consider is that people who take public transportation to work may still be making car trips during morning and evening rush hour in order to get their kids to daycare or school before getting on the train, or alternatively, will have nannies traveling to the building to babysit their children there.**

Based on the concerns cited in this letter, we are eager to hear from independent expert reviewers on traffic. Specifically, we would like the study be more comprehensive and include the surrounding area as well as to show the traffic patterns during peak commuter/school traffic during a more representative time of the year. We believe that this information will provide critical data to help inform decisions on how this project will impact the health, safety, environmental and local planning of our community.

Thank you for your attention to this this topic.

Sincerely,

College Heights Association

